Cabinet

14 July 2022

Digital & Data Strategy

Recommendation

That Cabinet endorses the Council's refreshed Digital & Data Strategy 2022-2025 attached at Appendix 1

1. Executive Summary

1.1 The Council's 2018-2021 digital strategy achieved much for the Council. It provided services and citizens with a secure and stable platform to build digital services. It brought our IT plans together to support the Council's priorities, using the cloud to improve resilience. Hybrid working was enabled by adopting Microsoft tools and services.

1.2 However, the new Council Plan requires ICT to innovate and evolve again. Technologies and capabilities that support new service delivery models need to be developed. Data and application development needs to be prioritised to do this. Partnerships need to be enhanced across Local Government, public and private sector partners through integration of technology and data sources. Therefore, to respond to this changing need, this strategy builds on its previous iteration to deliver:

- **Innovative digital service design**: Supporting the digital enablement and transformation of service delivery
- **Service efficiencies**: Designing services right first time to reduce costs and support the Medium-Term Financial Strategy (MTFS)
- **Service innovation**: Implementing new technology in a controlled and considered way that accelerates service transformation
- **A new data-centric culture**: Building on the significant progress in understanding our data and obtaining insight from this, we now seek to embed a culture of accountability across all services for the data we hold, the quality of data collected, and utilising our data as the strategic asset it is.

1.3 The realisation of this strategy will be through the Digital Roadmap and Data Programme, enabling and supporting our citizens, our people, our partners, and the organisation to:

- Support service redesign to focus on prevention, improved outcomes and reduced cost
- Make it easier to access our information and services
- Use evidence, data, and insight to inform and evidence our decisions, forecast demand, and enable proactive intervention

- Use simple, clear and integrated digital technologies to improve service delivery

1.4 The refreshed strategy will enable Warwickshire County Council to deliver its vision, priorities, and outcomes by continuing to place digital and data at the heart of our relationships. and enhancing interactions with and within the Council.

1.5 Digital and data capabilities underpin many of the seven areas of focus within the Council Plan and the delivery of this strategy enables these either directly or in associated with other strategies including Digital and Infrastructure (Fibre and 5g connectivity) and Levelling Up.

2. Financial Implications

2.1 The realisation of the digital elements of this strategy will be through the Digital Roadmap which comprises 3 Horizons.

2.2 The Council has set aside £5m over 3 years to fund the Digital Roadmap with £1.825 million included within budget for 2022/23 associated with Horizon 1. The remaining funding will be drawn at the appropriate point within the delivery of the roadmap subject to governance and approval.

3. Environmental Implications

3.1 There are no direct environmental implications resulting from the strategy. However, it should be noted that a study conducted by Accenture for Microsoft referenced in "Data Center Efficiency, Renewable Energy and Carbon Offset Investment Best Practices" compared the environmental impacts of providing three of Microsoft's business applications – Exchange, SharePoint and Dynamic CRM – through customer data centres and Microsoft cloud data centres. The study found Microsoft cloud-based operations reduced carbon emissions by an average of 60% to 90% for medium-sized operations (per ~1,000 users).

4. Supporting Information

4.1 The Digital & Data Strategy will support the Council Plan by enabling us to:
- Redesign end to end digital services and not just digitise what exists today
- Position digital as a strategic capability to support achieving the Council's priorities and outcomes
- Assure via a robust, integrated and risk-based digital governance model including:
  - A defined architecture against which decisions are based
  - A roadmap for change (the digital roadmap)

- Technical standards for internal and external services
- A defined delivery methodology supported by frameworks and approaches
- Take a strategic approach to digital and technology investment that balances the need for enabling better customer outcomes against the cost to serve
- Improve our collaboration capabilities and enable better service integration with partners

4.2   The Digital & Data Strategy also supports the realisation of the following strategies:
- Customer Experience
- Coventry & Warwickshire Integrated Health & Care
- Digital Infrastructure (Fibre and 5g)
- Economic Growth
- Our People
- Tackling Social Inequalities in Warwickshire

4.3   The Digital & Data Strategy 2022 – 2025 attached at Appendix 1 will be subject to final design changes being applied.

5.   Background Papers

5.1   None

Appendices
1.   Digital & Data Strategy 2022 – 2025

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