

# Digital Strategy

## 2024 to 2027



# Foreword

**West Sussex is a great place to live, work and visit but we want to make it better.**

This is why we are investing in infrastructure to enable more residents to access services more quickly, reliably, and consistently. We are also helping people to stay safe online and are learning to make the most of modern technology to make things more convenient for our residents. There is already much that we are doing as a council and with our partners, delivering these and wider benefits, but we want to do more, and we want to do it more efficiently in a time when, more than ever, using our limited resources wisely is of the utmost importance.

This is why, with the support of our residents, staff, and partners, we have developed the West Sussex County Council Digital Strategy. We want to bring together under one umbrella all the good things we are doing and set a path for the future that will guide our choices about where our funds should best be invested. 'Digital' means different things to different people, and we want to describe what digital means for West Sussex County Council.

Not everyone is able to, or would like to, use more technology. We value the personal interaction that we get from speaking to someone face to face or talking to someone on the telephone. This strategy is not about closing doors and taking away choices for those who need them. Instead, it's about opening new doors, alternative ways to interact with the council, giving those who are able access to our services in a digital way.

Alongside this strategy we will be communicating in different ways to make sure that its key messages are heard by those who need to or would like to understand it.

Cabinet Member for  
Support Services and Economic Development

# Introduction

**The impact of digital technologies will continue to be a part of our lives at an ever-increasing pace. Our vision is to open new doors and offer alternative ways to interact with the council, giving those who are able access to our services in a digital way.**

“Digital” has been defined elsewhere by the author of the UK Government’s digital strategy, Tom Loosemore, as “the application of the culture, processes, business models and technologies of the internet era to respond to people’s raised expectations”.

For many of us, online banking, online shopping, the use of social media, apps and emails, and the streaming of videos – to give just some examples – have become such a part of our everyday experience that we cannot imagine life without them. We want to make sure that our residents’ experience of the Council fits with their everyday digital expectations.

Our experiences shape our expectations, including our expectations of our local councils. Many residents have told us, for example, that they would prefer to access council services through an app on their phone. This could be for information, for support (for example, guidance on finding a job), for services (for example, to book a slot at a Recycling Centre), and for confidential conversations. Many people prefer apps to websites because of their convenience, speed, user experience and features.

At the same time, we know that an estimated 13% of adults (94,500 people) in West Sussex either do not use the internet or need support to do so. From some of our residents there was a concern that in expanding our digital offer we might be shrinking other offers, particularly those with which such residents are most comfortable, such as face-to-face and telephone contact.

In writing this strategy we have had at the forefront of our minds balancing these two needs: the importance on one hand of offering and promoting new and better digital services which meet the needs of those in our county, whilst on the other, retaining person-to-person channels to support those who may be at risk of being digitally excluded, reflecting what people want to keep them safe from vulnerable situations, seeking help in a time of emotional need, or out of choice. In addition, we are working to reduce inequalities and improve online access.

We are also very conscious of the broader context in which we find ourselves. [Our Council Plan 2021 to 2025](#) notes the increasing demand for council services, particularly in adults and children’s

social care, and the importance of making the best use of our resources. As a society, we face the pressing needs of protecting our environment and mitigating the impact of climate change. We still have not fully recovered from the impacts of Covid and the cost-of-living crisis. These and other factors require us to use technology and innovation where it is helpful to both improve our services, be more efficient, and address wider societal issues.



We want to make the most of the opportunities new digital technology and infrastructure can provide so that we can deliver better services for all and make West Sussex a place where everyone can flourish. To this end our strategy sets out a 3-year approach demonstrating our investment and commitment to continue to develop the use of digital opportunities to improve outcomes for everyone under a set of key themes.

## Artificial Intelligence data analysis

### CASE STUDY

We have been using Artificial Intelligence (AI) analysis to better understand areas for improvement in how we provide information and support for customers to Adult Services.

Over 1,900 data points were analysed, resulting in insights around areas of most frequent interest for residents along with AI recommendations for content and process enhancement.

The AI processed data within 48 hours that would have taken several staff a considerable amount of time to analyse. It provided new insights into what is important for residents and how we can improve the information that we provide.

Using AI in this way to analyse enquiries will help us to provide a more timely, more accurate, and more consistent provision of information to our residents, delivering an improved experience, as well as better managing demand and supporting our staff. We will use the information to build chat bots available on our website which will free up staff time for the more complex person to person enquiries.

# Policy alignment

The Digital Strategy sits within the context of our Council Plan (2021 to 2025) and aligns with the priorities in the following ways.

## Keeping people safe from vulnerable situations

Everyone has easy and immediate access to support and information when they need it, either to report concerns, seek advice, apply for services, or gather information. Information is securely stored and everyone, including residents, are aware of how to stay safe online.

## A sustainable and prosperous economy

Improvements to our digital infrastructure, residents' and staff digital skills and increased confidence will enable more efficient ways of working, helping businesses to grow and support our economy.

## Helping people and communities to fulfil their potential

Making sure we are digitally enabled and inclusive brings improvements to education, access to better work, improves health and wellbeing, and living independently as well as reducing health inequalities.

## Making the best use of resources

By creating an organisational culture that embraces opportunities offered by digital tools and information management, keeping pace with digital enhancements through continuous improvement and building a workforce of digitally skilled staff with technology to support them, we will work more effectively, efficiently, and economically.

In addition to the Council Plan, there are existing service based published plans, policies, strategies, and projects in place, as well as some currently in development or under review, which all focus on different aspects of enhancing our digital offer. This Digital Strategy and the work to deliver it seeks to bring together the most significant outcomes and ensure we work towards the same digital goal.

## Protecting our environment

This is an underpinning objective of the Council Plan. Enabling staff and everyone we interact with to use digital ways of working will reduce our carbon footprint, minimising our need for paper and travel, and helping us manage the increasing demand for many of our services. Encouraging organisations and residents to recycle old digital devices to be refurbished and provided to residents who are at risk of being digitally excluded will support our climate change commitments.

## Digital inclusion, access and safety framework 2024 to 2027

The draft Digital Inclusion, Access and Safety Framework sets out how the Council is enabling everyone to be digitally included with online safety as a priority, underpinning any activity delivered. This countywide framework will be led by the Council, working in partnership with local organisations. It is focussed on supporting our communities and the improved health and wellbeing of everyone, making transactions digitally inclusive and safe, providing access and support for everyone, with specific support being targeted towards keeping residents safe from vulnerable situations.

## Digital infrastructure strategy 2023 to 2030

Our Digital Infrastructure Strategy outlines the ambition to make sure that we have the digital infrastructure needed to support our economy to thrive, to improve our quality of life and to protect our natural environment. We will continue to build on our solid foundations to further enable innovation, efficient use of resources, productivity gains, connected spaces, people and things. This includes enabling future-ready infrastructure that will support our diverse economy and stimulate growth and innovation; enabling the creation of connected places, unlocking value for communities, businesses, public services and the environment; and to improve access to connectivity in hard-to-reach areas, reducing the digital divide and unlocking the potential of our rural economy.

## Local digital declaration

This strategy is a key contributor to the Council's commitment to the [Local Digital Declaration](#). The declaration affirms the collective ambition of central and local government for local public services in the internet age, and the commitment to realising it. It commits us to working on a new scale, to:

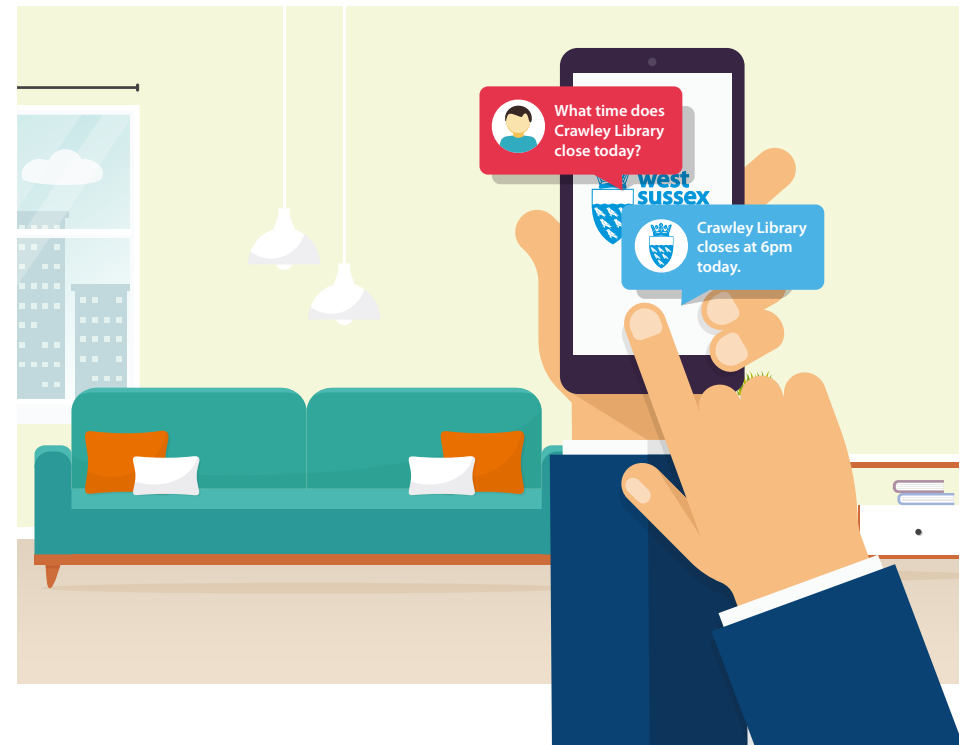
- design services that best meet the needs of citizens;
- challenge the technology market to offer the flexible tools and services we need;
- protect citizens' privacy and security; and
- deliver better value for money.

This joint endeavour was initiated by the UK Department for Levelling Up, Housing and Communities (DLUHC); the Government Digital Service (GDS); and local authorities and public sector bodies from across the UK.

# The Digital Strategy

This Digital Strategy describes our future ambition across three overarching themes, but there is already much that is underway. Our progress to date is set out under each of the themes and this Strategy builds on those successes. Whilst we have made good progress, we have identified below some broad areas where we want to do more.

1. Continue to put individuals, rather than technology alone, at the heart of our service design.
2. Provide a consistent digital experience for everyone who engages with us (website, social media, webchat, email, telephone or in person)
3. Provide a safe and secure platform for all data and personal information.
4. More effectively use data and information to inform service delivery, and better predict and manage demand.
5. Build on our shared ambition for digital with strong collaboration and engagement with our partners.
6. Make better use of our existing resources and invest in technology to secure value for money and increase our productivity.
7. Raise digital competency across the Council.
8. Keep pace with technology developments.



# Digital themes and outcomes

Below is a summary of what digital means to the Council and the outcomes we are aiming for. A separate action plan will underpin these ambitions, and the commitments set out in the strategy. We will now explain these themes in more detail and set out the current position, where we would like to be, and how we plan to get there.

## THEME 1

### Open to everyone

- Everyone who wants to engage with us online has the confidence, skills, access, and equipment to do so.
- There is fast digital connectivity across the county.
- There is access to training and support.
- There is consistency across services.

## THEME 2

### Smart services

- Digital experiences are simple, save time and add value.
- We add value by making sure our ways of working are designed with your experience in mind.
- Our systems are joined-up.
- We provide one view of resident data.
- You can manage your own personal data and have confidence in our safe collection, storage, and use of it.
- Quality data enables the right decisions to be made without delay.

## THEME 3

### Modern organisation

- The council has a digitally motivated and skilled workforce and a culture that embraces modern ways of working.
- We all have the opportunity to develop digital skills.
- We have access to the right tools, technology and resources to work flexibly in a digital organisation.
- We identify instances when services could be delivered more effectively or efficiently by applying digital tools.
- Council buildings are equipped to enable us to deliver services in the most digitally efficient way.



## THEME 1

# Open to everyone

Working with partners across West Sussex, we have developed the Digital Inclusion, Access and Safety Framework that sets out how everyone in West Sussex can benefit from being online. It describes the actions we are taking to make sure that everyone is able to go online if they wish, regardless of where they live, their ability, culture, language, income, skills or protected characteristics<sup>1</sup> as defined by the Equality Act 2010<sup>2</sup>.

Supporting us in the delivery of that framework are a range of other organisations providing an online safety programme and facilitating collaborative working, sharing best practice and support for West Sussex residents; and an ambassador programme training volunteers offering a range of online safety information and taking part in a number of awareness raising activities.

All our libraries provide free access to Wi-Fi and PCs with trained staff and volunteer support to help people get online and access digital services and resources. Over 1200 people a year access our Digital Volunteer support sessions and library staff answer over 24,000 digital enquiries annually.

## The outcomes we want to achieve

Not everyone will want to or is able to engage with the council online. Residents and others who want to interact with us in other ways will still be able to do so. No matter how individuals choose to engage with us, this will be a consistent and quality service. For those who are able to interact with us digitally, we are seeking the following outcomes.

- Everyone to be able to access information and services in the most direct and simple way and benefit from being online.
- For everyone who wants to, the ability to develop the confidence and skills to use digital ways to engage with the council.
- Clear signposting and support for people to stay safe online.

<sup>1</sup> Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

<sup>2</sup> In addition to the above, the council has agreed to view care leavers as a protected characteristic.

- Information and services that are easy to find, simple to use and seamless across all our platforms and systems.
- Services which are recognisable as the Council's, which are trusted and offer someone the confidence to know they are engaging with us across all digital channels.
- All residents to have use of a suitable device for safe access to the internet.
- Residents to have equal access to broadband throughout the county as part of the Digital Infrastructure Strategy (2023 to 2030).

## The actions we will take

- Make digital inclusion part of our culture by incorporating digital inclusion, access and safety principles in the development of future council strategies and services.
- Take into account when designing systems the demographics, skills, confidence, experience, culture, language and protected characteristics of those who use our services. We will provide multi-language access and responses.
- Deliver the Digital Inclusion, Access and Safety Framework.
- Invest in devices, support and training, delivered by Digital Volunteers from all services based in libraries and council hubs across the county.
- Continue to invest in, develop and manage a digital communications infrastructure and reduce poor mobile phone coverage in the county.

## Library digital volunteers

Ali was struggling to use the email on his phone, when a friend suggested that he contact the Library Service. The 'Library Digital Support' (LDS) has been set up for residents to phone and talk to a member of the library staff about digital skills. The service is staffed Monday to Friday from 10am to 4pm by library staff. They either help straight away over the phone with the problem or book a session with a Digital Volunteer at their local library.

A Digital Volunteer, Trevor, was able to support Ali to understand how the email app works on his phone and help him send and receive emails. Ali and Trevor meet regularly at Crawley Library as part of Trevor's Digital Volunteer sessions and Ali is making great progress with using the functions on his smartphone.

Most libraries have Digital Volunteer sessions, which can be pre-booked. The volunteers can support residents with a range of digital enquiries and have helped with online shopping and banking, support to complete online forms, accessing government services, staying safe online, setting up new devices and basic digital skills using Learn My Way.

Ali also found out that the council provides a device gifting project for residents who are referred to the council from partners and organisations. Everyone who is gifted with a device is offered sessions with a Digital Volunteer to help set up the device and understand how to be safe online and to go through any specific help required such as setting up an email or downloading and using the NHS App.

## CASE STUDY

- Design services that are easily found and accessed, clearly identifiable to the council, and provide information that can be used by everyone.
- Continue to provide online safety awareness training and support.
- Endeavour to make the resident experience a consistent one however they choose to engage.
- Continue to provide a choice of how to engage with the council.
- Provide clear information about which local organisations provide digital support, local funding opportunities, information about devices, and digital skills, training, and safety resources.
- Expand free internet access and support from council staff across services via council hubs (such as Family Centres) as well as libraries, increasing the number of Digital Volunteer support staff.



## THEME 2

# Smart services

**There are currently approximately 89,000 My Account<sup>1</sup> registrations, enabling self-service of personal information and faster access to services and information.**

We have various systems within the council holding data and information. There are several ways in which you can book appointments, access services, and make a payment to the council online. We have automated aspects of the financial assessment process for the convenience of residents and to speed up the process. The council uses digital tools to strengthen the voice of residents in the democratic process through e-petitions.

We know that some residents would like to be able to do more in their digital interactions with the council. This includes booking appointments online and being supported online, being able to track progress of their enquiries online, and being able to carry out map-based searches for services. There is also an opportunity for us to increase awareness of what we already do.

We have a single corporately branded website and numerous subsites predominantly delivering static content. A Public Survey on our website in 2024 indicated that 71.8% of users found it “easy” or “very easy” to find the information and access the services they were looking for.

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<sup>1</sup> My Account is an online account for the West Sussex County Council website.

Currently, 64% of council services are available online to residents. We have a number of distinct teams who answer calls and respond to enquiries, using a single technology platform with the main channel for calls coming into our Customer Service Centre.

We have been working with NHS Sussex who have been delivering programmes of work as part of their Digital First Programme, to explore opportunities for collaborative working, joined up approaches and sharing best practice.

We are making it easier for residents to access multiple services from the same place, providing their information once (as in our Children and Young Person Portal), and providing services for our residents’ safety and convenience (for example, through our School Transport app). We have already developed a shared care record, bringing together social care and NHS information to provide a consistent view across partner organisations.

We are aware that there is more we could do with technology to deliver targeted interventions, and technology-enabled care. We want to go further in expanding the range of our online services, including supporting more of our residents to live independently.

## School Transport

The council's School Transport team are developing, with a software development company, an App which will have multiple functions and deliver many benefits to the council, schools and families.

### CASE STUDY

- Shelina, whose children use the bus to travel to school, will be able to see where the bus is so her children can arrive at the stop at an appropriate time. For safeguarding reasons, children will swipe on and off the bus so that the school and council can see who is travelling when and where they are disembarking, as well as being able to view where the vehicles are at any time.
- Bill, whose daughter uses SEND transport, will receive an alert to inform him the bus is 10 or 5 mins away. The Passenger Assistant will be able to view a digital Transport Care Plan rather than using the current paper report.
- Tony in the School Transport team will be able to track driver hours, receive vehicle safety information and notifications of breakdowns and SOS situations through the App. Facial recognition of drivers matches to information from their DBS check so Tony and his colleagues can make sure the correct driver is on the correct route.

## The outcomes we want to achieve

- Easy access services (through automation, self-service and Artificial Intelligence (AI) driven assistance) so that our staff can support with more complex enquiries.
- Increase what residents can do online and work to improve the online experience.
- Work more closely with targeted residents, partners and business representatives to co-produce and test new digital services, putting their voices and experience at the heart of our service design activities.
- Join up data (such as service performance data with key organisational information) and use data better to predict demand and grow our capabilities to anticipate needs to improve our services.
- Residents receive personalised services and the ability to exercise greater control over their interactions with us, maintaining their personal data and seeing information that is relevant to them.
- Make sure our residents are confident in our safe collection, storage and use of their data, and the information, advice and guidance that we provide.
- Make it easier to collaborate on service delivery and outcomes with our residents, partners, and suppliers by maximising the potential of user portals.
- Strengthen our ability to influence and innovate with external providers and suppliers.



## Children and young people portal

### CASE STUDY

Joe needs to apply for local authority issued 2 Year old childcare funding, so after work in the evening, he uses the parent portal via West Sussex County Council to submit the application.

Whilst using the portal, Joe sees that applications to apply for school places are open, which is useful as he also has a child approaching school age. He can also use the parent portal to apply for free school meals. Having all the applications in one place means Joe only needs to provide his personal information once and can update and manage it himself.

## The actions we will take

1. Continue to make sure data is collected safely, stored responsibly, used lawfully and ethically to make sure the right support is in place at the right time.
2. Continue to make sure our data and our infrastructure platforms are secured to industry leading security standards.
3. Progress towards creating one source of information.
4. Build on the foundation of the Data Protection Act 2018 by developing a data ethics framework to ensure that our use of data to transform services is done in a way that respects privacy, rights, and ethics.
5. Where we can make better use of data to remove the need to apply for services where residents may be automatically entitled.
6. Work with partners to provide seamless access to and better integration with digital services.
7. Increase the number of open data sets that we publish and provide meaningful visualisations of data through maps and dashboards.
8. Have self-serve information available 24/7, improved online transactions (apply, book, pay) and embedded 24/7 conversational AI.
9. Introduce voice bots and chat bots through a phased and planned approach capturing feedback and embedding learning.
10. Periodically update, format and quality assure existing information, advice and guidance across our services.
11. Develop our capability (staff and digital tools) to use insights in real time to respond more effectively and in a more timely way, for example, using social media.

**THEME 3**

# Modern organisation

There are three aspects underpinning how we work as a council and deliver services.

## Staff and culture

A digital skills and support survey was completed by 981 West Sussex County Council staff in January 2024. 93% of staff who responded to the survey rated their skills as *'above average'* (50.2%) or *'excellent'* (42.4%) for essential digital skills for daily life, a good skills foundation to build on.

Residents will only want to interact with the council if we keep their information secure. From the survey, 97.8% of respondents feel that they have an above average and excellent knowledge of online safety. We will continue to place importance on our mandatory *'data protection'* and *'cyber security in the workplace'* training for staff.

There is more to do around digital workplace skills and specialisms, raising awareness of what is already available. 80% of survey respondents stated that they help colleagues with digital skills on an informal basis. The two digital skills that staff needed most help with are devices and Microsoft applications. We recognise the value of building expertise and experience in the use of emerging technologies such as robotics, AI and automation. Most staff are willing and open to adopting new digital ways of working, however we also recognise the need to support the adoption and confidence to use.

## Equipment and systems

Recently we have introduced systems to improve operational efficiency, and also deliver savings to reinvest into the modernisation of our organisation. As examples, we have replaced our GIS (mapping) system with a modern, cost-effective cloud solution; and we have adopted more widely the Microsoft technologies which are available as part of the Council's E3 Enterprise agreement, displacing disparate costly individual systems (in systems management, data warehousing and reporting areas).

We are investing in the devices available to frontline staff with a view to flexibility (any device, anytime, anywhere) and to make it easier for staff to capture and upload information.

Support for the rollout of hardware and software updates has been identified as a gap in the current offer. We will work to identify what support guides are currently in place for flagged issues such as device management and Android phones.

## Plans and strategies

We have existing plans and strategies that we are building on, described in the section Policy Alignment.

## The outcomes we want to achieve

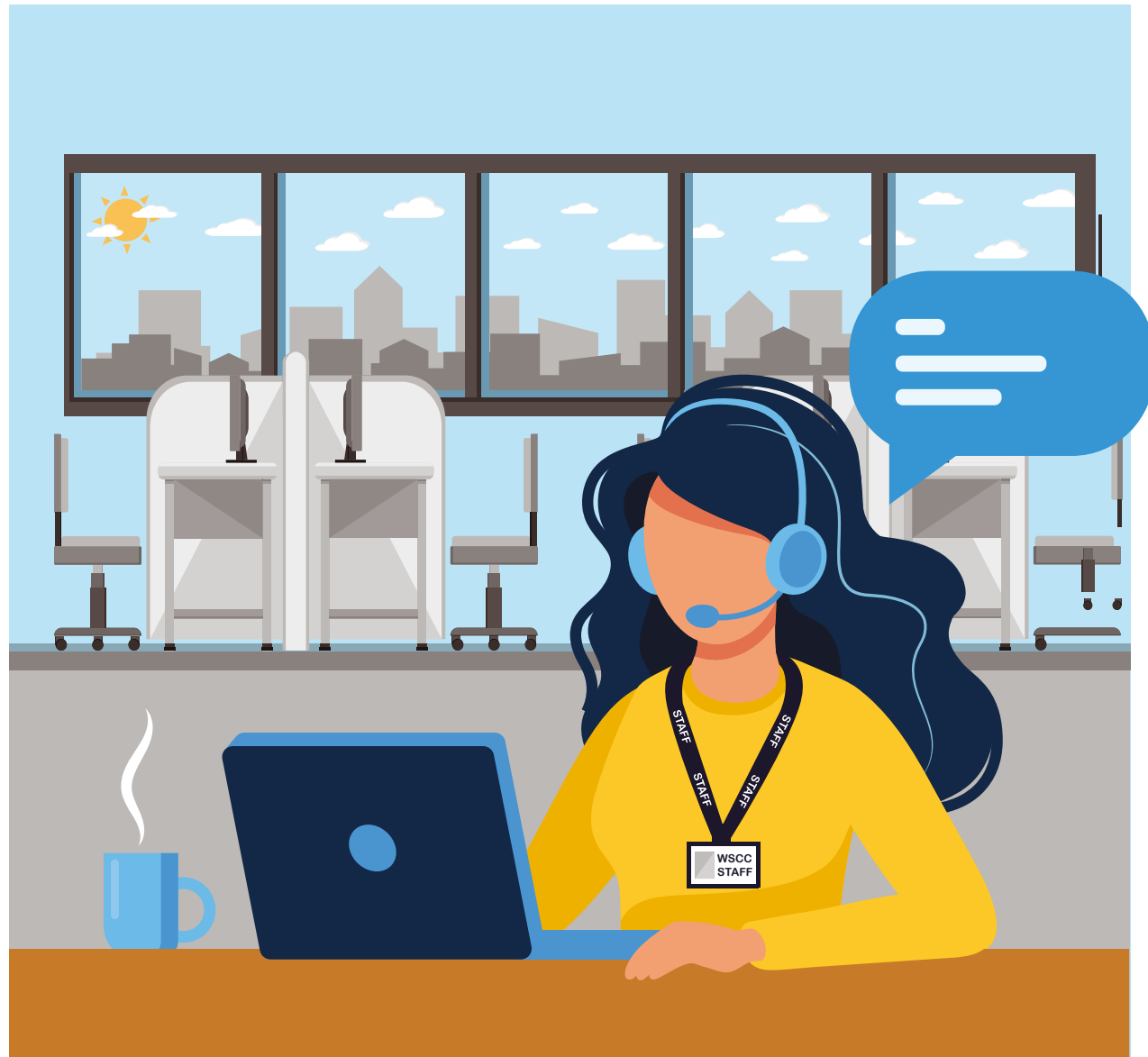
- Jobs and apprenticeships which support our digital workforce development.
- Flexible/hybrid working policies and practices to enable staff to deliver services efficiently.
- Leaders to be able to recognise and determine the best use of digital assets and emerging technologies to achieve service priorities and deliver improvements.
- Staff with the essential digital skills to participate in and contribute to the digital world.
- Staff to be supported to adapt effectively to new technologies introduced to the workplace and to maximise the benefit that can be derived from them.
- More effective engagement of staff in designing solutions, identifying needs, and in delivering new capabilities.
- Automation of routine and repetitive activities to release staff time for more value-added activities and more complex enquiries.
- Organisational connectivity with capacity to absorb future demands.
- Council properties equipped with modern technology and used effectively and efficiently.
- Effective forward planning in the acquisition and rollout of future technologies with a comprehensive training plan.

## The actions we will take

1. Identify and develop solutions for the specialist workplace skills that will be needed to maximise digital opportunities.
2. Embed digital leadership into service planning by equipping leaders and managers with the digital knowledge needed to effectively guide individual and team performance, recognise excellence, provide coaching, and ensure continuous digital improvements within their service.
3. Foster a culture of safe experimentation and innovation, and progress towards a fast-tracked governance process to allow adoption and dissemination.
4. Assess current digital skills gaps and implement a comprehensive training program for staff to further enhance their digital proficiency.
5. Promote digital apprenticeships and identify opportunities to increase their uptake.
6. Promote the quality and diversity of digital careers.
7. Make sure our staff have modern equipment and devices and introduce new technologies to support better collaboration, modern work styles and staff productivity.
8. Increase resources available for change activities such as training to support successful adoption of new technology across the Council.
9. Enhance and promote our “just in time” training support to make sure staff have the right support at the right time.
10. Adopt more flexible ways of working to deliver services efficiently and equip council properties to support these.



11. Use digital tools to provide support, guidance and information for staff to enable them to respond to needs more quickly and efficiently and make more timely and informed decisions.
12. Seek to automate repetitive manual processes where possible to create efficient working practices that release time for more complex work.
13. Maximise the use of emerging technologies to automate and provide end to end solutions that are fit for purpose.
14. Work with our staff to view digital, technology and IT as key enablers in supporting them to successfully perform their roles, making better use of staff skills and knowledge in the acquisition of new systems.
15. Invest in technology to better protect our environment, reflecting our commitment to carbon reduction; to systems and ways of working that drive down our need for paper, travel, and where appropriate person-supported services; and to equipment and technology which requires less power.
16. Make better use of collaboration tools to facilitate communities of learning and promote knowledge sharing.



## Fostering Resource Centre

Sam has been a foster carer with WSCC for two years now and is currently caring for two children, aged 8 and 13. She feels informed, supported and connected to the wider service and other carers through a range of different communication channels. The monthly Foster Carer and Training Bulletin newsletters are supported by the online Fostering Resource Centre, a dedicated, secure website for West Sussex Foster Carers which launched in September 2023.

Sam can easily find all sorts of tips and advice, book recommendations, training guidance and key dates at the Fostering Resource Centre. The information is invaluable, and she knows that if she needs to reference something quickly, she can log in and search for specific things, such as the Foster Carer Handbook, support group dates or payment information.

Sam also has access to the new Mosaic Carer Account Portal which enables her to complete and submit diary records,

expense and mileage claims, records of medications administered, and significant events. All the information is held with the highest level of security and confidentiality and is sent automatically to the fostering team for sign-off, meaning nothing is delayed if their assigned Supervising Social Worker is on leave. Being able to upload photos alongside the diary sheets is great and having a word count and spell check makes completing diary sheets much easier!

The Fostering West Sussex social media pages are regularly updated, so Sam can read about celebrations and successes. She is also a member of the private United Foster Carers Association (UFCA) Facebook group, which is run by WSCC Foster Carers. This enables her to share experiences or ask advice from other experienced Foster Carers and proves a great support.

### CASE STUDY



# How we developed this strategy

To make sure that we have a digital strategy that is relevant, comprehensive and representative, we sought the views of residents, partners, staff, and county councillors.

## Resident and partner engagement

The resident engagement activities we undertook in the development of this strategy included speaking to individuals where a contact was already established; collating feedback from targeted client groups and partners willing to ask their members questions; a questionnaire to carers; and collating feedback from some young people and some residents at staff and resident events.

In all, the responses equate to feedback from approximately 200 residents. The strategy also draws on the insight gathered from other engagement activities conducted in the development of the aligned policies.

Although the feedback was very varied, there were some recurring themes related to inclusion, safety, the council website, developing more and better services, and using apps. These have been reflected in this strategy.

## Staff engagement

Staff engagement has taken place through regular internal communications, discussions at senior team meetings and workshops with nominated staff to test proposed outcomes and ensure the strategy reflects the needs of users and council departments. A staff survey was undertaken to understand the level of digital skills amongst the workforce.

## Other local authorities

In addition to consulting with the above, we have also engaged with other local authorities to understand their approach and identify opportunities to share knowledge, experience, and plans for the future.

# How we will measure our success and monitor progress

It is important that we can measure and monitor our progress to evidence that the work we are doing is making a tangible difference.

This Digital Strategy provides a strategic approach for the council to meet its aspirations for using digital technology to improve the lives of our residents and forge new ways of working with partners and businesses. This strategy is supported by an action plan which will demonstrate the delivery of our priorities against key dates.

To achieve our ambitions we:

- prepared a detailed strategic business case which sets out the actions required to achieve the outcomes in the strategy alongside associated, estimated costs;
- established a programme of work to devise and govern the action plan for the delivery of the actions outlined in this strategy;
- continued to work closely with relevant internal and external partners and stakeholders;
- identified potential reinvestment and funding opportunities building capacity to support delivery; and

- developed a communication and engagement plan to implement the strategy.

Our next steps are to:

- define a series of specific measures which will demonstrate achievement at the end of the three years, drawing on agreed digital standards and national targets; and
- deliver the action plan.

The delivery of the Strategy will be overseen by a board of relevant council officers and the action plan will be subject to regular reviews and a comprehensive governance framework.

We will continue to work closely with everyone who has collaborated to produce the ideas and proposals brought together so far.

- Website: [westsussex.gov.uk](https://www.westsussex.gov.uk)
- Instagram: [@lovewestsussex](https://www.instagram.com/lovewestsussex)
- Facebook: [@WestSussexCC](https://www.facebook.com/WestSussexCC)
- LinkedIn: [west-sussex-county-council](https://www.linkedin.com/company/west-sussex-county-council)
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