APPENDIX 1

MORAY COUNCIL

ICT STRATEGY (2025-28)

1. Introduction

1.1 As an enabling service, ICT recognises the need to support the ambitions of the council and ensure the core ICT infrastructure supports both the use of ICT and digital transformation to deliver against the corporate priorities. This involves continuing to provide infrastructure, device and system support, maintenance, development of current platforms and security to allow for business as usual within the context of a rapidly evolving technical environment.

1.2 Digital development is closely linked with ICT however the scale and extent of digital development that is required to support transformation as well as digital maturity is extensive and the Council's aspirations in this regard will be set out within a separate Digital Strategy and Plan.

2. Drivers

2.1 This revision of the Moray Council ICT Strategy has been developed within the context of the following drivers:

Corporate Objectives, Best Value and Transformation - The ICT Strategy is aligned to the council's vision and strategic priorities contained within the corporate plan as per section 1.1 and 1.2 and the Local Outcome Improvement Plan including enabling and supporting transformational change. Additionally, the Council has a Best Value Action Plan and a Transformation Strategy and action plan that will require ICT input to put into effect.

Services and staff expectations - Council services require access to reliable and forward-looking technology which helps them do their job rather than constrains them. They require greater flexibility in the way they work and use technology to be more productive whether at their desk, in the field or from home. Services expect:

- Reliable and strong connectivity to enable access to devices, systems and platforms e.g. within schools.
- Access to accurate, trusted and timely information and data to perform in their role and to assist decision making.
- Development of their services using technology to improve service delivery and achieve efficiency savings.
- To develop their knowledge and skills to deliver change.

Customer expectations - Customers increasingly expect "on demand" access to commercially available day to day services. This is driving a change in the

way they expect council services to be delivered to them and the council must change to meet their expectations. This includes:

- Placing the citizen at the core of responsive services, accessing services at a time and place that is convenient to them and on their chosen device.
- While acknowledging potential compliance issues most of our customers expect public services to be "joined up" and at the very least with all Departments within the council. Sharing of data within the council and across partner organisations to deliver improvements to service delivery is imperative to the customer experience.
- Consistency and openness in all their dealings with the Council.
- Choice in how they access services. Although there is an expectation that we will provide online services there is a need to balance this with choice. While we aim to deliver online services in an easy-to-use manner and encourage the uptake of these online services there remains a need to cater for those that prefer, or otherwise do not have access to, online solutions.

The increased volume of cyber crime impacts on the day-to-day operations through the volume of threat notifications, investigation and remedial work required as well as ensuring progress with actions arising from planned cyber resilience work.

Alongside the above drivers are organisational culture and behaviour changes that are required to support successful implementation of new technology.

Specific developments that will impact on the delivery of this strategy include:

- Corporate and Strategic – alignment with corporate priorities, supporting and enabling achievement of Best Value actions including transformation.
- Ensuring the infrastructure in schools supports future curriculum delivery and increasing numbers of technologies and user bases.
- Cyber resilience - significant increase cyber related activity as well as ensuring compliance with the standards arising from the UK and Scottish Government responses to the external environment.
- Market developments e.g. growth in Cloud computing, use of social media as a service delivery vehicle, artificial intelligence, etc.

3 Principles

All developments within the strategy will be guided by the following principles to provide consistency and clarity around the work undertaken.

3.1 Information Assurance

ICT solutions will be developed to ensure they maintain the security, confidentiality and integrity of all personal data in line with the requirements of the General Data Protection Regulations (GDPR), other security standards such as the Payment Card Industry Data Security Standards (PCI/DSS) and the Scottish Governments Cyber Resilience Programme.

We will

- Protect the data held through the implementation of best practice security standards.
- Engage with the Scottish Governments cyber resilience programme.
- Encourage the adoption of open data where possible.
- Improve data available for decision making.

3.2 Digital first

To continuously improve services with the focus on the customer we aim to adhere to the Digital First Service Standard and the 3 themes of user needs, technology and business capability / capacity for all digital services, processes and supporting ICT.

We will

- Develop systems and processes with the customer at the centre
- Encourage adoption of online, no contact services
- Communicate with our customers electronically where possible.
- Add efficiency to service delivery
- Do it once – share information where possible
- Prepare for the future by monitoring developments in technology

3.3 Reuse

The council utilise a range of systems to deliver services to the public and the core applications will become increasingly important as we pursue a joined up council. Where we are looking for change we will seek to reuse or improve existing applications rather than developing from scratch.

We will:

- Reuse solutions and reduce the total number of solutions supported
- Process redesign through the reuse of existing tried and tested solutions
- Reduce the duplication of data collected and establish a single view of our customer

3.4 Managed risk

There is a need to employ risk management to drive the service but a balanced approach will be required to avoid risks preventing or inhibiting progress to the detriment of our service users.

We will:

- Work with services to understand their requirements
- Keep services aware of the art of the possible
- Pro-actively look for solutions rather than inhibit development of council services
- Remove barriers where possible, but where there is a valid reason why requirements cannot be met, we will provide a clear explanation

4. Priorities

From the preceding drivers and principles of this ICT Strategy, 4 key priorities have been identified,

1. Supporting ICT Development
2. Business Intelligence and Insight
3. Assurance
4. Forward Planning

4.1 Supporting ICT Development

The Council seeks to transform services and introduce change for our customers while driving service efficiencies. To support these ambitions the ICT Service will aim to:

a) Improve the clarity and awareness of the organisation's ICT Strategy and corporate agenda.
b) Support transformation work to improve service delivery, enhance community engagement and drive organisational effectiveness.
c) Use technology to help identify inefficiencies, bottlenecks and areas for improvement
d) Extend the availability of online services available to the public by expanding the single view of their transactions with the council via the customer portal.
e) Continue development of shared network protocols.
f) Continue to improve the Education ICT infrastructure to meet the future needs of ongoing Curriculum Reform and key objectives for successful digital learning and teaching.

4.2 Business Intelligence and Insight

Data is one of our most valuable assets and although Moray Council holds vast amounts of data it is primarily held in departmental silos. To unlock the value of this data an open and transparent approach will be developed. Providing open and transparent access to data will provide employees the information to perform their role, managers with the data to manage the service, Elected Members with the data to make decisions based on timely

and relevant information and also importantly enable the public to understand the reasons for the decisions we make. To support this priority we aim to:

a) Contribute towards a data management strategy – to share data safely and lawfully in line with data protection principles and general data protection regulations supported by robust data sharing agreements.
b) Improve data quality and integration - continue with the development of a single trusted view of our customer to ensure consistency, accuracy and trust in the data held and to benefit the customer and provide further efficiency to council services.
c) Improve data analytics capacity - co-design and enable with individual services data analytics capacity including digital dashboards for staff, elected members and the public to view data appropriate to need and better understand the underlying trends within their service and the actions required to address any issues and/or to improve services with automation built in where possible.
d) Building the technical capabilities of staff in data management, analysis and technology utilisation.

4.3 Assurance

The ICT service is subjected to an increasing number of compliance regimes including Public Service Network (PSN) accreditation, General Data Protection Regulations (GDPR), Payment Card Industry Data Security Standards (PCI DSS), Scottish Government Cyber Resilience programme and software licensing. There is a need to develop policies and procedures to ensure an ongoing approach to compliance within the council and this should be supported by a consistent and managed approach to staff awareness. To meet our obligations in relation to compliance and standards we aim to:

a) Review the ICT Security Policy to ensure that security controls are adequate and up to date, building on identified good practice.
b) Continue to maintain our device estate to ensure it is built around a recent operating system version of operating system and that the office productivity toolset is delivered to current Windows devices
c) Review our business continuity arrangements to mitigate against potential risk and to put ICT in a position to assist services to deliver essential functions in the event of a disaster.
d) Review government guidance, and implement any amendments, to ensure the secure exchange of email with other public sector organisation.
e) Adopt industry standard methodology for the delivery of our support service to introduce robust best practice processes and improved reliability and quality of service
f) Improve user awareness, knowledge and understanding of role and responsibility with regard to compliance

4.4 Forward Planning

The pace of technology change continues to increase and it is important that within the context of a 3-year strategy we continue to plan for opportunities that are presented from advancements in technology and ensure the Council is sighted on best practice and ICT and digital developments both across the local government environment and within technological disciplines. To plan for the future we aim to:

(a) Investigate options to deliver efficiencies through cost effective solutions which do not introduce unnecessary risk to the operation of the council.
(b) Review mobile application development tools and standards.
(c) Identify the potential for and implement collaboration tools to deliver further efficiency savings.
(d) Review the application portfolio with a view to rationalising the number of applications in use throughout the council, reduced the number of systems to be supported and consolidate the number of data sources.

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