

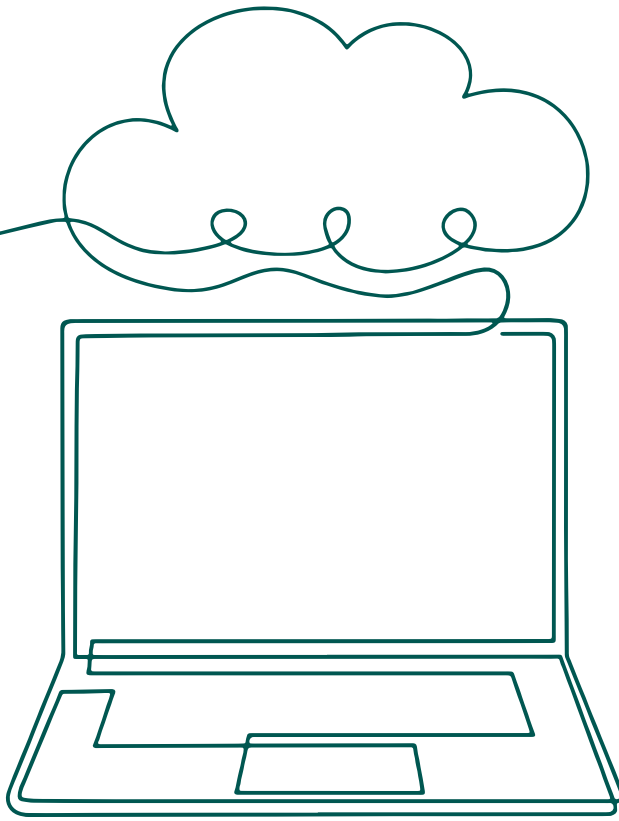
Digital and ICT Strategy

2023-28





DIGITAL IS
80% ABOUT
THE PEOPLE AND WAYS
OF WORKING AND 20%
ABOUT THE TECHNOLOGY



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1. About the Strategy

This Digital and ICT Strategy was developed through a process of research and engagement and identifies key areas of focus for digital service delivery over the next five (5) years. Development of this strategy has sought to recognise best practice, national strategies and emerging innovative digital approaches throughout Scotland and demonstrates our ambitions for using digital, information and technology to deliver better outcomes for our citizens, communities and Council staff.

The way we live and work and how organisations like a Council deliver digital public services and interact with citizens has changed rapidly over the last few years. Since March 2020 South Ayrshire has seen this pace of change accelerate with the introduction of a range of digital services and collaboration tools to support new ways of working and to allow the continued delivery of public services, often to the most vulnerable in our communities. Digital has become a lifeline, but its use has also exposed the risk of digital exclusion and of not having the skills or resources to access vital public services, maintain learning, and stay connected with others. This risk from digital exclusion not only affects our citizens but also those who work for the Council.

This strategy is intended to set out South Ayrshire Council's overarching vision for digital services, but additional strategies and/or action plans may be required in specific policy areas. It is aligned with "A Changing Nation: How Scotland will Thrive in a Digital World", a strategy jointly owned by local and national government, the recommendations from Audit Scotland on the characteristics of a digital council and the Council Plan 2023-2028. It supports the Council's priorities of driving collaboration between services and partners and seeks to involve local communities in shaping our future digital services. The strategy has also been shaped by a Digital Maturity Assessment, conducted in partnership with the Digital Office for Local Government, which evidenced the progression we have made so far and the actions we need to take to further develop our digital services.

South Ayrshire's success in the digital world requires an all-Council collaborative approach, with digital being integrated into our everyday practice. This strategy acknowledges that digital is not limited to ICT and should be considered as part of service planning, service redesign, and workforce planning.



2. Digital Vision

Digital is 80% about the people and ways of working and 20% about the technology. Through this strategy the Council is rethinking its approach to digital, putting people at the heart of future digital services and using technology to support new ways of working. Identifying skills gaps across our workforce and understanding the emerging needs of a future workforce is also our priority.

To thrive in this digital world the Council must embrace three key opportunities: designing and implementing our technology in a secure, efficient and user centred way; realising the potential of our data to improve services, increase efficiency and deliver better outcomes; and transforming our culture and the way we work through digital leadership.

This is reflected in our vision for digital at South Ayrshire.



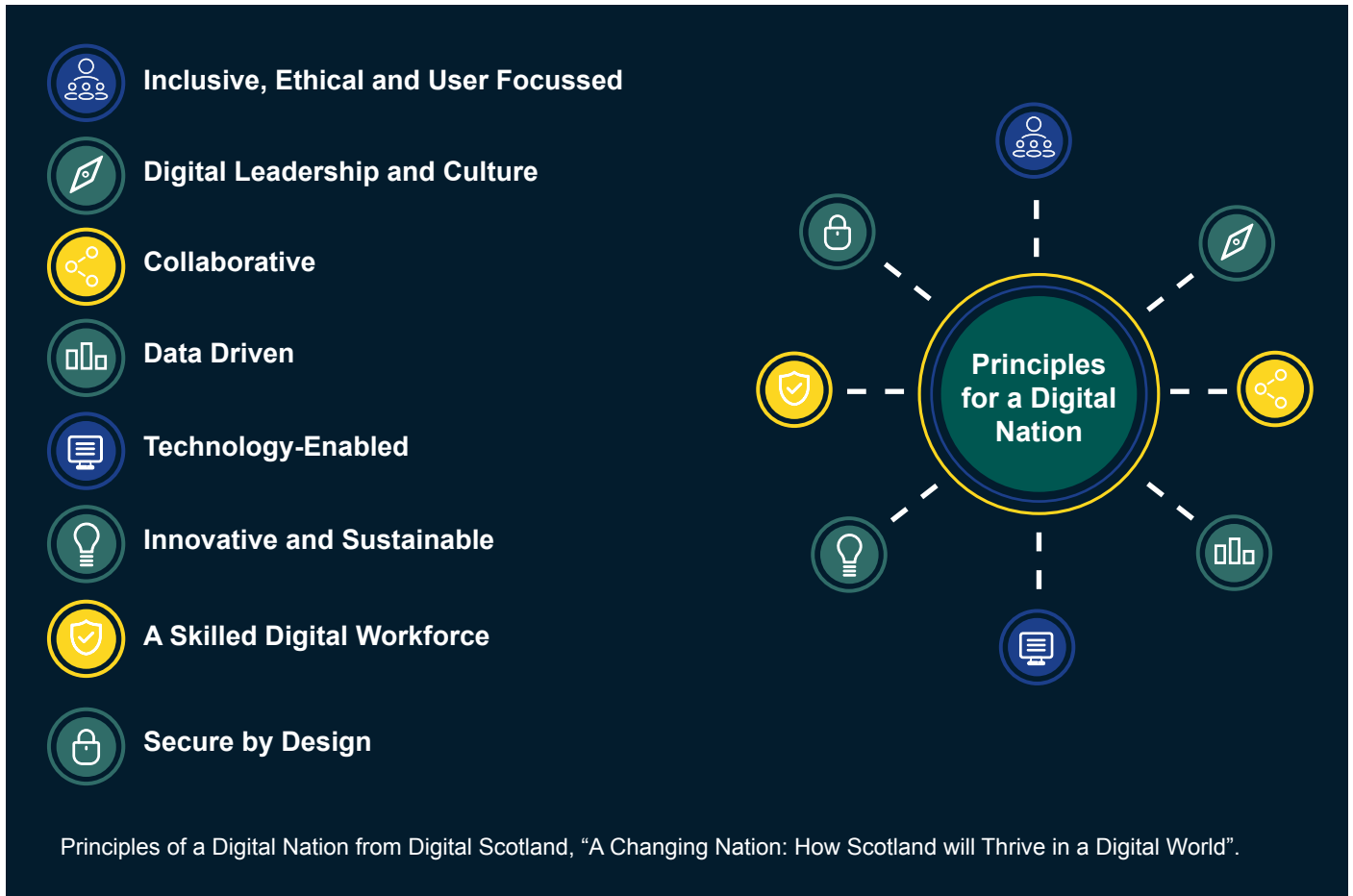
Making a difference every day by providing digital services that are focused on delivering better outcomes for our citizens, communities and Council staff

south
AYRSHIRE
COUNCIL
Comhairle Siorrachd Àir a Deas
Making a Difference Every Day

Delivering on this strategy and achieving successful outcomes for our communities requires the support of the technology enabling services referenced in our Council Plan. It is critical that these services continue to be run efficiently and effectively to allow our outcomes and priorities to be achieved.

3. Our approach, our digital principles

This strategy recognises best practice, national strategies and emerging innovative digital approaches throughout Scotland. The Principles for a Digital Nation, set out in April 2021’s “A Changing Nation: How Scotland will Thrive in a Digital World”, have been incorporated into the strategy and our approach has been informed by Audit Scotland’s “Digital Progress in Local Government”. Aligning at a national level increases the opportunities for effective collaboration and ensures key local and national priorities are always part of our decision-making processes on digital.



Our Principles form the backbone of this strategy and look to deliver better outcomes for our citizens, communities and staff.



Digital Leadership, Culture and Collaboration

We recognise that digitisation can deliver better outcomes for our citizens, communities and workforce and communicate a clear digital vision and ambition for South Ayrshire. We adapt our leadership style to champion change and engage and empower our staff to innovate. We will collaborate at a community, local, regional and national level and across different sectors to deliver better benefits and outcomes for South Ayrshire. We will look to improve how we monitor outcomes from digital change, taking a benefits-realisation approach that includes financial and non-financial benefits.



Digital Workforce and Skills

To develop and sustain a digital future for the Council we will equip our workforce with Digital, Data and Technology (DDaT) skills, knowledge and confidence to develop new ways of working, including in the use of new technology. We recognise the need to prepare detailed workforce plans that are aligned with our digital ambitions and to build the capacity to deliver on this. We will consider the types of skills and job roles needed to support new technologies in the future. We will ensure that our young people and staff are equipped with the skills to thrive in the digital world and to ensure no one is left behind.



Inclusive and User Focused

We recognise that our citizens and communities expect more transparent, accessible, and responsive services from the Council. Our digital services will be designed and delivered based on outcomes rather than our internal requirements, hierarchies and processes. We will work with the Scottish Government through the Verity House Agreement to deliver sustainable person-centred public services. We will introduce the Scottish Approach to Service Design into our work with communities and involve them in the design of our digital services. Our services will be inclusive, ethical and resilient and uphold our citizen's digital rights.



Secure by Design

We recognise that there are many threats to the privacy, integrity and availability of digital services and build security into our digital services by design.



Insight and Data

To develop a data strategy that defines standards and controls and sets out the future direction for data and analytics across the Council. To improve the understanding of the value of data, ensuring that trusted data is available securely to drive informed decisions and deliver better outcomes to our citizens, communities and staff. We will support the priorities set out in the Verity House Agreement, improving our use of data to support evidence-based policy making. We will use and share our data appropriately when working with our partners to enable joint service delivery. We will work to improve data literacy in our workforce.



Enabling Technology and Infrastructure

We will look to make best use of technology and adopt common solutions that can be reused and shared to create better value for money. We will develop a clear plan for addressing legacy systems to reduce the cost of technology to the Council and create a more standardised and simplified technical architecture. We will continue to explore how new and future technologies can improve outcomes for the Council. Our governance structures and processes will continue to ensure that the Council makes the right decisions when investing in new technology.



Innovative and Sustainable

We understand that digital provides opportunities to deliver better outcomes for our citizens, communities and Council staff. We will work with our partners to share ideas and best practice and work with them to co-develop new and innovative solutions to our common problems.



4. People, Place and Partners

The role of digital is no longer to optimise what we do, but to re-imagine what we do, and how we might do it. Citizens today expect more transparent, accessible, and responsive services from the public sector and those expectations are rising. As we move more services online, however, we also need to acknowledge that digital exclusion continues to be an issue for many in our local communities with access, affordability and skills being key issues that must be addressed.



South Ayrshire must put the needs of our people first when designing services. It is vital that the Council does not design and deliver services based on our own requirements, hierarchies and processes but instead focus on the needs of the people we serve and importantly the outcomes we look to deliver. Service led, service partnership, service design and user needs are a key focus and ambition for South Ayrshire, with particular focus around upskilling all staff across the organisation and linking to Council plans and national strategies.

We will look to improve outcomes for our citizens, communities and staff through:

No one left behind: We will continue to retain our traditional contact channels, providing assisted digital services via telephone and our Customer Contact Centres to address the issue of digital exclusion. We will use our libraries and learning centres to give our communities access to digital services. We will work with our partners to provide learning opportunities for our communities to understand the benefits and limitations of digital and develop the skills they need to be safe and productive online.



Inclusive and User Focused

Digital education: We will support Priority 2 – Education and lifelong learning of our Council Plan ensuring our Educators are supported and our learners have access to a high quality digital learning environment that builds their digital skills and helps them and fulfil their potential. We will ensure the digital infrastructure and technology available in our learning environments continue to be fit-for-purpose. We will work towards tackling digital exclusion, providing staff and learners with access to a device when required and using appropriate digital tools to support learners, including those with additional support needs. We will support the development of a broad range of digital skills for our staff, growing the number of Microsoft Innovative Educator Experts (MIEE) across the Council, and the attainment of Digital Schools Award Scotland for all our schools.



Digital Workforce and Skills

Digital workforce: We are aligned with national best practice for digital skills and we will embed the SCVO digital champions and motivators framework into our work practices. We continue to identify digital skills gaps and explore and develop effective training and support (both online and face-to-face). We will promote and review digital skills within our workforce planning activities and governance.

See Appendix B for further information on our approach to a digital workforce.



Digital Leadership, Culture and Collaboration



Digital Workforce and Skills

Play, sport and recreation: We will use digital to support Priority 1 of our Council Plan, developing and enhancing customer-focussed digital marketing solutions within Leisure and Golf facilities and online, ensuring customer information is relevant, accessible and provides commercial opportunity.



Inclusive and User Focused

Destination South Ayrshire: We will use digital to support Priority 3 of our Council Plan, using innovative digital solutions to promote the events, culture and heritage of our area.



Inclusive and User Focused



5. Digital Economy

Priority 2 of the Council Plan 2023-2028 aims for everyone to benefit from a local economy that provides opportunities for the people in our communities and for the Council and our partners to help local businesses to flourish.

Technology and the digital economy present an opportunity for our local businesses to innovate in an interconnected world. Through the Ayrshire Growth Deal and the Ayrshire Regional Economic Strategy we will look to improve outcomes for our businesses through:



Helping our businesses flourish in a digital world: We will work with our partners to create the conditions for local businesses to adapt, grow, create jobs and become successful in the digital economy. Through the Ayrshire Growth Deal, we will ensure that improvements continue to be made to our digital infrastructure and that our local communities are able to benefit from this. We will also work with our partners to build digital skills in the local workforce to ensure everyone can benefit from the opportunities a vibrant digital economy can bring.

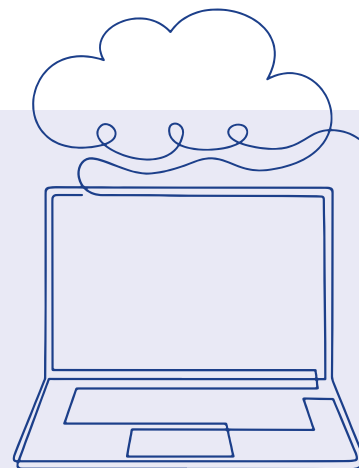


Digital Leadership, Culture and Collaboration



Enabling Technology and Infrastructure





6. Digital Council

The Scottish digital strategy, A Changing Nation: How Scotland will Thrive in a Digital World, recognises that the “maturity of digital technologies such as the web, cloud computing, data analytics, artificial intelligence and the internet of things (IoT)” offer “unprecedented opportunities to reimagine how public services are delivered”. Through this strategy we recognise these opportunities and will look to use these technologies to improve outcomes for our citizens, communities and staff through:

Customer Contact and Telephony: We will review our traditional telephone communication channel, implementing a solution that supports the ways citizens now wish to engage with the Council.



Enabling Technology and Infrastructure



Secure by Design

Online application and support forms: We will further develop our digital services platform to enhance and expand the range of applications and support forms that can be completed online. We will ensure citizens can securely access the services they require and allow them to manage and monitor their own service requests. We will look to reduce waiting times for our Housing customers by increasing the range of digital services on offer.



Enabling Technology and Infrastructure



Secure by Design

Improving our processes: Working with our Council and commercial partners we will consider how we can reduce costs, streamline processes and drive better customer experiences through the introduction of technology that carries out high volume repetitive tasks.



Enabling Technology and Infrastructure

Parent Portal: We will look to automate and/or speed up existing paper-based processes in our schools estate by providing a consistent method for families and carers to access information and reduce the resource demand on schools’ staff.



Enabling Technology and Infrastructure

Common Platforms and Data: We will use and understand our data to improve insight and decision making. We will collaborate with our partners in local and national government to define and procure platforms that support common processes, reducing our technical diversity to control cost and complexity. We will look at adopting common digital and data standards where it improves partnership working and delivers better outcomes for our citizens and communities. We will collaborate with our partners and look at the process and efficiency opportunities generative AI might provide the Council.



Enabling Technology and Infrastructure



Insight and Data

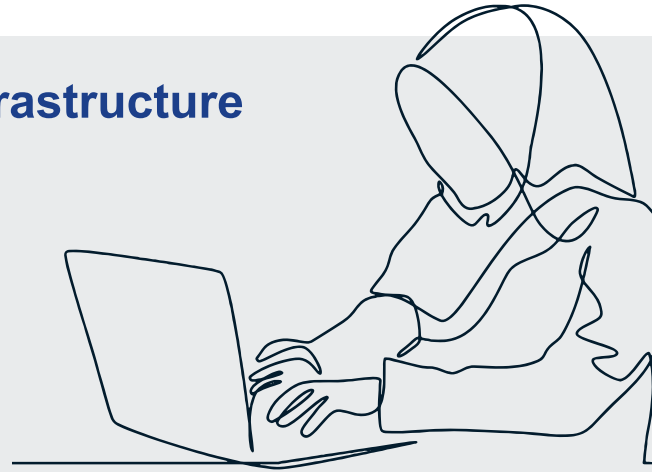


Innovative and Sustainable



7. Enabling Technology and Infrastructure

ICT services provide the technology and infrastructure that enable better digital outcomes for our citizens, communities and Council staff. ICT provisions and supports the enabling hardware, software and digital services that allow Council services to make a difference every day. ICT also explores any new digital opportunities, providing the high-level strategic advice and project delivery governance on all future investment by the Council as it looks to deliver against its digital ambitions.



The aim of our ICT services is to make the best use of technology to build and deliver solutions that create better value for money to the Council. It is critical that these services continue to be run efficiently and effectively to allow the Council's outcomes and priorities to be achieved.

7.1 Run - Keeping our Lights On

Our ICT services are responsible for “keeping the lights on” with the day-to-day provision of technology and infrastructure to our citizens, communities and Council staff. We will look to improve outcomes for our business-as-usual activities through:

Secure, compliant and resilient infrastructure: We will ensure that the Council's infrastructure is secure and resilient and refreshed when appropriate and that it continues to comply with national security standards. Continuity of service will be maintained using appropriate technical measures to protect our assets.



Enabling Technology and Infrastructure



Secure by Design

Smarter working: All Council staff are equipped with fit-for-purpose technology appropriate to their workstyle that works securely in a range of locations. They have secure access to line-of-business systems which facilitate rather than constrain their work, which work well together and can be changed rapidly to meet users' changing needs. We will support local democracy by providing Elected Members with the appropriate technologies to engage with their communities.




Enabling Technology and Infrastructure




Inclusive and User Focused


Digital schools: We will continue to support the use of digital in our schools and early years centres. We will equip our schools with the appropriate technology to enable our teaching staff to provide a stimulating and engaging digital learning environment, equipping our young learners with the skills to thrive in the digital world. We will support a range of uses of technology in schools including “Bring Your Own Device” and remote working.

 **Enabling Technology and Infrastructure**

 **Digital Workforce and Skills**

 **Inclusive and User Focused**

Securing our information and data assets: Security, data protection and privacy requirements will inform how we design, procure, deliver and manage all our technology solutions. Staff and Elected Members will be supported through cyber awareness training to play their role in maintaining the security of our infrastructure, technology solutions and information. We will continue to provide preventative monitoring and intervention of cyber security threats via our Security Operations Centre and use our Playbooks when responding to any cyber security incident.

 **Secure by Design**

7.2 Grow - Our People and Processes


People are needed to help deliver and to support our digital solutions and are fundamental to this strategy. We will deliver better outcomes for our ICT staff through:

Efficient and effective ICT services: We will monitor the effectiveness of our ICT structure and resources to ensure we continue to meet the changing requirements of the organisation and a modern workforce. We will also prepare detailed workforce plans that are aligned with the Council’s digital ambitions.

 **Digital Leadership, Culture and Collaboration**

A digitally confident workforce: To develop and sustain a digital future for the Council we will equip our ICT staff with the Digital, Data and Technology (DDaT) skills, knowledge and confidence to support new ways of working, including in the use of new technology. To build ICT culture and awareness, we will also continue to support development events that empower staff to take a leading role in digital service delivery.

 **Digital Leadership, Culture and Collaboration**

 **Digital Workforce and Skills**

Consistency in delivering processes and measuring performance are critical to effective delivery and improvement of our ICT services. Existing processes are starting to deliver long term benefits and ongoing value from the ICT services, and these will be continually reviewed as they mature. We will deliver better outcomes through:

Good governance and technical standards: We will ensure that our governance structures and processes support the Council in making the right decisions when investing in new technology. How we monitor outcomes from digital change will be improved and we will take a benefits-realisation approach that includes financial and non-financial benefits. We will continue to develop the appropriate technology standards, infrastructure and support structures for the entire ICT-supported user base: office workers, mobile/flexible workforce, education users, partners, and citizens.



Digital Leadership, Culture and Collaboration

Alignment with national initiatives and industry standards: We will continue to work closely with the Digital Office for Scottish Local Government to ensure compatibility and alignment with emerging national solutions and common platforms. Our processes follow industry standards including Information Technology Infrastructure Library (ITIL) set of practices for IT service management (ITSM) processes and performance metrics and TOGAF for our approach to Enterprise Architecture.



Digital Leadership, Culture and Collaboration



Innovative and Sustainable

7.3 Transform - Our Digital Future

ICT is a key enabler of the digital vision and ambition for South Ayrshire and we will support these ambitions and deliver better outcomes through:

Simplified technology architecture: We will look to make the best use of technology and adopt common platforms that can be reused and shared to create better value for money. We will develop a clear plan for addressing legacy systems to reduce the cost of technology to the Council and create a more standardised and simplified technical architecture. We plan to simplify ICT service delivery through the use of cloud-based infrastructure and services that can be consumed on-demand. This will reduce the risk of service disruption or failure.



Enabling Technology and Infrastructure



Innovative and Sustainable



Secure By Design

Enterprise Architecture approach: We will continue to ensure new digital solutions comply with our Enterprise Architecture standards and principles (see Appendix A) with customers at the heart of the design process. To reduce the cost of digital to the Council, we will look to use the digital solutions we have rather than introducing new solutions to continue old ways of working. Our Service Advisors and Solutions Analyst will be utilised to combine deep technical understanding with line-of-business expertise to better exploit how emerging technologies can improve service delivery.



Digital Leadership, Culture and Collaboration



Inclusive and User Focused

Making better use of data: We will lead and coordinate the Council's development of a data strategy that defines standards and controls and sets out the future direction for data and analytics across the Council. ICT will support the digital analytic platforms needed for information and data to be used more effectively in decision making processes.



Insight and Data



Secure By Design

Digital South Ayrshire: We will support an all-Council collaborative approach to ensure digital is embedded in our everyday practice and considered as part of service planning, service redesign and workforce planning. We will look to foster a culture in which technology-based solutions are considered at an early stage in all business change activities to avoid unnecessary cost and ensure legislative and cyber compliance. We will lead on the development of governance on the use of generative AI across the Council.



Digital Leadership, Culture and Collaboration



Inclusive and User Focused

8. Our digital and technology decision making

The Strategic Change Executive, chaired by the Director of Strategic Change and Communities, provides digital transformation focus and governance. This group agrees on future digital priorities across the whole Council. Scrutiny and performance monitoring is provided by the Service and Performance Panel as part of our Performance Management framework.



At an operational level, the Technology Review Board, chaired by the Head of Finance, ICT and Procurement, reviews all proposals for investing in technology, ensuring the choices made by the organisation are the best option for all Council Services. This Board also manages and oversees a rolling multi-year technology investment programme, taking responsibility for reviewing and approving business cases for all significant ICT-enabled investment decisions.

To improve the visibility and scrutiny of new digital projects and proposals across ICT, a Service Portfolio Management process has also been introduced. This ensures that the digital services offered by the Council meet the needs of staff, citizens, and communities.



9. Corporate Action Plan – delivering this strategy

Progress and a summary of achievements for the actions from our previous strategy are outlined in Appendix C. All actions noted as having not been completed are continued into this new strategy and a reference provided to the successor action.

For our new strategy, the actions to deliver against this have grouped across four strategic goals that align with our digital priorities. Our actions to deliver against this strategy are:

Strategic Goal 1 – People, Place and Partners

Digital Priority	Action	Lead Service(s)	Enabling Service(s)
Put the needs of our citizens, communities and staff first to ensure that geography, background or ability are not barriers to getting online and benefiting from digital.	No one left behind <ul style="list-style-type: none"> Provide assisted digital services to our customers. Support and promote digital learning opportunities across our libraries and learning centres. Provide free Wi-Fi in Council buildings used by our communities 	All Frontline Services Thriving Communities Destination South Ayrshire ICT Operations	ICT Operations ICT Enterprise Architecture
	Digital Education <ul style="list-style-type: none"> Develop an Educational Digital Skills Strategy and support establishments to achieve the Digital Schools status. Provide a programme of digital professional learning opportunities to support teachers and school staff to be skilled and confident in using technology to enhance teaching and learning. Ensure all learners can access the curriculum no matter their learning needs. Attainment of Digital Schools Award Scotland for our schools. 	Education	ICT Operations
	Play, sport and recreation <ul style="list-style-type: none"> Develop and enhance customer-focussed digital marketing solutions within Leisure and Golf. Ensure customer information is relevant, accessible and provides commercial opportunity. 	Destination South Ayrshire	ICT Operations ICT Enterprise Architecture
	Digital Workforce <ul style="list-style-type: none"> Promote and review digital skills within our workforce planning activities. Engagement with employees and services to identify digital skills gaps. Development of a competency framework to help define digital skills expectations and levels within job roles. Utilisation of digital champions to support digital solutions. Further develop the role of Digital Motivators. Play, sport and recreation Develop and enhance customer-focussed digital marketing solutions within Leisure and Golf. Ensure customer information is relevant, accessible and provides commercial opportunity. 	OD and Customer Services	All
	Destination South Ayrshire <ul style="list-style-type: none"> Using digital to promote the events, culture and heritage of our area. 	Destination South Ayrshire	ICT Enterprise Architecture

Priority One
Spaces and Places

Priority Two
Live, Work, Learn

Priority Three
Civic and Community Pride

Strategic Goal 2 – Digital Economy

Digital Priority	Action	Lead Service(s)	Enabling Service(s)
Everyone to benefit from a digital economy that provides opportunities for the people in our communities.	Helping our businesses flourish in a digital world <ul style="list-style-type: none"> Work with our partners to support local businesses adopting digital. Work with our partners to build digital skills in the local workforce including the promotion of digital apprenticeships. 	Economy and Regeneration	
Priority Two Live, Work, Learn			

Strategic Goal 3 – Digital Council

Digital Priority	Action	Lead Service(s)	Enabling Service(s)
Use digital to reimagine how our public services are delivered to improve outcomes for our citizens, communities and staff.	Customer Contact and Telephony <ul style="list-style-type: none"> Implementation of a new customer contact and internal telephony solution 	Strategic Change	All
	Online application and support forms <ul style="list-style-type: none"> Continue to develop our digital services platform to enhance and expand our online capabilities. Further embed MyAccount into our online services. Increase the range online housing services and opportunities and for customers to interact digitally with housing services. 	ICT Enterprise Architecture Strategic Change	ICT Enterprise Architecture ICT Operations
	Improving our processes <ul style="list-style-type: none"> Pilot Robotic Process Automation (RPA). 	Strategic Change	ICT Enterprise Architecture ICT Operations
	Parent Portal <ul style="list-style-type: none"> Introduction of Parent Portal to our schools community. 	Strategic Change	Education
	Common Platforms and Data <ul style="list-style-type: none"> Develop a Data Strategy for the Council. Continue to work with the Local Government Digital Partnership and collaborate with other Scottish councils on initiatives and projects that exploit digital to reduce the cost of services and improve outcomes. 	ICT Enterprise Architecture ICT Operations	OD and Customer Services Performance, Policy and Community Planning Education
Priority Two Live, Work, Learn			

Strategic Goal 4 – Enabling Technology and Infrastructure

Digital Priority	Action	Lead Service(s)	Enabling Service(s)
Provide the technology and infrastructure that enable better digital outcomes for our citizens, communities and Council staff.	Secure, compliant and resilient infrastructure <ul style="list-style-type: none"> Continue investment in our digital infrastructure including delivery of a new Wide Area Network (WAN). Ensure our infrastructure meets Public Services Network and Payment Card Industry Data Security Standards compliance. Continue the migration from on-premise data centre to Cloud hosting. Review the corporate and schools Wi-Fi networks and ensure public access Wi-Fi community facilities. 	ICT Operations	ICT Enterprise Architecture
	Smarter working <ul style="list-style-type: none"> Embed and support Microsoft 365 (M365) across the Council. Rollout of Multi-Function Devices across the estate. Build on Oracle Fusion to move more processes to a single solution. Improve M365 collaboration between the Council and its partners, including HSCP. Adopt SharePoint as our document repository, improving document/records management as part of removal of shared network storage. 	ICT Enterprise Architecture ICT Operations	All
	Digital schools <ul style="list-style-type: none"> To continue the technology refresh programme across our schools. 	ICT Operations	Education
	Securing our information and data assets <ul style="list-style-type: none"> Continue to improve and promote cyber security. Rollout of Multi-Factor Authentication. Consolidation of zero-trust Cloud security solution. Introduction of cyber security to induction training for all staff. 	ICT Operations ICT Enterprise Architecture	
	A digitally confident workforce <ul style="list-style-type: none"> Embed Microsoft Skills Initiative into the PDR process of our ICT staff. 	ICT Enterprise Architecture ICT Operations	
	Good governance and technical standards <ul style="list-style-type: none"> Prepare a detailed 3-year Technology Roadmap. Review existing governance processes. Introduce resource and capacity planning. 	ICT Enterprise Architecture	ICT Operations
	Simplified technology architecture <ul style="list-style-type: none"> Complete Application Portfolio Assessment. Develop a clear plan for addressing legacy systems. 	ICT Enterprise Architecture ICT Operations	
	Making better use of data <ul style="list-style-type: none"> Lead and coordinate the development of a data strategy for the Council. 	ICT Enterprise Architecture	OD and Customer Services Performance, Policy and Community Planning Education
	Digital South Ayrshire <ul style="list-style-type: none"> Lead and coordinate the development of governance on the use of AI. 	ICT Enterprise Architecture ICT Operations	All Services

Priority Two

Live, Work, Learn

Appendix A: Enterprise Architecture

A.1 Enterprise Architecture Principles

Our Enterprise Architecture Principles define the underlying general rules and guidelines for the use and deployment of all ICT resources and assets across the South Ayrshire Council. They form the basis for making future ICT decisions for the organisation and underpin our approach to digital transformation.

The principles should be used to:

- Evaluate the selection of suppliers, solution designs, products and services;
- Support evidence-based decision making; and
- Help define functional requirements.

Our principles are outlined below:

Type	Ref	Principle	Description
Business	BP-01	Primacy of principles	These principles apply to all directorates and services within the Council.
	BP-02	Leverage and consolidate	Reuse before buy. Buy before build. Configure before customise.
	BP-03	Technology appraisal	Initiatives and investments must represent value for money and return a business benefit and will be subject to architectural approval.
	BP-04	Business continuity	Services are maintained in spite of system interruptions.
	BP-05	Reliability	Information and information services are reliable, accurate, relevant and timely.
	BP-06	Solutions have an owner	All solutions must have a named Business Responsible Owner (BRO) and where appropriate Technical Responsible Owner (TRO).
Information	IP-01	Asset	Data and information are assets that have value.
	IP-02	Data has an owner	Data will have a named Owner accountable for the data quality and currency.
	IP-03	Information governance	Secure data practices are used to avoid the inappropriate disclosure of sensitive or personally identifiable information and prevent unauthorised access.
Application	AP-01	Usable and accessible	Applications are easy to use.
	AP-02	Requirements-based change	Changes to applications and technology are driven by business needs.
	AP-03	Agility and sustainability	Capabilities including business processes, information, applications, and technical assets are able to evolve and adapt to a changing environment.
Technical	TP-01	Service model	Cloud-based service models should be considered with the following order of preference: Software as a Service (SaaS); Platform as a Service (PaaS); then Infrastructure as a Service (IaaS).
	TP-02	Use less software	Technical diversity is minimised to control cost and complexity.
	TP-03	Support	Systems need to be supported during the hours that they are operational and kept up-to-date
Security	SP-01	Secure by design	Security needs to be designed into the architecture in a scalable and efficient manner.
	SP-02	Regulatory compliance	All architectures and solutions must meet all relevant legal and regulatory requirements and industry best practices.
	SP-03	Enabler	Cyber Security measures will encourage and support use of cyber technologies.

A.2 Reference Architecture

To control cost and reduce the complexity in the Council's digital services, the following reference architecture will be used to guide the optimal design and delivery of our technologies. This architecture is based on collaboration with our partners in the Local Government Digital Office and is based on accepted industry best practices.

Engagement layer

Where our customers interact with our digital services

Business layer

Key line-of-business applications used by our staff to deliver services both internally and externally

Common Platforms and Data layer

Common systems and data that support all higher layers

Foundation layer

Our enabling infrastructure and digital services

Aligning this with our Enterprise Architecture Principles noted in Section A.1, we will look to:

- Make it easier for customers to interact digitally with the Council by simplifying the Engagement layer;
- Control cost and complexity by standardising across the Business and Common Platforms and Data layers; and
- Ensuring that the Foundation layer is flexible and scalable.



Appendix B: Digital Skills and Workforce Planning

Digital skills and workforce planning are active initiatives across South Ayrshire Council. The Council is maturing its process around workforce planning and has started to align these with its programme of digital transformation. This will ensure the capacity needed to meet our future digital ambitions is recognised and built into our workforce planning.






Our Organisational Development service is collaborating with the Local Government Digital Office and SPDS to develop a digital Competency Framework that will consider digital models, mapping, training, and pilots. This will give the Council a better understanding of the number of staff, skills and job roles required to support our digital transformation.

With regards to digital skills across our organisation we recognise that:

- Digital does not mean **remote**.
- Digital confidence is currently lower for frontline and operational employees.
- Support needs to be targeted and relevant, and for some employees the starting point is strengthening basic skills Face-to-Face.
- Digital confidence fluctuates as systems and processes evolve.
- Having essential digital skills for work applies to all employees, including leaders.
- The workplace provides an effective route to improving wider digital confidence in and out of work.
- Those working part-time are the least likely to have essential digital skills for work.

Our actions have included:

- Engagement with employees and services to identify digital skills gaps;
- The development of a competency framework to help define digital skills expectations and levels within job roles; and
- The utilisation of digital champions to support solutions such as Microsoft 365 and Oracle Fusion with feedback sought on how to improve this approach for future digital projects.

				
Transacting	Problem Solving	Handling Information and Content	Communication	Security
What employees have told us they need more confidence in¹				
Requesting, submitting, and recording a range of employee related actions. (25%)	Collating, analysing, and presenting information and data. (50%) Recording, planning, and streamlining work activity. (30%)	Accessing and retrieving information remotely and via the Cloud. (40%) Updating settings to improve functionality. (40%)	Collaborating online effectively with colleagues, customers, and stakeholders. (30%)	Using systems, software, and processes to keep information and devices safe and secure. (20%)
The core expectations within our Digital Competency Framework				
Access and update information via corporate platforms.	Using digital solutions can make customers and colleagues lives easier, and lead to better decision-making.	Information must be stored in a structured format and be retrievable when required.	Communicating digitally will often be the most effective and efficient way to receive and send information and updates.	Digital activity has important data and security considerations, and key processes and protocols must be followed.

¹SAC Essential Digital Skills Survey 2022/23 – 1500 responses

Appendix C: Outcomes from previous strategy actions

Our previous digital strategy “A Digital Strategy for South Ayrshire Council 2019 - 2022” called out key actions to be delivered against the themes of Infrastructure, Systems, Information, Services and Skills. The achievements from these actions are outlined below.

Theme: Infrastructure

Action	Status	Achievements to date
Upgrade the capacity of our corporate and school networks.	√ Completed	<ul style="list-style-type: none"> The transition to a new Wide Area Network (WAN) was successfully completed. Consideration was given to the current and future bandwidth requirements of each site to ensure our network is fit-for-purpose to support digital working and learning.
Expand the corporate and schools Wi-Fi networks and provide public access Wi-Fi in Council buildings across the area.	√ Completed	<ul style="list-style-type: none"> Wi-Fi provision successfully expanded to all priority locations with secure and open access available to staff, citizens and the local community.
Work collaboratively with partners and providers to consider opportunities for improving connectivity.	▶ On Target	<ul style="list-style-type: none"> Surveys initiated to identify poor connectivity with a programme of works started to renew and improve access points and coverage. Action continued in new Strategy under Strategic Goal 4 – Enabling Technology and Infrastructure Secure, compliant and resilient infrastructure

Theme: Systems

Action	Status	Achievements to date
Rollout Microsoft 365 (M365).	√ Completed	<ul style="list-style-type: none"> Microsoft 365 has been successfully rolled out to the organisation. The Council adopted an iterative service-by-service approach rather than a “big bang” deployment of M365. A repeatable onboarding, engagement and offboarding process was used to support each service as they transitioned away from the old version of Office. Champions were established across the Council to further support and embed this change. A M365 Centre of Excellence group has now been established
Deliver a new intranet capable of becoming a Digital Workplace for the Council.	√ Completed	<ul style="list-style-type: none"> A new intranet site (The Core) built on the Council's digital services platform has been delivered. Documents held in on-premise SharePoint 2012 were also migrated to SharePoint Online as part of this successful transition.
Upgrade and enhance the technology used in our customer service centres.	Completed	<ul style="list-style-type: none"> Project completed to move to the latest version of the telephony solution used in our customer service centres. This stabilised the solution and delivered improved functionality.

Theme: Systems cont.

Action	Status	Achievements to date
Conduct a fitness-for-purpose assessment of all applications implement the recommendations	▲ Not on target	<ul style="list-style-type: none"> Council has aligned this work with the Gartner TIME approach: Tolerate, Invest, Migrate, Eliminate. This approach considers both technical and business aspects of all our applications. A project team was established, and work has started on this assessment. Progress is ongoing but has been impacted by a number of other competing activities and this activity is reporting as not on target. <p>Action continued in new Strategy under Strategic Goal 4 – Enabling Technology and Infrastructure Simplified technology architecture.</p>
Develop and deliver mobile ways of working which are integrated into our models for service delivery.	√ Completed	<ul style="list-style-type: none"> Council's investment programme has introduced mobile-compliant solutions in a range of settings to support the new ways of working for staff. Digital services platform produces as standard mobile-compliant we pages and solutions. Initial action now complete but work to deliver this continues.
Look to develop mobile solutions for our workforce, enabling them to deliver more to our residents in the community.	√ Completed	<ul style="list-style-type: none"> Mobile GIS solutions introduced to a number of frontline services that enable data to be captured once and immediately available to office-based staff. Council's investment programme has introduced mobile-compliant solutions in a range of settings to support the new ways of working for staff. Initial action now complete but work to deliver this continues.
Ensure that digital technology is a central consideration in all areas of curriculum and assessment delivery.	▶ On Target	<ul style="list-style-type: none"> The creation of a Digital Learning Officer role to develop and deliver a programme of professional learning opportunities aimed at giving educators the skills, knowledge and confidence to be able to use digital across all areas of the curriculum. Continued investment in interactive technology resulting in all teaching spaces, in all schools, having access to a Promethean ActivPanel. Simultaneously, a sustainable community of experts was established to ensure all staff were equipped with the skills and knowledge required to maximise the ActivPanels potential. The creation of a Digital Lending Library equipped with a wide range of codeable/programmable devices that are loaned out to schools to support the development and progression of Computing Science. Continued investment in the refresh of desktops, laptops and iPads whilst working towards a 1:3 device to pupil ratio in all schools. <p>Action continued in new Strategy under Strategic Goal 4 – Enabling Technology and Infrastructure Digital schools.</p>

Theme: Information

Action	Status	Achievements to date
Develop a policy and approach for Open Data.	● On Hold	<ul style="list-style-type: none"> • Good progress has been made with the Council's spatial data, publishing this data on a spatial Open Data site on the external website. • The Council also has a strong collaboration with the Improvement Service, providing a live feed of our spatial data for their national Spatial Hub site. • Further activity on this action, broadening the scope of non-spatial data, was placed on Hold pending the development of a data strategy that defines standards and controls and sets out the future direction for data and analytics across the Council. <p>Action continued in new Strategy under Strategic Goal 3 – Digital Council Common Platforms and Data Standards.</p>
Look to make better use of data to remove the need to apply for grants and services where residents may be automatically entitled.	● On Hold	<ul style="list-style-type: none"> • This action was placed on Hold pending the development of a data strategy that defines standards and controls and sets out the future direction for data and analytics across the Council. <p>Action continued in new Strategy under Strategic Goal 3 – Digital Council Common Platforms and Data Standards.</p>

Theme: Services

Action	Status	Achievements to date
Look to communicate and engage with our employees using digital technology.	√ Completed	<ul style="list-style-type: none"> • The introduction of M365 has expanded the options and reach of the Council's digital communications. • Digital communication and engagement solutions like Viva Engage and Sway are now in use.
Make electronic payslips the default option for our staff.	√ Completed	<ul style="list-style-type: none"> • Electronic payslips and P60's are now available for all staff following the introduction of a new HR and Payroll Cloud solution.
Adopt MyAccount as a single sign on for customers to get online.	√ Completed	<ul style="list-style-type: none"> • MyAccount was introduced at the same time as the Council transitioned to a new external website. • A growing range of digital services are now delivered that support MyAccount. • MyAccount is required for all new public-facing digital services.
Work with the Local Government Digital Partnership and collaborate with other Scottish councils on initiatives and project that exploit digital technologies to reduce the cost of services and improve outcomes.	▶ On Target	<ul style="list-style-type: none"> • Collaborations between the Digital Office, the Council and SPDS, focussed on developing a Competency Framework and other considerations around digital models, mapping, training, pilots, and shared procurement. • Successful collaboration on a range of projects and initiatives including aspects of M365 Cross-Organisation Collaboration Programme and Digital Telecare. • Collaboration with the Digital Office and other public bodies on Enterprise Architecture. • Successful collaboration on a Digital Maturity Assessment. • Collaborations are ongoing and we will look to work with them on any future initiatives of common interest. <p>Action continued in new Strategy under Strategic Goal 3 – Digital Council Common Platforms and Data Standards.</p>

Theme: Services

Action	Status	Achievements to date
<p>Improve the customer experience around booking and paying for the use of Council facilities and services.</p>	<p>√ Completed</p>	<ul style="list-style-type: none"> • Bookings module for our digital services platform now live. • Digital services platform now interfaces with our key financial systems to allow online payment, • A range of booking solutions have now been delivered across the website, providing a consistent user experience to our customers.
<p>Look to use technology to improve the scheduling of home carers and monitoring of external care suppliers.</p>	<p>√ Completed</p>	<ul style="list-style-type: none"> • New digital solution delivered to provide mobile scheduling and monitoring of home care to our customers. • Solution works for both in-house care staff and external care providers, improving the monitoring for visits.
<p>Look to use technology to improve public safety and the protection of vulnerable adults and children.</p>	<p>√ Completed</p>	<ul style="list-style-type: none"> • Renewal of the Council-wide CCTV network and improvements to the functionality and resilience of the monitoring operation that supports Police Scotland. • Deployment of a new digital health and social care solution to improve outcomes for our vulnerable adults and children.
<p>Improve digital access for our workforce who currently have little or no access to ICT on a day-to-day basis.</p>	<p>▶ On Target</p>	<ul style="list-style-type: none"> • The Council have now started to offer and support digital services to this group of users. • Frontline M365 licenses have been issued to this staff group. • Focus has been on access and digital skills. • Shared-use terminal devices have been deployed to a wide range of frontline service delivery locations. • Initial face-to-face training on the use of the shared terminals and Oracle Fusion has been provided to this staff group and a range of other training resources have been made available to support them. • Work to deliver the above continues. <p>Action continued in new Strategy under Strategic Goal 1 – People, Place and Partners Digital Workforce and Strategic Goal 4 – Enabling Technology and Infrastructure Smarter working.</p>
<p>Improve access to digital technology for all learners.</p>	<p>▶ On Target</p>	<ul style="list-style-type: none"> • Ongoing technology refresh across all our education settings. • Increase in the availability and ratio of devices per pupil. <p>Action continued in new Strategy under Strategic Goal 4 – Enabling Technology and Infrastructure Digital schools.</p>

Theme: Skills

Action	Status	Achievements to date
Develop our employees to be comfortable with the technologies we use to deliver services.	▶ On Target	<ul style="list-style-type: none"> • To implement and embed high-profile and wide-ranging corporate digital solutions (M365 and Oracle Fusion) the Council has developed and utilised over 100 digital/change champions who help promote awareness and increase confidence within individual services. • Further training and support related to the above has included f-2-f support for frontline workers in accessing Fusion, a range of Fusion awareness sessions and online resources to support launch, a series of regular 'bitesize' awareness sessions for all employees focusing on core M365 functionality, and regular advanced training sessions for M365 champions. • ICT temporary-funded resource has also worked closely with services in exploring M365 functionality/configuration to streamline and redesign processes that will assist service delivery. • Target, as set out in strategy revised to encompass the whole period the strategy was in effect. <p>Action continued in new Strategy under Strategic Goal 1 – People, Place and Partners Digital Workforce</p>
Baseline digital skills internally and identify a programme for improvement.	▶ On Target	<ul style="list-style-type: none"> • 1,300 employees completed the recommended Digital Office digital skills survey. This data (shared with services to assist their workforce planning) provides a baseline of digital skills confidence across services and has highlighted gaps, especially within frontline services. Organisational Development recruited two graduate interns early 2023 to assist in delivering an improvement programme and they are currently exploring support mechanisms with the Health and Social Care Partnership and Property Maintenance. • Organisational Development has been working with the Digital Office to develop a light-touch competency framework which is currently being piloted. The framework will assist services in articulating digital skills expectations to employees and support mechanisms. • The Council does not have a Digital Board, and this was highlighted in the 2021/22 Digital Maturity Assessment. Benchmarking with other Councils with more advanced digital skills maturity has indicated that a Digital Board makes a significant impact in ensuring a co-ordinated and effective programme. • Target, as set out in strategy revised to encompass the whole period the strategy was in effect. <p>Action continued in new Strategy under Strategic Goal 1 – People, Place and Partners Digital Workforce</p>

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