Fair and Effective Leadership

Commitment 1

Leadership that promotes fairness

ICT Strategy
2021-2023

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south AYRSHIRE COUNCIL
Comhairle Siorrachd Àir a Deas

Making a Difference Every Day

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Introduction

This new *ICT Strategy 2021-2023* sets out our approach to the sustainable development and delivery of technology to support South Ayrshire Council. It provides a framework for how our future technology services will be designed and delivered enabling ICT to support new, safe and secure collaborative ways of working.

The Strategy has been developed to ensure that technology-based services continue to help the Council achieve the strategic objectives described in the *Council Plan 2018-2022* and individual Service Improvement Plans, improving the efficiency and effectiveness of Council's services, communication channels, and back-office functions. It includes all aspects of technology-based services including the Council's approach to modern digital technologies such as channel shift, Cloud and mobile computing.

This ICT Strategy looks to ensure we have the right technology for the Council to succeed. The importance of this has never been more evident as it has during the current COVID-19 pandemic when our technology choices allowed the Council to rapidly transition to remote and agile working. It is separate but complementary to our *Digital Strategy for South Ayrshire 2019-2022* which sets out how we will succeed in the digital world. Unlike the previous ICT Strategy that was in effect for three years, this refresh has a two-year life from March 2021 to March 2023 to align it the timescales of the Digital Strategy. The intention is to bring both of these together into a single, unified Strategy at their expiry.

Local and National context

This Strategy supports the Council in the delivery of its' *Council Plan 2018-2022* and the six commitments within this. It aims to highlight how ICT can no longer be thought of as a support service but as a partner to the Council's services, working with them to use technology to transform service delivery. Support and governance for the delivery of this will continue to be provided through an ongoing investment programme.

The Council Plan is clear that the expectation for the overall environmental context is that with an aging demographic, many Services are expected to see an increase in demand, whilst government funding continues to reduce. This places a high demand on Services to become more efficient, improving Service delivery while managing spending and resources.

An ICT strategy, however, cannot be written in isolation and national strategies and policies, the direction of the wider public sector and the global technology landscape have also been taken into consideration its development. These external references include:

- McClelland Review of Public Sector Infrastructure;
- National Cyber Security Centre;
- The Scottish Local Government Digital Office;
- The Scottish Government Digital Directorate;
- The Scottish Government Data Hosting Strategy;
- The Scottish Government Cloud First Programme;
- UK Geospatial Strategy 2020-25; and
- Industry and local government best practice.

Purpose, vision and strategic objectives

The purpose of ICT in South Ayrshire Council is...

> To reliably and efficiently deliver technology-based solutions and services, within a defined governance and service framework, to support South Ayrshire Council services and the Council Plan.

Our vision shown below summarises the overall purpose of ICT services supporting South Ayrshire Council.

> South Ayrshire Council is recognised as a leader in the use of technology to support delivery of Council Services by our customers, staff, partners and peer Councils.

This vision for ICT informs the following strategic goals or the priority areas of focus for ICT provision over the life of this Strategy. These have been split into three themes of People, Process and Technology and these have been developed by considering the strategic objectives of the Council, views expressed by staff at consultation sessions and previous iterations of our ICT strategy.

- Our people will have the appropriate skills and knowledge to deliver and use our technology services efficiently and effectively and we will continue to develop a service-oriented ICT team culture that strives for excellence;

- Our processes around governance and decision-making, IT Service Management and asset management and investment will continually improve to enable the Council to become more efficient and reduce costs; and

- Our technology will be flexible, resilient and fit for purpose, enabling improved public services through the exploitation of the Council's investment in technology.

Principles of our approach

> A simpler, safer and more efficient ICT service, taking out the complexity and risk of outdated, unsupported 'legacy' technology solutions.

South Ayrshire's approach to ICT seeks to align our people, processes and technology solutions with the aspirations of the Council. It will ensure technology is considered in all business change activities and that ICT becomes a key enabler for improving the efficiency and effectiveness of Council's services. Our goal is to ensure that:

- Our approach to the use of ICT will be driven by service delivery outcomes, aligning technology with the aspirations of services.
- Prioritisation for ICT investments will be based on the Council's overall aims, objectives and priorities and that we manage budgets to focus on new and improved technology services.
- We consolidate existing solutions to deliver a simpler ICT service, prioritising reuse before buy, buy before build while transitioning to Cloud-based infrastructure and services that can be consumed on demand.
- We embed security within technology to protect the information held by the Council.
- We comply with industry and national technology standards.

- We seek out every opportunity to collaborate with partners to deliver the best value on ICT projects.

Supporting these goals and providing a set of rules and behaviours for ICT in South Ayrshire Council are our Enterprise Architecture (EA) principles. These serve to streamline and reduce the complexity of ICT investment decisions by expressing how the Council needs to design and deploy information systems across the organisation.

A number of general principles cut across the three strategic themes of People, Processes and Technology. These provide both a core for our technology investments and a consistency of approach across our organisation, placing the people and communities who use our ICT services at the heart of our planning. Our core principles are:

Principle	*What this means for South Ayrshire*
Green ICT (PR-GP-03)	• We will deliver ICT services whose impact on the environment is understood. • We plan to reduce the environmental impact of ICT over time.
Reuse before buy. Buy before build. (PR-AP-01)	• Business applications, system components and data will be reused wherever possible. • We will purchase off the shelf products delivering the capability required. • As a last resort we will build solutions if there is a unique requirement that cannot otherwise be fulfilled.
Continuous improvement (PR-AP-06)	• We will pilot new applications and services by building prototypes, testing them with users and learning from them. • We will invest in and test new products and services on a small scale in order to de-risk large scale delivery projects.
Data hosting and data centres (PR-TP-01)	• We will adopt Cloud computing or virtualisation as the preferred approaches to the delivery of infrastructure, platform and software.
Agility and sustainability (PR-TP-02)	• As the priorities and requirements of South Ayrshire Council and consumers of Council services change, services will need to evolve and adapt without needing to be re-created. • We will promote the use of agile development to improve delivery and reduce costs.
Secure by design (PR-SP-01)	• We will design security into the architecture in a scalable and efficient manner. • We will ensure all applications meet all relevant legal and regulatory requirements and industry best practices.
Technology appraisal (PR-BP-05)	• We will ensure that initiatives and investments represent value for money and return a business benefit.

Our principles are defined in full in *South Ayrshire Enterprise Architecture Principles* and with a summary of each shown in Appendix 3.

Our people

The purpose of ICT is to make people's lives easier: employees doing their work; customers accessing Council Services. People are also needed to help deliver ICT solutions and to support our technology-based solutions. People are fundamental to the Council's ICT Strategy and we will deliver success by:

- Continuing to build a service-oriented ICT team culture that strives for excellence;
- Fostering a culture in which ICT and technology-based solutions are considered in all business change activities; and
- Ensuring individuals have appropriate skills and knowledge to deliver and use the technology services efficiently and effectively.

To achieve this we will:

- Monitor the effectiveness of ICT structure and resources to continue our focus on transforming service provision to better meet the changing requirements of the organisation and a modern workforce;
- Develop leadership and management skills within the ICT Management Team;
- Use our Service Advisors and Solutions Analysts to couple deep technical understanding with line of business expertise to better exploit how emerging technologies can improve service delivery;
- Support development events that build ICT culture and awareness, empowering staff to take a lead role in their organisation and delivery;
- Have a collaborative Cloud based environment that enables our staff to work together seamlessly regardless of their role or working patterns; and
- Develop core skills requirements, development plans and succession plans for all job families across ICT.

Our processes

Consistency in delivering processes and measuring performance are critical to effective delivery and improvement of ICT services. Existing processes are starting to deliver long term benefit and ongoing value from the ICT service and these will be continually reviewed as they mature. Consideration will also be given to new processes where it is recognised that they could add value. We will deliver success by:

- Reviewing our existing investment framework, architecture plan, programme management framework, and agile solution delivery process to ensure continued fitness for purpose;
- Continuing to align with the industry standard Information Technology Infrastructure Library (ITIL) set of practices for IT service management (ITSM) processes and performance metrics;
- Considering alternative sourcing options for ICT service delivery including Cloud services, Software as a Service (SaaS), managed services and subscription models;
- Benchmarking current costs for providing core ICT services internally using services such as Socitm Improve and where appropriate, establish alternative provision models that deliver service improvements with cost reduction;

- Ensuring the Council has a full understanding of its total expenditure on digital, data and technology and the return on this investment;
- Continuing to ensure all technology-related projects in the Council provide value for money, have clearly defined outcomes, meet quality and cyber security standards, and are managed well; and
- Implement an Asset Management Strategy to ensure licence compliance, protect against reputational and financial risks and establish standards in terms of hardware and software entitlement across the Council's ICT estate.

To achieve this we will:

- Measure and report on performance to improve our service both strategically and operationally;
- Provide a vision for technology that is aligned to our business and promotes continuous improvement and innovation in technology;
- Continue to improve our processes around the management of business risk and service disruption or failure;
- Provide greater transparency of ICT costs and assets, including reporting on unused hardware;
- Look to eliminate "shadow IT" or non-ICT approved technology purchases, ensuring there is visibility of the total cost of ownership for the Council's ICT service;
- Adapt business process to accommodate our technology solutions, not create onerous solutions to address current business practice; and
- Continue to manage our ICT investment projects consistently using a hybrid approach to project change management that brings together the best elements of the PRINCE2 and Agile methodologies.

Our technology

Technology is a critical enabler of efficiency and compliance in delivering Council Services. It is central to customers accessing and requesting those Services, with users expecting more information and interaction with the Council through online digital channels. Technology continues to advance at an ever accelerating pace, and there is an expectation that the Council maintains a level of technology to keep up with those changes. Never has this been more evident than during the COVID-19 Pandemic when technology offered an expanded range of safe and secure digital services. Technology is the basis of the Council's ICT Strategy, and we will deliver success by:

- Ensuring all Council staff have fit-for-purpose technology and line-of-business systems which facilitate rather than constrain their work, which work well together, are resilient and can be changed rapidly to meet users' changing needs;
- Adopting a platform approach (Platform as a Service – PaaS) to our technology decisions, continuing to establish technology platforms that supports citizen and workforce focused service improvements;
- Simplifying ICT service delivery by transitioning to Cloud-based infrastructure and services that can be consumed on demand and that reduce our business risk from service disruption or failure;

- Working with services to improve the use and application of data, reporting and analytics to enable a Council-wide approach to business intelligence; and
- Continuing to establish appropriate technology standards, infrastructure and support structures for the entire ICT-supported user base: office workers, mobile/flexible workforce, education users, partners, and Service consumers.

To achieve this we will:

- Ensure all Council staff can work effectively from anywhere, be that office, home or mobile location;
- Ensure resiliency in the provision of Council technology services by using either public or private sector data centre hosting services;
- Continue with a technology refresh programme, moving to a 1-to-1 provision of mobile hardware to all corporate staff;
- Consolidate, simplify and standardise the existing legacy business applications estate to reduce datasets and costs;
- Where it is appropriate and cost effective to do so, transition to a Cloud-based infrastructure that can be consumed on-demand;
- Improve the availability and reliability of our technology services by continuing our move to a Cloud-based Software as a Service (SaaS) delivery model;
- Continue to consolidate core business systems e.g. Customer Relationship Management, Document Management etc. on the Council's Digital Services Platform;
- Maximise the potential of the Microsoft 365 platform for collaboration and productivity software to communicate, safely share and store information, and work with increasing efficiency;
- Exploit the potential of Microsoft Power BI, an interactive data visualisation and analytics tool for business intelligence (BI) available as part of Microsoft 365, to provide us with the data we need to make better informed decisions;
- Further develop and exploit the potential of our Geographic Information Systems (GIS) to improve data visualisation, decision making and data sharing with partners and the public;
- Use our Enterprise Architecture standards and principles as benchmarks for existing and new systems, adopting "reuse before buy, buy before build" for new system requests;
- Decommission legacy systems and processes by default; and
- Where possible, enable Council staff to use their own devices, connecting easily and securely over the internet and moving to an environment where technology is an enabler and tools and services are consistently available anywhere on any device.

Cyber security

Across the wider public sector, the cyber security threats Council's face are both increasing and ever changing. New ways to exploit technology and cause harm to the Council are emerging every day and our increased use of multiple and remote devices creates a challenge to protect our data and information. Maintaining the security of our ICT infrastructure, technology solutions and the data and information held within it is critical and we will deliver success by:

- Ensuring that the Council's infrastructure is secure and resilient and that continuity of service is maintained using appropriate technical measures to protect our assets;
- Ensuring security, data protection and privacy requirements inform how we design, procure, deliver and manage all of our technology solutions; and
- Supporting employees and Members to play their role in maintaining the security of our infrastructure, technology solutions and information.

To achieve this we will:

- Comply with current national guidelines and frameworks including the NCSC guidelines, PSN, the Cyber Resilience Framework, and Cyber Essentials+;
- Work with partners to improve our cyber security posture;
- Upgrade or decommission legacy business applications;
- Transition to a Cloud-based infrastructure, moving the responsibility and risk for patching and upgrades away from the Council;
- Provide staff and Members with a mandatory and recurring learning and development programme that increases digital confidence and builds cyber security best practice;
- Work with partners across the public sector through participation in the Scottish Local Government Digital Office, the Cyber Security Information Sharing Partnership (CISP) and the Scottish Local Authority Information Security Group (SLAISG); and
- Maintain and develop an ICT Security Roadmap.

Technology sustainability and our carbon budget

South Ayrshire Council has committed to achieving a 75% reduction in greenhouse gas emissions by 2030 (based on our 2014/15 baseline) and a target of net zero emissions by 2045. These are ambitious targets and every Council service is expected to achieve savings in its carbon budget from 2021/22. ICT will deliver success by:

- Benchmarking current energy costs for providing core ICT services internally and where appropriate, establish alternative provision models that deliver carbon budget targets;
- Incorporating an assessment of the impact on emissions in our technology investment programme;
- Ensuring all Council staff can work effectively from locations other than Council offices.

To achieve this we will:

- Where possible transition to a Cloud-based infrastructure to promote better value, save energy and reduce heat output;

- Continue to support home and mobile working solutions that reduce the need to travel from home or between offices;
- Ensure that energy consumption is considered choosing new ICT equipment;
- Investigate how the Council can use software tools to automatically shutdown and startup ICT equipment;
- Continue to promote the Digital Services Platform and electronic records to minimise unnecessary printing; and
- Ensure carbon neutrality is embedded in our ICT contracts.

Measuring our progress

The ICT Strategy will be delivered in line with normal Council operating practices, including the the governance arrangements adopted for *The South Ayrshire Way: Change Programme*.

The ICT Service Improvement Plans (SIP) will capture the key strategic actions and monitor progress with delivery. These Plans define the projects and technologies that ICT will deploy and are aligned to the strategic objectives of People, Processes and Technology. In line with normal Council operating practices, progress will be reported to Members through the SIP reporting to the Service and Performance Panel.

Supporting documents

This strategy is supported by a number of South Ayrshire Council documents and action plans:

- *Council Plan 2018-2022;*
- *A Digital Strategy for South Ayrshire 2019-2022*
- *South Ayrshire Open Data Strategy;*
- *South Ayrshire Enterprise Architecture Principles; and*
- *Digital Skills Strategy* (in preparation).

Risks

The pace of technological change will continue to change not only the ways in which Council staff work but the work that they do. Before our staff can maximise their use of our technology they must first feel confident and empowered to do so. Staff need to develop confidence in their own digital literacies and cyber resilience skills. Developing these digital skills is an organisational challenge and the risk is that if we don't develop these in parallel with our technology programme we will negate any benefits the adoption of new technologies will bring.

Our key actions and timescales

Selected actions to deliver against this strategy:

ICT Investment Programme

Action	2021	2022
	J F M A M J J A S O N D	J F M A M J J A S O N D
Microsoft 365 implementation and rollout	████████████████████████	(Large project)
Digital services platform/customer experience	██	
Cyber resilience programme	██	
Oracle eBusiness suite replacement		Large project
Business systems fitness for purpose assessment	Medium project	
Software asset management	Small project	
Records management		Small project
Windows 10	Small project	
Wi-Fi expansion	Medium project	
Cloud discovery and transition	Large project	
Mobile/flexible working	Small project	
Business Intelligence, data and analytics		Large project
Technology refresh programme	Large project	
Data centre and disaster recovery	Medium project	
Virtual Council Meetings (inc. public participation)	Large project	

■ Large project   ■ Medium project   ■ Small project

Appendix 1: Retrospective and achievements since 2017

The previous Strategy covered the period 2017-2020 and aimed to address: ICT governance; structure and resources; technical stability; right sourcing; and process redesign. Support for the delivery of this was being provided through a capital investment programme. Selected outcomes from the previous Strategy include:

- A restructure and a new ICT operating model. ICT is now better aligned with the business needs of services, is fit for purpose and able to support a digital transformation programme across the organisation. This has been supported by investment in staff training and development.
- An ICT Service Framework which sets out the overarching principles governing the introduction, use, management and disposal of South Ayrshire Council's technology assets including hardware, software, information and technical services.
- Improvments to Governance including the establishment of a Technology Review Board (TRB), led by the business and informed by ICT, to provide the leadership, decision making and accountability on the capital investment.
- Established good-practice ICT Service Management processes and performance metrics with ITIL (IT Interface Library) being adopted. ITIL-specified processes covering planning, incident management, problem management, change controls and performance measurement being introduced.
- An investment programme that is delivering an ICT that is significantly more robust and resilient than it has been previously. Performance in the key indicators of system outages and unplanned downtime have reduced significantly with major outages showing significant year-on-year reductions from 92 in 2018 to 46 in 2019 and, to-date, only 9 in 2020.
- Delivered over 20 ICT change projects with a further 32 in progress.
- Significant improvements to our digital capabilities through foundational ICT work to reduce our technical debt through legacy system replacement. This included an investment of nearly £3m in our Wide Area Network to improve performance, reliability, and resilience and allowing for improvements to service delivery, the end-user experience and the range of digital services we are able to offer. It is also delivering investment in our data centres and a rolling 5-year asset replacement programme to both standardise and continually refresh the Council's ICT devices.
- A programme of work to refresh the core technology that supports the corporate ICT estate including desktop devices, network, storage and software solutions. This programme aims to ensure that devices on the corporate network are no more than 5 years old. The COVID-19 pandemic brought about a reappraisal of this programme and instead of a like-for-like replacement of desktop devices, the Council committed to providing a laptop to all corporate staff. This change allows ICT to better support home and mobile working solutions, reducing the requirement to work form a Council office.
- Adoption of Platform as a Service (PaaS) in building our new digital services platform. By combining our intranet, internet and CRM we are starting to provide a wider range of digital services to staff, partners and customers. New digital services for staff include online access to payslips, task management and workflow and improvements to a number of processes.

Customers are starting to see a single view of their interactions with the Council with the introduction of citizen account functionality and new booking, service request and reporting digital services.

- Improvements to the availability and reliability of our technology services with the introduction of a Software as a Service (SaaS) delivery model and an "adopt not adapt" approach.
- We are now introducing Microsoft 365 (M365) to the Council as we look to reduce costs and transform the digital services and collaboration tools available to staff.

In addition to these selected achievements, further evidence for improvements in technology capability and maturity came during the relatively smooth transition from office to home working at the start of the COVID-19 pandemic. ICT were able to rapidly scale-up and provide resilient, secure remote access to the Council network, increasing this from under 50 to almost 2,000 staff. This allowed staff to complete their daily work remotely, securely accessing information systems and line of business applications and assisted in continuing service delivery during the pandemic. Included in this number were our teaching staff who were able to move to home schooling and continue the learning experience for our young people. We also worked with Education to deploy over 1,500 devices to our young learners to address Digital Inclusion resulting from the pandemic.

Appendix 2: ICT values and success criteria

Through the process of engagement with ICT staff and users, the following behavioural framework has been identified as essential to the successful delivery of the Council's ICT service:

Customer Focus: Ensuring that the needs and priorities of our internal customers are the driving force behind our decisions, activities and service practices.
- Seeks to understand customer; actively seeks information to understand customer circumstances, problems, expectations, and needs.   - Identifies customer service issues; identifies breakdowns in internal processes and systems that directly impact customer service and retention; expresses concerns to others.   - Creates customer-focused practices; uses understanding of customer needs to institute systems, processes, and procedures to ensure customer satisfaction and to prevent service issues from occurring; promotes customer service as a value.   - Assures customer satisfaction; makes sure that customer solutions, practices, and procedures are carried out and achieve their objectives.
Passion for Results: Committing to and driving high standards of performance, tenaciously working to meet or exceed goals, and deriving satisfaction from achievement and continuous improvement.
- Ceates performance tension; identifies gaps between current reality and expected business results; sets challenging goals and high performance standards for self and others; initiates action and moves others toward envisioned outcomes.   - Persists to completion; corrals energy day-to-day to maintain momentum and a sense of urgency toward desired results; continually focuses others on performance gaps; works relentlessly to overcome obstacles; is dissatisfied until results have been achieved.
Contributing to Team Success: Actively participating as a member of the ICT service towards achieving team and business goals by supporting & involving others, sharing information and demonstrating commitment.
- Facilitates goal accomplishment; makes procedural or process suggestions for achieving team goals or performing team functions; provides necessary resources or helps to remove obstacles to help the team accomplish its goals.   - Involves others; listens to and fully involves others in team decisions and actions; values and uses individual differences and talents.   - Informs others on team; shares important or relevant information with the team.   - Models commitment; adheres to the team's expectations and guidelines; fulfils team responsibilities; demonstrates personal commitment to the team.
Facilitating Change: Encouraging others and facilitating the identification, implementation and acceptance of different and innovative approaches to address problems and opportunities within the workplace.
- Encourages boundary breaking; encourages associates to question established work processes or assumptions; challenges associates to ask "why" until underlying cause is discovered; involves stakeholders in continuous improvement actions and alternatives.   - Values sound approaches; consistently remains open to ideas offered by others; supports and uses good ideas to solve problems or address issues.   - Rewards change; recognises and rewards associates who make useful changes.   - Addresses change resistance; helps individuals overcome resistance to change; shows empathy with people who feel loss as a result of change.   - Manages complexity and contradictions; tries to minimise complexities, contradictions, and paradoxes or reduce their impact; clarifies direction and assists the process of change.
Technical/ Professional Knowledge & Skills: Maintaining technical and professional knowledge or skills, and keeping up with current developments and trends within areas of expertise.
- Understands technical terminology and developments.   - Knows how to apply a technical skill or procedure.   - Knows when to apply a technical skill or procedure.   - Performs complex tasks in area of expertise.   - Relishes learning; shows inquisitiveness and eagerness to gain knowledge; scans the environment for formal and informal experiences that can provide new skills, behaviours, and/or knowledge; proactively makes time for these key experiences.

Appendix 3: Summary of ICT Enterprise Architecture Principles

The primary use of these principles is to capture the fundamental truths about how South Ayrshire Council will use and deploy its resources and assets to achieve its strategic goals and outcomes. 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.

These principles help programmes, projects and suppliers with their architecture and service management planning and must be used throughout the project lifecycle from concept validation to procurement and delivery. The principles are relevant for planning and delivering future ICT. They are inter-related and must be considered as a set. They describe the desired behaviours, and rationale, expected in all initiatives containing any elements of Information, Communications or Technology (ICT).

The principles outlined here are aligned with service design guidance from Government Digital Service (GDS) and proven industry best practice, including The Open Group Architecture Framework (TOGAF) and IT Service Management (ITSM). They also draw on the principles outlined in the Digital Scotland *Digital First Service Standard*.

Principle	*Short description*
General	
PR-GP-01: Primacy of principles	These principles apply to all directorates and services within the Council.
PR-GP-02: Seek architecture approval	All ICT projects and programmes will be subject to architectural approval.
PR-GP-03: Green ICT	Deliver a service whose impact on the environment is understood.
Business	
PR-BP-01: Channel shift	Wherever possible establish digital services as the primary channel.
PR-BP-02: Business continuity	Services are maintained in spite of system interruptions.
PR-BP-03: Minimise customisation	Configure not customise to meet user needs.
PR-BP-04: Reliability	Information and information services are reliable, accurate, relevant and timely.
PR-BP-05: Technology appraisal	Initiatives and investments must represent value for money and return a business benefit.
PR-BP-06: Trustworthy	The integrity and confidentiality of information and data produced and managed by South Ayrshire Council is protected.
Technical	
PR-TP-01: Data hosting and data centres	Cloud-based service models for infrastructure, platform and software should be considered.

PR-TP-02: Agility and sustainability	Capabilities including business processes, information, applications, and technical assets are able to evolve and adapt to a changing environment.
PR-TP-03: Quality	Capabilities including business processes, information, applications and technical assets meet quality service standards for performance, reliability, traceability and usability.
PR-TP-04: Support	Systems need to be supported during the hours that they are operational and kept up-to-date.
PR-TP-05: Open standards	Use open standards and common government platforms where available.
Information	
PR-IP-01: Asset	Data and information are assets that have value.
PR-IP-02: Accessible and shared	Data and information is valued as a corporate asset, which is shared, protected and accessible on an equitable basis for users to perform their functions.
PR-IP-03: Transparent	Information is open and accessible to the public, where appropriate.
PR-IP-04: Information governance	Secure data practices are used to avoid the inappropriate disclosure of sensitive or personally identifiable information and prevent unauthorised access.
PR-IP-05: Open data	Non-personal, non-commercially sensitive data is available for re-use under an appropriate licence.
Application	
PR-AP-01: Leverage and consolidate	Reuse before buy. Buy before build.
PR-AP-02: Usable and accessible	Applications are easy to use.
PR-AP-03: Requirements-based change	Changes to applications and technology are driven by business needs.
PR-AP-04: Technology independent	Applications will be technology independent.
PR-AP-05: User centred	Understand user needs.
PR-AP-06: Continuous improvement	Pilot new applications and services. Build a prototype, test it with users and learn from it.
Security	
PR-SP-01: Secure by design	Security needs to be designed into the architecture in a scalable and efficient manner.
PR-SP-02: Regulatory compliance	All architectures and solutions must meet all relevant legal and regulatory requirements and industry best practices.
PR-SP-03: Enabler	Cyber Security measures will encourage and support use of cyber technologies.

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Niniejsze informacje mogą zostać udostępnione na życzenie, w alfabecie Braille'a, w druku powiększonym lub w formacie audio oraz mogą zostać przetłumaczone na wiele języków obcych. Dane kontaktowe znajdują się poniżej.

Faodar am fiosrachadh seo fhaighinn, le iarrtas, ann am braille, clò mòr no clàr fuaim agus tha e comasach eadar-theangachadh gu grunn chànanan. Tha fiosrachadh gu h-ìosal mu bhith a' cur fios a-steach.

South Ayrshire Council
Contact Centre
0300123 0900