

**CABINET**  
**16 September 2025**

**Delivering the Future Together –  
Data, Digital and Technology strategy**

**Report by Director of Transformation, Digital and Customer  
Experience**

**RECOMMENDATION**

**1. The Cabinet is RECOMMENDED to**

Adopt the Digital, Data and Technology (DDAT) Strategies 2025-2028.

**Executive Summary**

2. This strategic overview consolidates Oxfordshire County Council's new **Digital Strategy**, **Data Strategy**, and **Technology Strategy** into a unified framework for transformation and innovation from 2025 to 2028. It supports the Council's "Delivering the Future Together" vision and aligns with its seven operating principles, focusing on efficiency, collaboration, digital-first service delivery, and proactive demand management. The strategies are set out in Annex 1.

3. Overarching Strategic Objectives of the 3 strategies  
**Digital Strategy:**

- Promote a digital-first customer experience (closely working with the refreshed Customer Improvement Strategy)
- Foster a culture of digital innovation and capability.
- Standardise digital practices and governance.
- Monitor and improve digital maturity.

**Data Strategy:**

- Strengthen data foundations through governance and standards.
- Enhance analytics for actionable insights.
- Build a collaborative, data-driven culture.
- Upskill staff in data literacy and confidence.
- Getting the basics right

**Technology Strategy:**

- Simplify and secure the technology estate.
- Improve digital access and inclusion.
- Maximise effective use of tools.
- Drive innovation through partnerships and collaboration.

#### 4. **Key Deliverables**

**Digital:** Filing strategy, maturity assessments, partner and resident digital reviews.

**Data:** Data catalogue, governance framework, service-level action plans including getting the basics right across OCC.

**Technology:** IT consolidation, Digital Experience Platform (DXP), cyber security upgrades, data warehousing.

#### 5. **Strategic Integration**

The three strategies are interdependent:

**Data** and **Digital** underpins digital services and informs decision-making.

**Technology** provides the infrastructure for both data and digital ambitions.

**Skill development** is central across all strategies to ensure readiness and resilience and will increase maturity across all 3 areas.

6. The Digital, Data and Technology (DDaT) strategies have been developed simultaneously to coordinate our strategic direction along these critical and related themes. They set out how Oxfordshire County Council intends 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.
7. The body of this wraparound report is attached as Annex 1: Delivering the Future Together - Data, Digital and Technology transformation strategy.docx
8. The three strategies support the Vision, Values, Objectives and Strategic Priorities in the County Council's Corporate Plan.

### **Financial Implications**

9. The strategies have identified transformation programmes of work to support the implementation and delivery. Capital resources have been identified to support the action plan delivery across all services.
10. Comments checked by:  
Ian Dyson, Director financial and commercial services.

### **Legal Implications**

There are no direct legal implications for this strategy.

Comments checked by:

Anita Bradley, Director Law and Governance and Monitoring officer

## Equality & Inclusion

11. Equality & Inclusion is at the core of these strategies. New digital approaches give better access to our services to all residents, partners and officers while leaving no individual or group excluded.

## Sustainability

12. There are no direct Sustainability Implications as a result of this strategy. All workplans and programmes associated with it will be assessed for Sustainability implications at the appropriate stage.

## Risk Management

13. There are no direct risks as a result of these strategies. All workplans and programmes associated with it will be risk assessed at the appropriate stage. There is a risk in not establishing the new strategies as they provide the direction for all activity in this area and ensure it is aligned to current technological opportunities and Council's Vision and Priority.

Comments checked by:

Louise Tustian, Director Transformation, Digital and Customer Experience

Annex 1: Delivering the Future Together - Data, Digital and Technology transformation strategy.docx

Background papers: Data Strategy  
Digital Strategy  
Technology Strategy

Contact Officer: Stewart Griffiths – Technology Strategy  
Mat Pickering - Data strategy  
Caroline French – Digital strategy

September 2025