Digital and Data Strategy

2024-2027

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Digital and Data Strategy

Version Control

Title	Digital and Data Strategy
Purpose	To set the strategic direction for the Council's use of digital and data.
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Cabinet Member Foreword

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Digital and Data Strategy

I am delighted to introduce Monmouthshire's Digital and Data Strategy, which sets out the vision, themes, aims, and actions for the next three years. The strategy is key in enabling the delivery of the Council's policy aims as set out in its Community and Corporate Plan.

The Council has a clear purpose to become a zero-carbon county that supports well-being, health, and dignity for everyone at every stage of life.

Digital and data are recognised as key enablers for changing and modernising services, improving operational efficiency and effectiveness, and enhancing outcomes and impact. Putting residents and users at the centre of everything the Council does is key, ensuring that digital and data services are intuitive, accessible, and responsive to needs and expectations.

The Council is ambitious and optimistic about the potential for digital and data to make a positive difference to the county and its communities. The Council also needs to be realistic and aware of the challenges and risks that are faced, such as the fast pace of change, the increasing demand and expectations, and financial challenges. These challenges and risks will be addressed proactively and collaboratively, seeking to maximise the opportunities and benefits that digital and data offer.

This strategy covers a range of themes and areas, setting out how digital and data will inform service planning and delivery, placing the needs of residents at the heart of everything the Council does.

In its development the strategy has drawn upon best practice and innovation in the digital and data field, both locally and nationally. The input and feedback received has been invaluable, and the strength of partnership and collaboration will continue in delivering this strategy.

An annual delivery plan underpin the strategy and will evolve to ensure that the changing needs and priorities of the county and stakeholders, and the ever evolving digital and data landscape, can be reflected, and responded to. Progress and impact will be measured and evaluated using both quantitative and qualitative methods. Learning and achievements will also be communicated and shared.

I hope you find this strategy informative and inspiring, and I invite you to join us on the Council's digital and data journey.

Digital and Data Strategy

Councillor Ben Callard
Cabinet Member for Resources

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Digital and Data Strategy

Introduction:

Monmouthshire's Digital and Data Strategy sets out the Council's strategic aims and a three-year plan outlines how digital and data will be used to transform and modernise services, improve efficiency and effectiveness, and enhance outcomes and impact.

This strategy sits alongside other enabling strategies and is key to the delivery of the Council's policy aims as set out in its Community and Corporate Plan.

The Community and Corporate Plan, *Taking Monmouthshire Forward,* focuses on working together for a fairer, greener, more successful county while also supporting well-being, health and dignity for all.

OUR OBJECTIVES

Fair place	Green place	Thriving and ambitious place	Safe place	Connected place	Learning place
to live where the effects of inequality and poverty have been reduced	to live and work, with reduced carbon emissions, and making a positive contribution to addressing the climate and nature emergency	where there are vibrant town centres, where businesses can grow and develop	to live where people have a home and community where they feel secure	where people feel part of a community and are valued	where everybody has the opportunity to reach their potential

The plan recognises that the challenges are great. Responding to climate and nature crises. Responding to inequalities, the provision of affordable housing and the growing needs of the elderly and most vulnerable. Ensuring that nobody is left behind.

The plan recognises the financial challenges faced and the fundamental changes that will be required in how services are delivered to remain sustainable. Leading to a focus on prevention and a need to work in partnership. The Council will continue be a strong and progressive partner that looks to be at the forefront of driving forward existing and new collaborations and partnerships such as to deliver shared strategic aims and outcomes.

Notwithstanding the challenges over the last two years the Council has achieved many successes and outcomes and has already put many of the building blocks in place to allow the Council's policy aims to be delivered.

The approach sees a continuous adaptation of services in line with the needs and demands of residents, where the Council is entrepreneurial and innovative in its approach, acting in an agile and responsive way. This underpins the digital and data strategy for the next three years and allows for success to be built on the foundations that have been put in place.

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In line with the aspirations set out in this strategy it is important to draw the distinction between being digitally enabled and data driven.

Being digitally enabled will involve the Council updating and transforming its processes, systems and services using digital platforms and tools. If that remained the sole focus,whilst services would be provided more efficiently, they would not necessarily be provided more effectively as digitally enabled services alone can be equally unaware of their customers intentions, preferences and needs as before.

Being data driven leads to the Council using digital products and services to collect data about Monmouthshire residents and communities. But beyond simply collecting data to analyse that data to understand resident intentions, preferences and needs and using these insights to provide services that are more effective in meeting those needs.

The Council will continue to operate in an environment where resources are not increasing in line with the demands upon services. This will require the Council to be both effective and efficient in its use of resources and being both digitally enabled and data driven will be key to this.

Equal Regard needs to be given to understanding, and where possible, addressing any environmental impact from the implementation of the strategy. Positive impacts are often clear to see in so far as for example a reduced need to travel. However, less visible impacts are for example the increasing need for data storage and where suitable mitigations will need to be sought.

Why is a Digital and Data Strategy Needed:

A digital and data strategy is not just about technology; it's about using digital tools and data to empower our staff, drive productivity and operational efficiency and enhance the quality of life for residents.

This strategy looks to communicate the Council's digital and data ambitions to a range of stakeholders: to staff and leadership within the Council; to our public sector partners and, those with whom the Council will look to collaborate in our pursuit of common aims and objectives. At the heart of the strategy is demonstrating to Monmouthshire communities and residents how digital and data will contribute to meeting their needs and the priorities set out in the Community and Corporate Plan.

Keeping pace with the rapid and evolving the digital landscape and optimising the opportunities for the benefit of the organisation and residents requires clear strategic intent. So too, harnessing the power of data analytics and insights, as well as the potential of automation and generative AI capabilities. The strategy

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Digital and Data Strategy

will bring both together to inform our actions and decisions, do things differently, and to deliver better services for residents and users.

We need also to protect our services against a backdrop of significant financial pressure and increasing demand. Our digital and data strategy will contribute to ensuring that the Council is resilient and agile in the face of uncertainty and disruption.

The Strategy sets the longer-term aims and initial actions to deliver them. The Council's approach will evolve and mature as the capabilities and capacities to be data driven and utilise digital products and services are enhanced and strengthened.

Strategic Links:

The Digital and Data Strategy is one of a number of enabling strategies that will contribute to the delivery of the Community and Corporate Plan. The strategy, along with the associated delivery plan, is aligned with them all.

The enabling strategies will have complimentary activities and interdependencies. For example, to become a truly digital first and data enabled authority, the Council will need to empower its staff to understand and utilise the digital and technological solutions available – developing this capability is a key component of the People Strategy. Similarly, the Customer Strategy will inform how digital and data can inform the development and delivery of user-centred services, that improves the customer experience and overall operational efficiency.

The delivery of this strategy will also underpin the council's Medium Term Financial Planning with digital and data acting as key enablers to unlock savings associated with new ways of working, managing demand and delivering improved outcomes.

How Has it Been Developed:

This strategy has been developed through consultation and engagement with staff groups, Elected Members, and partners. The Council has also learned from best practice and innovation in the digital and data field, both locally and nationally. The input and feedback received has informed the development of the strategy. Working together with staff, residents, and partners will be key to delivering the strategy and the delivery plan underpinning the strategy will continue to evolve based on feedback and opportunities that arise.

Digital and Data Strategy

The Case for Change:

The digital and data strategy looks to build on the foundations already in place. Advancements in technology, digital and data are fast moving and why the strategy is for a period of only three years.

In order to reach out and deliver the aims and ambitions set out in this strategy it is important to start from a position of understanding existing strengths and weaknesses, as well as the opportunities and threats that present. More commonly referred to as a SWOT analysis.

Appendix 1 provides a detailed SWOT analysis for digital and data. This looks to evaluate the Council's current context and strategic case for change such as to inform the vision, themes and aims of the strategy. These are summarised as follows:

Digital strengths and weaknesses:

Strengths in having an effective digital design and innovation team, a number of approved digital solutions, and strong information security, but also facing challenges from an overall lack of organisational and collaborative prioritisation, limited adoption of user-centred design principles, and manual and expensive processes that remain present.

Digital opportunities and threats:

Opportunities that include the impact that can be felt from upskilling and empowering staff and residents, adopting digital ways of working, collaborating with local authority partners and the SRS, using automation and AI technology, and implementing the education digital strategy. However, a need not to be complacent and to be aware of the risks of bypassing agreed processes and support, not communicating the benefits and capabilities of digital solutions, having fragmented customer journeys, and in not maintaining security against the ever-present threat of cyber attacks.

Data strengths and weaknesses:

Strengths are represented by having the ambition to develop the use of data, having developed data dashboards and GIS web maps, having some experience and skills in processing data, and having strong data protection and security policies. However, capacity and capability is something that needs to be developed and where there is variability in data knowledge and skills across service areas, where data isn't being harnessed and connected as a council wide and community asset, and data is not being sufficiently brought together on service user perspectives and acted upon.

Data opportunities and threats:

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There are significant opportunities that present such as using analytics to generate actionable insights that benefit those who need to draw on the Council's services, using digital, data and technology to respond to rising demand and financial challenges, building on existing partnership working and developing collaborations, and learning and evolving in the fast paced data space. Set alongside this are the increasing demand faced for data analytics, the threat that poor data quality poses and the inevitable data security challenges faced.

Digital and Data Strategy

Vision and Themes:

Vision:

The Council is digitally enabled and data driven, delivering excellent services and inclusive outcomes for its residents and communities.

Themes:

The digital and data strategy covers a number of key themes:

- **User-Centred Design and Service Delivery**:

  Digital services designed from the perspective of residents and users, and their needs and interests.

  Digital services that prioritise user needs, ensuring that they are intuitive, accessible, and responsive to all citizens, thus promoting equity and inclusivity.

  Focusing and prioritising digital change on improving operational efficiency, reducing costs, and enhancing the agility of services to respond.

  Using generative AI and other emerging technologies to automate tasks and business processes to drive efficiencies and to deliver better services for users.

- **Data Analytics and Insights:**

  Leveraging data analytics in an open and transparent way to provide actionable insights for evidence-led decision-making.

  Data and insight that confirms what the Council does is inclusive, equitable and, having an impact. Tracking patterns of engagement and participation in order to see that the Council is reaching everyone it needs to.

  A better disaggregation of data that allows for information on service access, use and preference to be tracked spatially, socially and economically for anonymised profiles of cohorts and communities. To be able to tell what kind of services households or residents are accessing or not, such as to be more preventative in offering or sign posting access to services.

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Moving towards real time and forward looking (predictive) datasets that produce a rounded picture of what is being done and where resources might have to be moved to improve the chances of meeting intended outcomes. Allowing services to adapt to specific communities or geographies to meet the diverse range of resident needs.

- **Information and Data Governance:**

    Maintaining robust information and governance security to ensure sensitive data and critical infrastructure is protected and not compromised.

    Enhancing data quality through good data governance arrangements.

These themes underpin the strategic aims and will be achieved by the Council developing the capacity and capability necessary to realise its vision over time. This will be achieved by:

- strengthened collaborations with the Shared Resources Service (SRS) and its local authority partners, as well as with other agencies, private sector partners, and communities of interest.

- a focus on digital and data skills and workforce development. A skilled workforce is crucial for the successful implementation of the strategy.

Delivery will be underpinned by: strong governance and change management arrangements, and a performance framework that is evaluative and focuses on delivery of outcomes and continuous improvement.

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Digital and Data Strategy

Aims

The strategy has three aims:

- Aim 1: Work with partners to develop and maintain strong foundations to support delivery of the strategic vision

- Aim 2: Use data analytics and insight, digital advancements and a user-centred focus, to change how the diverse needs of citizens and service users are met

- Aim 3: Equip and empower our citizens, communities and the organisation to get the most out of digital and data technology

Actions for each aim are detailed at Appendix 2.

Aim 1: Work with partners to develop and maintain strong foundations to support delivery of the strategic vision

The Council already has some of the infrastructure, processes, and skills in place to deliver this strategy. For example, there are strong information security, information governance and data protection arrangements in place; the Council's Digital Design and Innovation team has a history and track record of digital delivery; and a Performance and Data Insight team that already supports service areas to understand their data, provide insight and support improvement activity.

The already strong foundations need to be built upon to take the Council to the next level of digital and data innovation, putting insights in the hands of decision makers that will drive improved services and outcomes, supported by the effective, compliant, and innovative use of digital solutions.

The Council will:

- Ensure that data is of high quality, consistent, and reliable across the organisation.
- Make data easier to find, access, and use.
- Use digital technology and infrastructure to support service delivery and analytics.
- Ensure current and new digital solutions are fit for purpose.
- Ensure there are robust data sharing guidelines and processes in place across the organisation. Allowing opportunities to share data across services and with partners to be developed, where there is an identified benefit in doing so.

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- Ensure the use of data is maximised in a way that is open, legal, and ethical.
- Explore opportunities to build on partnership working and collaborate.

Aim 2: Use data analytics and insight, digital advancements and a user-centred focus, to change how the diverse needs of citizens and service users are met

It is imperative that the diverse demands and needs of all our citizens, businesses, visitors, elected members, and staff are understood. A key enabler for doing so is taking a user-centred approach which puts those diverse needs at the heart of what the Council and its services do and why they do it.

The availability of good quality and joined up data and insight will develop the understanding of diverse needs. The application of digital and use of technology will enable those different needs to be met in ways that will deliver improved services and outcomes, in line with our Community and Corporate Plan.

The Council will:

- Empower staff to use digital, data and technology to understand more about residents needs and what matters most to them to focus on delivering better outcomes.
- Prioritise digital and data related activity and projects effectively with a focus on improved citizen/customer outcomes and/or operational efficiency.
- Use digital, data and technology to understand, and in response to, rising demand and financial challenges.
- Design digital services that are user-centred, intuitive, accessible, and responsive.
- Use analytics to generate insights that inform the development and delivery of objectives and policies in an inclusive, equitable and impactful way.
- Work with partners and develop digital and data networks to adopt a more preventative and predictive approach.

Aim 3: Equip and empower our citizens, communities and the organisation to get the most out of digital and data technology

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There are things that can be done now using digital, data and technology that could only have been dreamed of being done a few years ago. As the pace of change accelerates staff must be supported to be able to take advantage of the technological revolution for the benefit of themselves and residents. Equally, digital inclusion barriers must be addressed such as confidence, skills, connectivity, or access to devices, by providing support to those residents who need and want it.

The Council will:

- Ensure the council has the capabilities and capacity required to maximise its use of digital and data.
- Improve general data literacy and digital capability across the whole Council.
- Support residents to improve their digital skills and tackle digital inclusion barriers such as connectivity and access to devices.
- Explore opportunities to build on existing partnership working and further develop collaboration.
- Support staff to focus on the tasks that matter most by automating repetitive, high-volume activity.

How Will Delivery of this Strategy Have an Impact?

We've used some fictional characters to bring the strategy to life and explain its potential impact and benefit:

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Emily - The Staff Member

Emily is a social worker who works with families across Monmouthshire. She typically used to spend a lot of time each week typing up handwritten notes from meetings and creating assessments and reports. She didn't always use to know if the families she worked with were also engaged with other council or partner services and spends a lot of time trying to find this information out. She often used to work late to ensure her case load is complete.

Emily's new AI-enabled platform not only streamlines her workflow but also supports the council's commitment to reducing inequality. The platform's analytics identify residents who may be at risk of falling through the cracks, enabling Emily to proactively reach out with support services. By ensuring equitable access to information and resources, Emily plays a pivotal role in fostering a more inclusive community.

The digital transformation has also made Emily an inadvertent environmental champion. With most services moving online, the need for paper has drastically reduced, contributing to the council's carbon emission reduction goals. Moreover, Emily's dashboard includes a feature that tracks the environmental impact of council operations, encouraging eco-friendly decision-making.

The Johnsons - A Family living in Monmouthshire

The Johnsons are new to Monmouthshire and are trying to get to grips with things like their recycling days, local clubs and activities and travel.

The Johnsons' personalized portal is more than a convenience; it's a gateway to a vibrant community. The portal suggests local events that align with the family's interests, encouraging them to participate in town centre activities, supporting local businesses, and fostering economic growth.

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The family also receives notifications about community-led climate action initiatives, supported by the council and its partners, such as tree-planting days or local recycling programs, making it easy for them to contribute to the climate emergency response. The portal's journey planner, which draws upon open data captured by the council, helps them minimize their carbon footprint by suggesting the most eco-friendly routes and modes of transport.

The family are also farmers and have access to the latest technology and insight such as predictive insights for crop selection, irrigation scheduling, and soil management, through the council's relationship with Hartpury University's Agri Tech Centre.

George - An Older Resident

For George, technology has become a lifeline to the world around him. The smart technology he has in his home helps to keep him safe, warm and connected, and has significantly reduced his carbon footprint and energy bills - as well as providing a small additional income with unused energy sold back to the grid.

He accesses the council's AI-driven platforms which provide him with safe access to local news, service updates, and community resources, and suggest local groups and activities where George can meet peers, reducing his sense of isolation and improving his well-being.

George's digital interface also connects him with local volunteer opportunities, enabling him to share his skills and experience with others. This not only helps George feel valued and connected but also allows him to contribute to the community's well-being.

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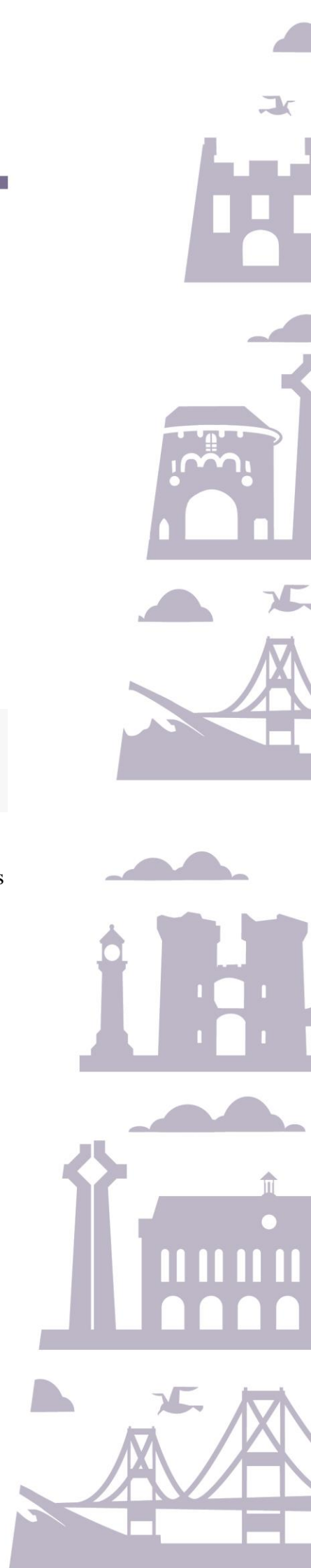
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Implementation and Governance

The implementation and monitoring of the strategy will be overseen by the Digital, Data and Technology Board, which will include representatives from the Digital Design and Innovation team, the Performance and Data Insight team, the Information Security and Governance team, the Shared Resource Service, and other relevant service areas. The board will report to the Strategic Leadership Team and the Cabinet on the progress and outcomes of the strategy.

The terms of reference of the Board will be underpinned by the need to ensure that the strategic aims and outcomes are being met, with capacity and capability prioritised and redirected as needed to ensure that impact is optimised.

The strategy will be supported by a detailed delivery plan, which will include the timelines, resources, responsibilities, and indicators for each action. The initial delivery plan is shown in appendix 2. Milestones and targets will be developed and set through the initial phase of delivery of the strategy .The plan will be reviewed and updated regularly to reflect the changing needs and priorities of the Council and its stakeholders. The strategy will also be aligned with the service business plans and the performance management framework of the Council.

The strategy will be subject to regular evaluation and feedback, using both quantitative and qualitative methods, to assess its effectiveness, impact, and value. The evaluation will also identify the challenges, risks, and opportunities for improvement and learning. The results of the evaluation will be communicated to the staff, residents, and partners, and will inform the continuous improvement of the strategy.

Digital and Data Strategy

Appendix 1: SWOT Analysis

Digital

Strengths
An effective Digital Design and Innovation Team is in place providing digital leadership and support across the organisation.
We have a number of approved digital solutions available to us to help drive productivity and operational efficiency.
There is an established network of Digital Champions across the organisation.
We have strong partnership arrangements in place with both the SRS and our neighbouring Local Authorities, and play an active role in the WLGA Digital Advisory Group.
There are strong Information Security, Data Protection and Information Governance arrangements, policies and procedures in place.
We understand how digital can transform the way we operate and how it can contribute towards the delivery of our Community and Corporate Plan and the financial challenges we face.
There is an appetite for digital amongst our residents: • During 2023/24 our website had 2.7m web views. • There is 92% Superfast (>=30Mbps) and 71% Ultrafast (>100Mbps) broadband coverage across the county.

Weaknesses
We don't always take an organisational and collaborative view on the prioritisation of our digital activity.
There is some understanding of user-centred design principles, but it is not fully embedded across our organisation.
Our ambition can sometimes exceed our capacity to deliver.
We don't always think "digital first" and have many manual, time consuming and expensive processes in place.

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Digital continued...

Opportunities

Upskilling and empowering our staff will enable us to get the most out of the tools available to us.

The successful adoption of digital ways of working will improve our operational efficiency, acting as a key enabler in tackling the financial challenges we face.

We have an opportunity to do more in collaboration with our local authority partners and the SRS, recognising we are often working on similar challenges, and we can potentially achieve more through closer working on aligned priorities.

Automation and AI technology can support our staff to work differently, focus on value added tasks and deliver better outcomes for our residents.

Ensuring digital tasks and projects are prioritised appropriately will ensure our resources are focused on the areas that will have the most impact for us and our residents.

Threats

Opportunities to do more with the digital tools available may be missed if services bypass agreed processes and support.

If we don't fully understand and/or communicate effectively the benefits and capabilities of things like Artificial Intelligence and Internet of Things, we may be unable to take full advantage of them.

Our customer journeys can be fragmented meaning customers may not always trust our digital services.

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Where we are now: **Data**

Strengths

We have the ambition to develop our use of data and have developed products that have improved how we present and visualise data.

Developed data dashboards and established GIS web maps provide a platform to share data and provide insight into our services and county.

We have some experience of processing data along with skills in extracting, transforming and loading data,

There are strong data protection and security policies in place for data and ongoing awareness raising.

Weaknesses

There is variability in the data knowledge and skills across service areas which impacts our overall ability to maximise the value of data we hold.

We are a data rich organisation, there are a wide range of arrangements to manage data, we need to further harness and connect data as council wide asset.

We are not bringing together data on service user perspectives in a way that would allow us to be truly evaluative.

Opportunities

Use analytics to generate actionable insights that inform the development and delivery of our objectives and policies.

Use digital, data and technology in our response to rising demand and financial challenges.

To build on existing partnership working and further develop our collaborations to achieve our digital and data aims.

The data space is incredibly exciting and fast paced and we need to continue to learn and evolve as part of this space.

Threats

There is an increasing demand for data analytics, some of which we are unable to achieve due to limited skills and/or capacity.

Data quality limits the accuracy and quality of data insights we can generate.

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Appendix 2: Delivery Plan

The delivery plan will remain an iterative document and will evolve over the next three years. The plan will be the subject of ongoing review and prioritisation by the Digital, Data and Technology Board. A strategic lens will continue to be applied to ensure that the capacity and capability is developed and in place to ensure that the strategic aims and outcomes are delivered.

Aim 1: Work with partners to develop and maintain strong foundations to support delivery of the strategic vision

Activity	Expected Outcome	Measures of success	Direction of travel
Undertake digital and data maturity assessments to understand strengths and developmental areas.	Improved digital and data maturity	Digital and Data Maturity Assessment scores	Increase from baseline
Develop and implement data standards.	Improved data quality	Data Maturity Assessment Scores	Increase from baseline
Develop and implement information governance policies, and procedures.	Improved information governance, security, and compliance.	Digital and Data Maturity Assessment scores	Increase from baseline
Implement SharePoint document management system	Improved usability of data and information Improved information governance, security, and compliance.	Document management System implementation and feedback	

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		Case studies of impact	
Develop automation of data processing, and integration of data flows between systems	Improved operational efficiency	Number of systems integrated for data flow Case studies of impact	10
Make data analysis tools available to staff who require them	Improved data analytics	Data Maturity Assessment Scores	Increase from baseline
Develop a data warehouse/lake for capturing current and historical data for advanced analytics. Informed by a collaborative Single View project pilot.	Improved ability to make data-led decisions	Number of data sets held in data warehouse Case studies of impact	10
Protect sensitive data and critical infrastructure by ensuring cybersecurity and resilience	Maintained security of customer data Legislative compliance	Cyber security audits	Compliance determined by audits
Introduce a meta data catalogue to understand what data is held and where within the organisation	Improved data maturity Identification of opportunities to link data sets	Number of data sets catalogued	50
Establish a Digital, Data and Technology Board to set priorities, ensure delivery and	Prioritisation of effort on high impact tasks/projects Raised awareness of digital and data capability	Digital and Data Maturity	Increase from baseline

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| champion the use of digital and data.	Increased adoption of digital and data	Assessment scores	
Review existing data sharing agreements to ensure continued suitability	Legislative compliance Improved access to data and insight Improved ability to make data-led decisions	Case studies of impact	

Aim 2: Use data analytics and insight, digital advancements and a user-centred focus, to change how the diverse needs of citizens and service users are met

Activity	Expected Outcome	Success Criteria	Direction of travel
Apply digital service standards and a user-centred focus to improve the accessibility of services	Increased channel shift to online/App, self-service Improved operational efficiency Improved customer satisfaction	% of Customers who score 3 or above for Customer Satisfaction Case studies of impact	80%
Monitor and measure user satisfaction, usage, and impact of digital services, to inform continuous improvement	Improved customer experience	% of Customers who score 3 or above for Customer Satisfaction	80%

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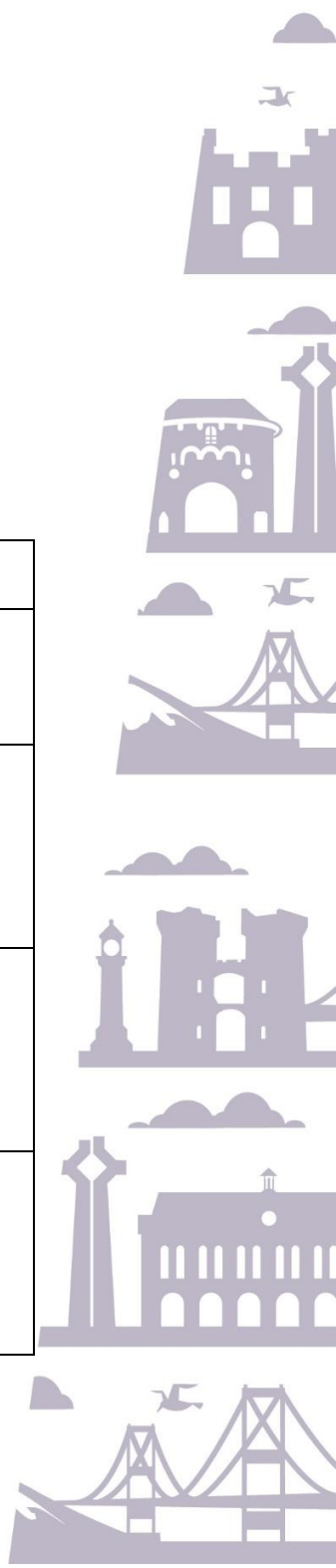
Build data insight products to generate insights to inform delivery of the Council's purpose and objectives in the community and corporate plan	Improved insight for decision making	Case studies of impact	
Develop the use of specialist Geographical Information Systems (GIS), for geospatial analysis	Improved insight for decision making	Case studies of impact	
Create an open data offer.	Increase transparency and availability of data for civic value	Number of open data sets published	20
Promote and evaluate the use of data and analytical plans and projects within the council	Increase awareness, learning and sharing of practice for data projects	Case studies of impact	
Develop a Customer Relationship Management (CRM) solution, in collaboration with partners,	Improved customer experience Improved customer service response		
Create customer personas for use in service design activity	Improved customer experience	Number of customer personas created Case studies of impact	10
Identify new data sharing opportunities both internally and externally, with partners, putting in place data sharing agreements where it is appropriate to do so.	Improved access to data and insight Improved ability to make data-led decisions Legislative compliance	Case studies of impact	

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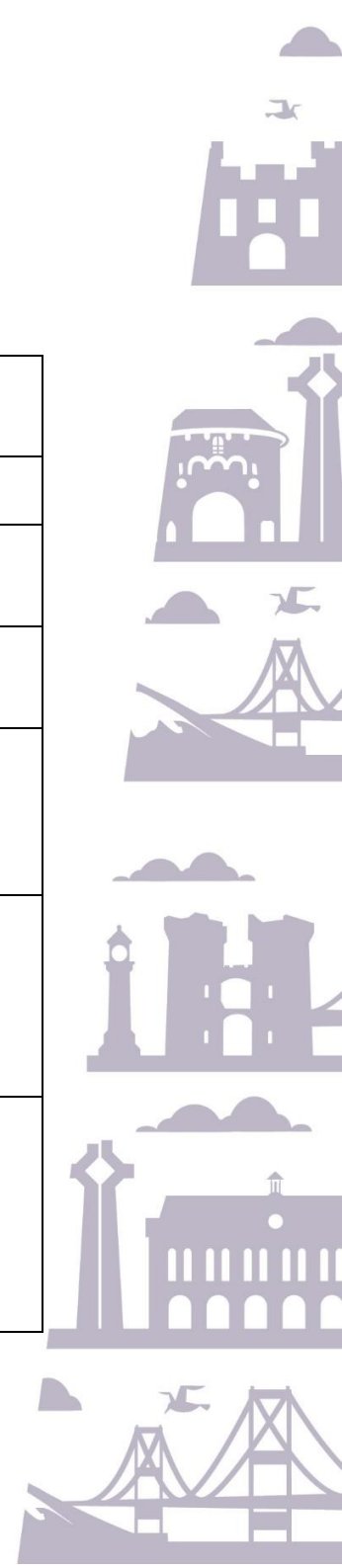
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Aim 3: Equip and empower our citizens, communities and the organisation to get the most out of digital and data technology

Activity	Expected Outcome	Success Criteria	Direction of tarvel
Undertake an assessment of digital and data skills, knowledge, and capacity	Improved digital and data maturity Improved data quality	Digital and Data Maturity Assessment scores	Increase from baseline
Plan and deliver targeted digital and data support and training for staff	Improved digital and data literacy Improved data quality	Number of training sessions held. Digital and Data Maturity Assessment scores	20 Increase from baseline
Embed core skills such as user research, design thinking, and agile methods into culture and practices, and provide the necessary training tools, guidance, and support to staff	Improved digital and data literacy	Number of training sessions held. Digital and Data Maturity Assessment scores	20 Increase from baseline
Maintain a Council wide digital Champions network and Systems and Data Administrators network	Raised awareness of digital and data capability Increased adoption of digital and data	Number of network sessions facilitated. Digital and Data Maturity Assessment scores	8 Increase from baseline

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Digital and Data Strategy

Work with partners to understand digital barriers and to provide appropriate digital inclusion activity and support across the county. This will include alignment with the Schools Digital Strategy and supporting children and their families to be digitally enabled.	Increased digital inclusion for residents, children, and their families.	Digital exclusion rates Resident feedback.	
Ensure the website is accessible to all citizens, including those with disabilities.	Increased accessibility of information and services to residents	Usage rates of website Resident feedback.	
Develop a Minimum Viable Capability model for digital and data and focus collaborative efforts and investment as necessary to ensure the digital and data ambitions over the next three years can be fulfilled.	Data- and digitally enabled, council	Annual evaluation of delivery of Digital and data strategy Case studies of impact	
Use AI and other emerging technologies to automate tasks and business processes	Improved operational efficiency Improved productivity Improved staff wellbeing and satisfaction	Case studies of impact	

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