

# Delivering the Future Together – Digital, Data and Technology overview 2025 – 2028.

Oxfordshire County Council

**DELIVERING**  
the Future Together



**OXFORDSHIRE  
COUNTY COUNCIL**

This consolidated executive summary outlines the strategic direction and key ambitions for Digital, Data and Technology (DDaT) at Oxfordshire County Council (OCC) for the period 2025-2028.

It integrates the Digital Strategy, Data Strategy, and Technology Strategy to provide a comprehensive overview of how OCC aims to enhance its maturity in the use of data, digital presence, improve customer engagement, and leverage technology to support delivering the future together transformation and innovation across all services and the external customer experience.

The three strategies support Delivering the Future Together and the seven operating principles outlined in OCC four-year business plans and priorities:

- We will be leaner and more focused on delivering key priorities to the best of our ability.
- We will operate from fewer buildings and make sure those we keep are used to their full capacity.
- We will embrace technology where it improves productivity and connectivity to the people we serve, helping us become more efficient.
- We will collaborate more closely with partners so we're no longer the main provider for every service.
- We will ensure our business operations run as efficiently as possible so we can focus on cost effective service delivery.
- We will embrace a 'get it right first time' approach with our customers to reduce duplication and improve customer satisfaction.
- We will use prevention and early intervention to actively manage demand.

The three interconnected strategies will enable OCC to maximise the opportunities and minimise the risks supporting the rise in AI, identify transformation opportunities from the use of smart data, automation and enabling digital connectivity across Oxfordshire. In support of all three strategies there will be action plans detailing delivery and impact, addressing areas requiring improvement and outlining the embedding of the road map across the organisation.

## 1. Digital Strategy

The **Digital Strategy** focuses on using digital technology to deliver a digital-first service to customers and partners, aligning with OCC's priorities and values.

The key ambitions are:

- **Digital first customer offer:** Delivery of channel shift, reducing non-digital customer interactions and seeking inclusive digital alternatives.
- **Developing a digital innovation culture:** Increasing digital capabilities of individuals and teams, promoting best practice and continuous improvement.
- **Consistency of digital use:** Promoting best practices in digital filing, data retention, and governance.
- **Monitoring digital maturity:** Using tools to assess and improve digital usage across the council.

The key deliverables are:

- **Filing strategy and implementation:** Ensuring all teams are filing on appropriate platforms in a consistent manner
- **Digital Maturity Assessments:** Regularly assessing and improving digital usage.

- **Partnership digital review:** looking at our digital interfaces with key partners (complementing data interfaces)
- **Resident digital review:** looking at how residents use digital, opportunities and inclusion.

## 2. Data Strategy

The **Data Strategy** aims to enhance the way OCC collects, uses, and shares data to improve public service delivery, increase efficiencies, and support evidenced based decision-making.

The key ambitions are:

- **Building and reinforcing data foundations:** Establishing structures, standards, governance, policies, and processes to manage data effectively and consistently.
- **Developing and evolving data management and analytics:** Utilising and making best use of existing tools and systems to provide timely, actionable insights.
- **Fostering a culture of innovation and collaboration:** Building strong partnerships and embedding a data-driven culture.
- **Continuously improving data and digital skills:** Upskilling individuals and teams to be more data confident and fluent.

The key deliverables are:

- **Data Catalogue and Observability:** Enhancing data discovery, governance, and usability of the data held.
- **Non-invasive Data Governance Framework:** Ensuring visibility, quality, security, and ethical use of data.
- **Service Specific Data Action Plans:** Tackling data challenges at the service level working collaboratively.

## 3. Technology Strategy

The **Technology Strategy** outlines how OCC will use technology to support transformation, innovation, and digital goals, aligning with OCC's priorities and values.

The key ambitions are:

- **Simple, stable, and secure:** Simplifying and securing the technology estate.
- **Easy, engaging, and inclusive:** Providing easier digital access to services and improving digital inclusion.
- **Well-used and used well:** Supporting staff to make the best use of available tools and technologies.
- **Partner, collaborator, and innovator:** Adopting technologies and processes to foster collaboration and innovation.

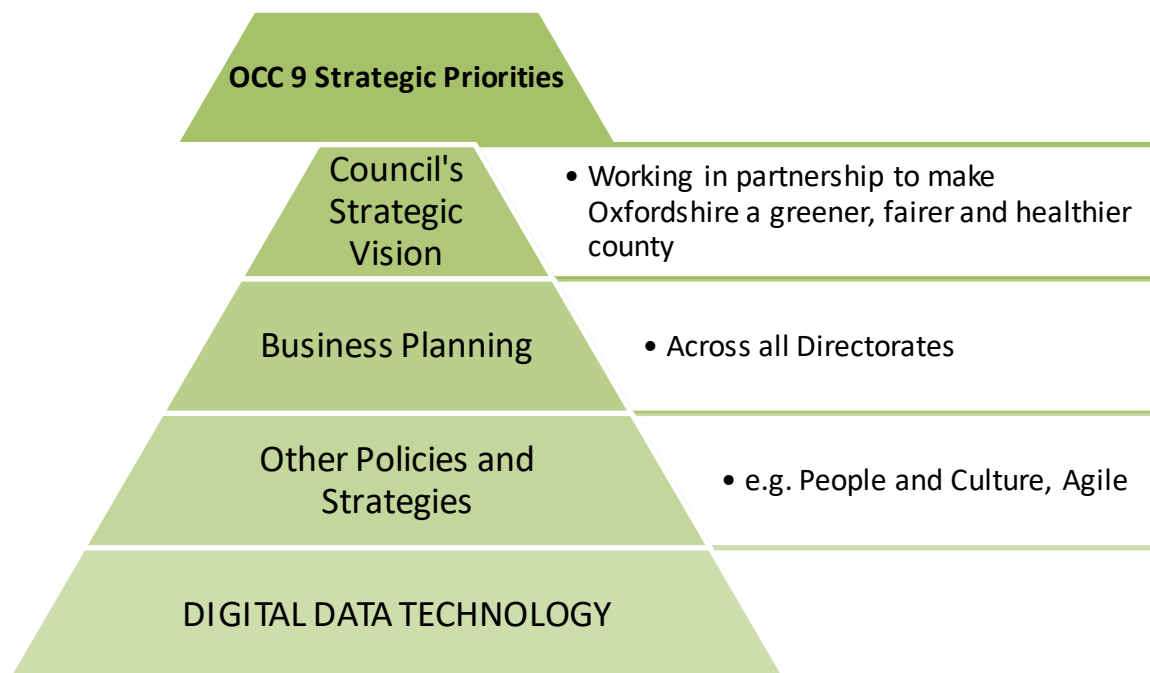
The key deliverables are:

- **Consolidation and Simplification:** Reducing the number of IT applications and systems.
- **Digital Experience Platform (DXP):** Similar to the Digital Strategy, integrating technologies for a seamless customer journey.
- **Cyber Security Enhancements:** Further developing systems and processes for cyber security.
- **Data Warehousing Solutions:** Creating robust data warehousing solutions for a single and consistent version of the truth.

## Context

These strategies help prepare us for the future shape of regional authorities and local government across Oxfordshire and beyond. The Local Government Reorganisation initiative will have considerable impact on the services we deliver in the next 5 years. By removing reliance on any non-digital systems (e.g. paper records) and improving our approach to data, we increase our resilience to any change. We also make it easier for connected services that will come under the same council for the first time to merge their processes and customer interfaces. Readiness for these changes should be a top priority when improving service delivery in line with these strategies.

This Digital Data and Technology platform has been designed to underpin the delivery of all Council functions going forward through influence on other future strategy, business planning and a programme of implementation, this supporting the Council's Vision and strategic priorities.



## Synergy of the Strategies



The three strategies complement each other by creating a cohesive framework for digital, data and technology driven transformation across OCC:

1. **Integrated Framework:** The Digital, Data, and Technology Strategies form a unified Digital, Data, and Technology (DDaT) framework, ensuring alignment and synergy across all initiatives.
2. **Shared Goals:** All three strategies aim to continually improve service delivery, enhance evidenced based decision-making, and foster a culture of innovation and collaboration.
3. **Mutual Support:** The Data Strategy provides the foundation for data management and analytics, which supports the Digital Strategy's goal of delivering digital-first services. The Technology Strategy underpins both by providing the necessary infrastructure and tools.
4. **Skill Development:** Each strategy emphasises building digital and data skills across the organization, ensuring that individuals and teams are equipped to leverage new technologies and data insights effectively.

By working together, these three strategies create a robust and integrated approach to data, digital and technological transformation, ensuring that OCC can meet its goals and deliver high-quality services to its residents.

All three strategies will undergo an annual review to reflect delivery progress, ensure the ambitions and priorities are still current and in line with the organisational wide priorities and Delivering the Future Together vision.