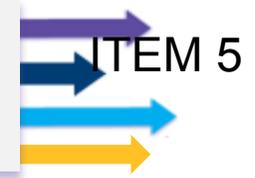


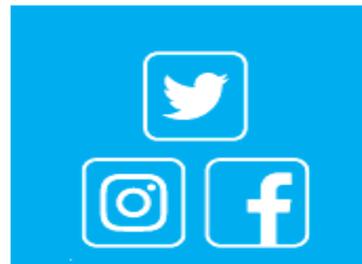
# North Yorkshire



## **DRAFT** Digital Strategy



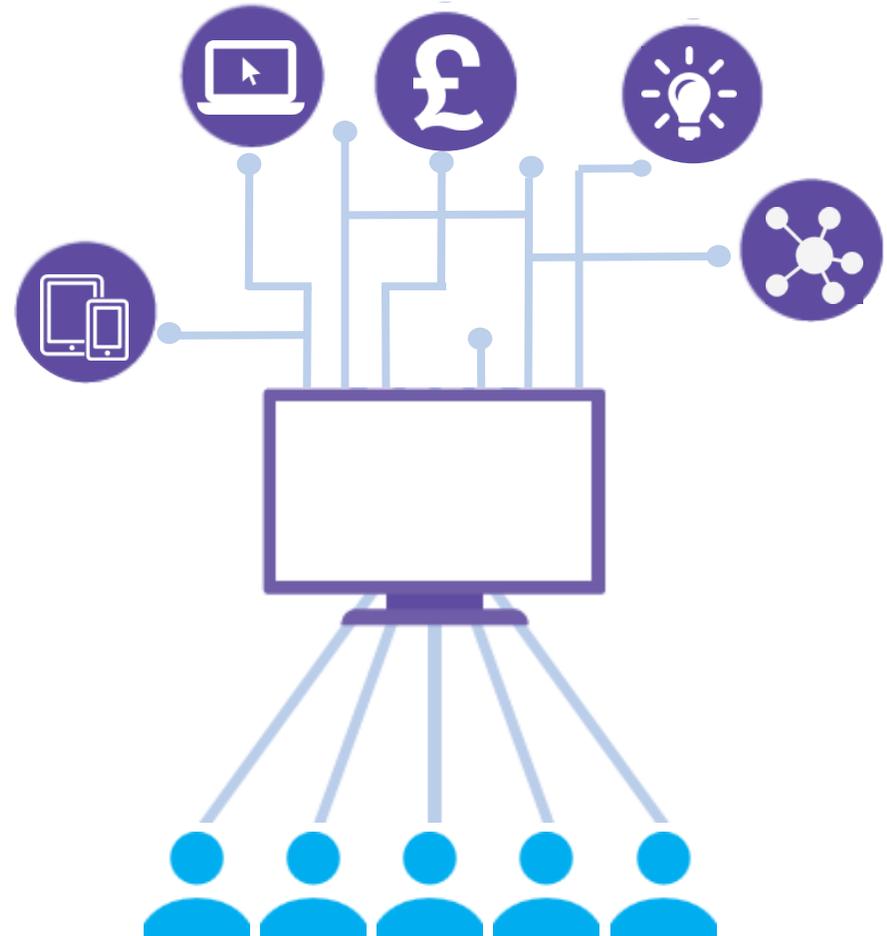
Setting out our approach to become a smart County



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# About the Strategy



This plan sets out the digital strategy for North Yorkshire, it gives clear direction as to how North Yorkshire will become a smart county. It is a response to the massive changes as the 'Digital Revolution' accelerates and impacts on the county, our citizens and businesses in fundamental ways.

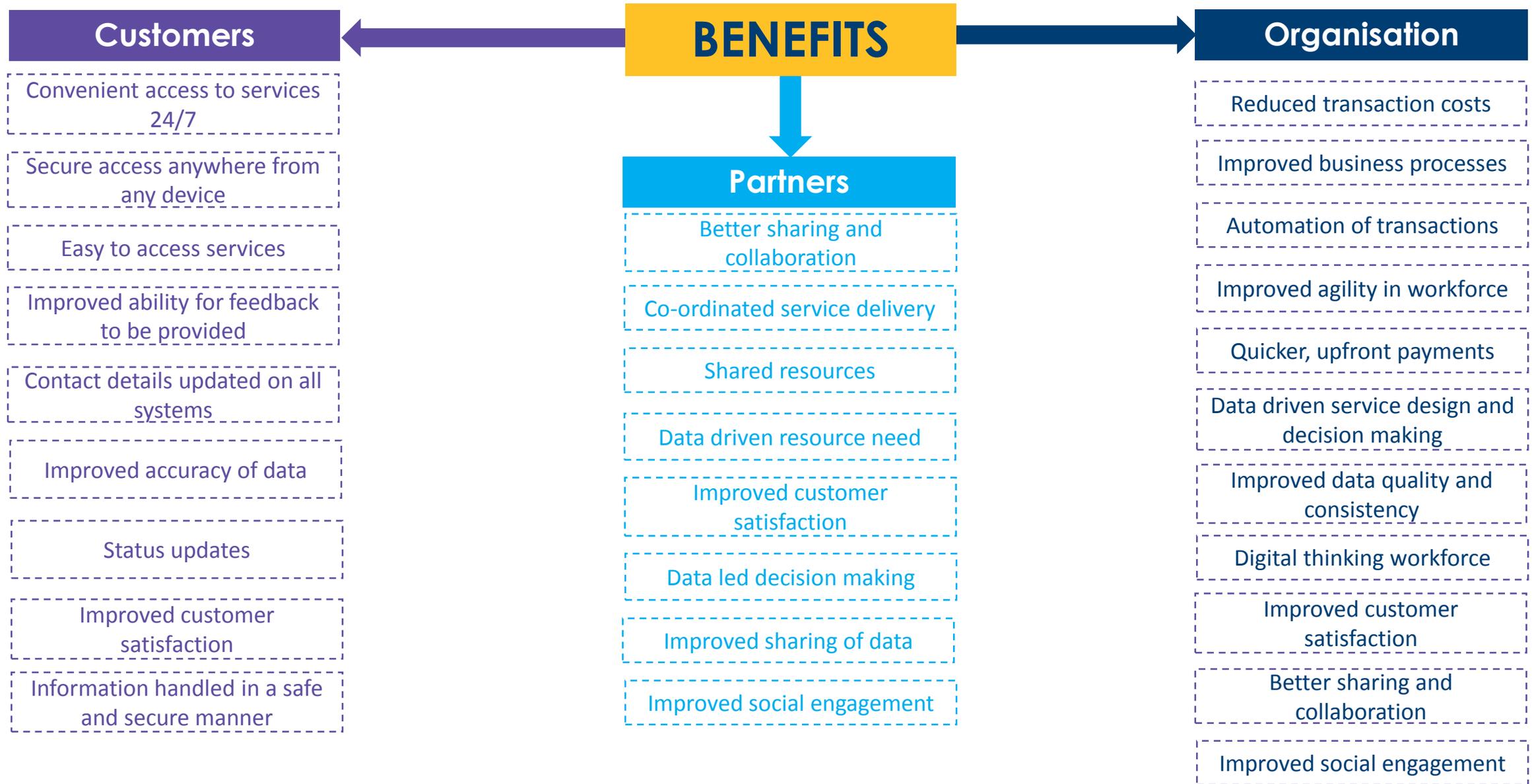
This strategy will focus on **five core objectives**:

<b>Thinking and Working Smarter</b>	<b>Digital and Smart Communities</b>	<b>Skills for a Digital Age</b>	<b>Connected North Yorkshire</b>	<b>Smart Businesses and Growth</b>
Accelerating digital transformation in the public sector	Invest in our communities to develop sustainable neighbourhoods	Collaborate with partners to grow digital skills and talent to harness the opportunities offered by the digital world	Enabling the county to be better connected	North Yorkshire is digitally enabled to be the catalyst for economic growth

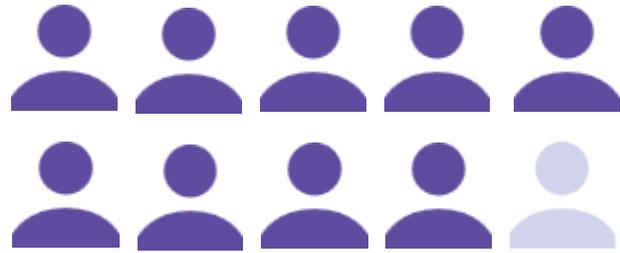
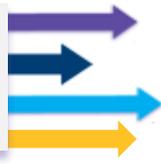
## What will success look like?

The citizen of the future will be able to access the services they need through the most appropriate channel. Routine transactions will be conducted via self-service and customers will have the choice of having their own public service account. They will be supported by public sector staff who have access to and are able to use technology to find the information they need, supported by streamlined processes and new ways of working. Technology will be harnessed to automate as much routine and transactional activity as possible, allowing staff to focus on actions that add value to North Yorkshire and its residents. Working and living in a smart county where connectivity is the norm through a combination of public sector points of access and public services Wi-Fi. Citizens and businesses will have access to high speed, broadband across the county, supported by a strong culture of digital skills.

# Achievable benefits of the Strategy



# Digital Revolution

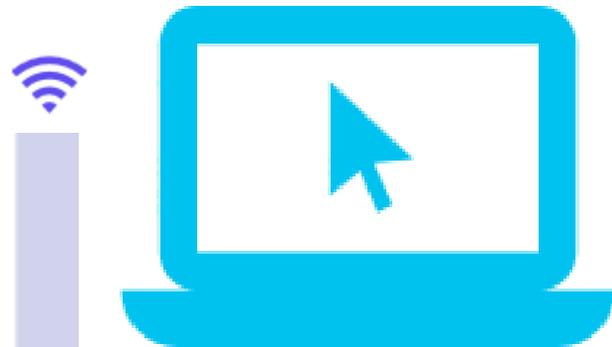
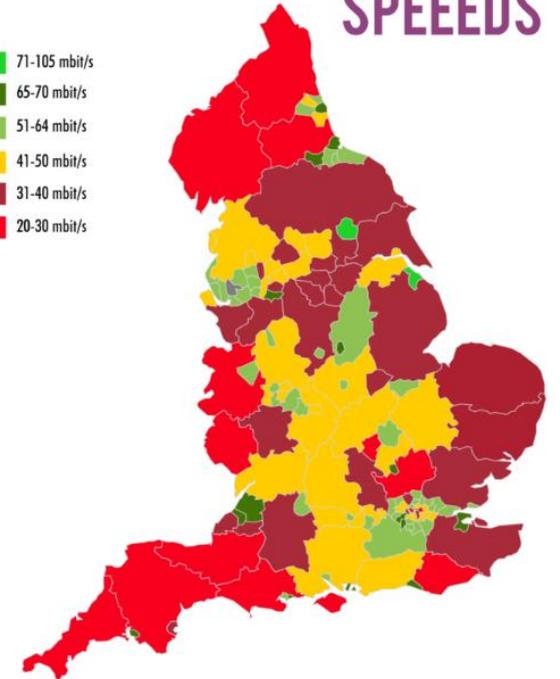
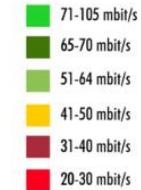


Close to nine in ten adults in the UK now go online from any location



78% of us have looked online for information on public services

## AT A GLANCE: AVERAGE BROADBAND SPEEDS



83% of all adults in the UK have a broadband connection



40% of adults in the UK use the internet to look at local council/ Government websites

The National average download speed is 45 mbit/s, North Yorkshire has average speeds of 30.2 mbit/s

# Digital Opportunities



There are rapid changes taking place in society fuelled by advancements in modern technology meaning that we need to respond to the changing demands of our residents, customers and businesses. Organisations need to reduce the cost of services while improving service quality, remain relevant to the many customers who use digital services every day while ensuring that it meets the demands of all the customers it serves. Three key areas will provide us with the opportunities to achieve this:

## Social Media

facebook



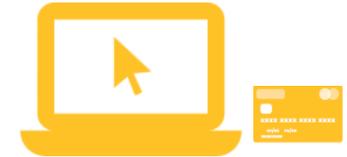
Social media has changed the way in which we can communicate and engage – it's opened up access and provides us with a wealth of opportunities to develop relationships and connections in the community. Our aim is to use social media to listen, learn and deliver better services.

## Website



Websites will be transactional with an emphasis on easy access, self-service, up-to-date and relevant information and fully mobile enabled. Our aim is to ensure that websites are succinct and information is accessible in a maximum of three clicks.

## Digital infrastructure



Digital technologies allow the redesign of services around the customer. The ability to deliver many transactional services electronically - whether paying, applying or reporting - can be done at a lower cost. We will invest in digital technologies, harnessing the power of cloud computing where appropriate, to support better customer service.

# Vision - "To become a smart County that uses technology in our operations and service delivery to improve the outcomes and the lives of the people we serve"

Objectives  
Key Actions  
What will success look like?

Thinking and Working Smarter	Digital and Smart Communities	Skills for a Digital Age	Connected North Yorkshire	Smart Businesses and Growth
Accelerating digital transformation in the public sector	Invest in our communities to develop sustainable neighbourhoods	Collaborate with partners to grow digital skills and talent to harness the opportunities offered by the digital world	Enabling the county to be better connected	North Yorkshire is digitally enabled to be the catalyst for economic growth
<ul style="list-style-type: none"> <li>Services are accessible 24/7</li> <li>Use customer data and intelligence to re-design services</li> <li>Stimulate innovation and collaboration through open data and information sharing initiatives</li> <li>Use mobile &amp; remote working technologies</li> </ul>	<ul style="list-style-type: none"> <li>Enable all to get the most out of the available technology</li> <li>Support communities and vulnerable groups who find accessing our services difficult</li> <li>Ensuring efficient &amp; accessible face to face provision to council services</li> <li>Deliver SMART projects to provide more efficient services</li> </ul>	<ul style="list-style-type: none"> <li>Developing the digital capability and skills of pupils, students, workforces and the community</li> <li>Promoting a digital culture</li> <li>Encourage digital thinking</li> <li>Create partnerships with business / other public sector organisations to learn from best practices.</li> </ul>	<ul style="list-style-type: none"> <li>Improved access to broadband coverage</li> <li>Improved broadband speeds especially those in rural areas</li> <li>Improved access to free public Wi-Fi</li> <li>Increased access to 3, 4G and 5G networks</li> <li>Incorporate new technologies as they emerge</li> </ul>	<ul style="list-style-type: none"> <li>Invest in modern technology to create jobs and stimulate economic growth</li> <li>Help transform sectors with digital knowledge</li> <li>Utilise improving digital infrastructure within the county to improve tourism within North Yorkshire</li> </ul>
<ul style="list-style-type: none"> <li>Improved customer experience &amp; decision making</li> <li>Digitally enabled products and services</li> <li>Delivery of value for money services by "getting it right first time"</li> <li>Improved services and delivering cost savings</li> </ul>	<ul style="list-style-type: none"> <li>Vulnerable residents have the ability to enhance their digital skills and confidence</li> <li>Communities can access social, medical and remote care technology allowing greater independence</li> <li>Close the digital divide</li> </ul>	<ul style="list-style-type: none"> <li>Digitally skilled young people to prevent a future skills gap</li> <li>Improved future employability and a talent pool upon which local businesses can draw upon</li> <li>Digitally skilled communities</li> <li>Digital workforce and culture deeply embedded</li> </ul>	<ul style="list-style-type: none"> <li>All businesses and communities have the ability to access high-quality broadband so that they can enjoy the same social, economic &amp; environmental benefits available to others in other parts of the country</li> </ul>	<ul style="list-style-type: none"> <li>Increased economic growth</li> <li>Digital businesses invest in North Yorkshire</li> <li>Location based data and services promote tourism, local businesses and attractions</li> </ul>

## Data & Analytics

# Our Principles



## Person centred digital change

Many organisations have been designed to reflect internal structures and reflect processes that have built up over time. We will change this by putting our customers at the centre of the way we work. We will put ourselves in the customer's shoes and re-imagine services around them, using digital tools to make their experience of interacting with us smoother and quicker. We will develop relationships with our customers where they feel confident that the feedback they provide will be acted upon.



## Digital by Default

Many of the services we provide are physical products such as recycling collections or care for vulnerable adults. These may not be digital products but the processes that enable someone to receive these services can become digital to the fullest possible extent. To ensure we are digital by default our services will be designed to be as digital and automated as possible.

However we do recognise that not everyone is able to access services digitally. This may be because of financial constraints or because they do not have the skills. We are committed to ensuring services will be, where appropriate, digital by design but include options to enable customers who require help to access services in traditional ways.



## Safe and secure access

Cyber crime is a global problem. It is usually carried out over the Internet and can take many forms. Information security and protecting privacy are key foundations for ensuring the success and sustainability of our digital developments. We will ensure that our customers, citizens, businesses and our own organisation are safe by:

- Education and awareness for staff
- Invest in our security measures
- Compliance with security and data protection legal and regulatory standards
- Hold accurate and up to date information
- Improve our day to day management of data
- Ensure our online services are trusted and protect the identifies of the citizens and businesses using them



## Research & Innovation

We will constantly assess ourselves to ensure that innovation takes place through the provision of more-effective products, processes, services and technologies. We will try new things and not be afraid to fail. We will learn from the things that we do. We will fail fast and fail forward.

# Data & Analytics



*“To help the organisation understand the value of it’s data, embrace a data-driven culture; and to provide data solutions that drive evidence based decision making ”*

Empower people to **make the right decisions** at the right times using **the right information**.

- Accessible, available and accurate so everyone can intelligently analyse and interrogate. Using Natural Language to bridge the technical skill barrier
- Disrupt the current way we capture data to be a more value-based discussion on how we design service and business process so that we can reduce waste
- The right tools, skills and professional networks in place to support analytics in the business as well as further develop analytic capability in the centre.

Be a **modern county**, and use data collaboratively so people can make the best choices **regardless where information may reside**

- Working more closely with partners, so that we may jointly gain insight have a more informed approach thinking agnostic of partnership boundaries
- Using standards, we promote frictionless sharing with more effort on analysis than curation.
- Be more open and transparent so we can foster public confidence in how we’re using and sharing data.
- We work with our partners on collaborative analyses, setting up networks where our scarce data science resource can work on cross partner challenges.

Data is used **innovatively** and **sensitively**; using **analytics and data science** to support improvements in service

- Working ethically, seeking guidance from academics and partners and acting openly and transparently.
- Creating a data science centre of excellence, with the business and technical teams to establish and support a methodology from which complex analyses can be performed.
- To identify and drive innovative data solutions to situations within the business area – focussing on more efficient evidence gathering, automated decision making, data driven automation and improving customer interactions



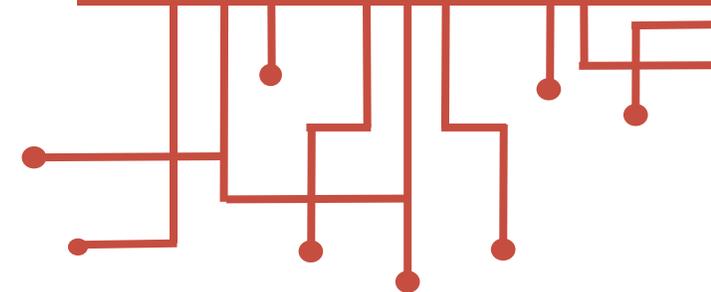
'Accelerating digital transformation in the public sector'

## Strategic Actions

### Work in partnership to:

- Make services **accessible 24/7**.
- Ensuring **advice and information that is succinct**, empowering customers to easily find what they need through digital channels.
- **Rationalise the property estate** and develop new ways of working to maximise the benefit of each space.
- Make more services available online so requests, payments etc. can be made **anywhere at anytime**.
- Use customer **data & intelligence** to inform and develop online services.
- Use **mobile and remote working** technologies.
- Make best use of IT infrastructure to enable **sharing of data**.
- Streamline internal, manual processes and **scrutinise back office systems** to help minimise waste and duplication.

- Continuing to change the culture within the workforce and embrace further changes as an organisation
  - Challenging the status quo
  - Continuing to deliver against reduced budgets

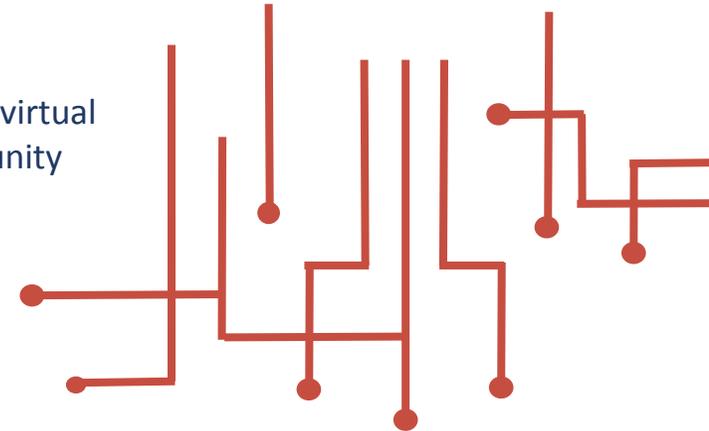




## 'Accelerating digital transformation in the public sector'

### The journey so far...

- **Modern Council / Office Programme** – The NYCC and Selby District Council 2020 Modern Council / Office programmes have seen teams adopting practical changes to the way they work. They have focussed on providing new technology, using property more flexibly and efficiently and encouraging a cultural change to support colleagues across the council to engage with these changes and take the opportunities they offer. Examples include:
  - **Flexible working and technology** - Direct access has enabled staff to work flexible from different locations, either at home, another office location or even in a different country. Over the past 2 years the Modern Council / Office team have been working with all the different parts of the organisation to understand what kit they would need to do their jobs more efficiently. Where possible and practicable we have looked to facilitate this by giving staff new technology such as laptops, tablets and smartphones.
  - **Property** - The increase in flexible working, partly enabled by direct access has along with a reduction in some staffing levels enabled the reduction in the volume of office accommodation. As well as a reduction in office accommodation, there has been work ongoing throughout 2017 to update offices to further enable modern ways of working. The aim is to provide one North Yorkshire estate – to maximise co-location opportunities, both internally within organisations and externally with partners.
- **Health and care** – Work currently being undertaken with the Harrogate Alliance means that staff contribute to virtual “huddles”, as part of a multi-disciplinary team of professionals, alongside colleagues from GP practices, community health and social care, negating the need to travel long distances in order to be co-located for decision making meetings.

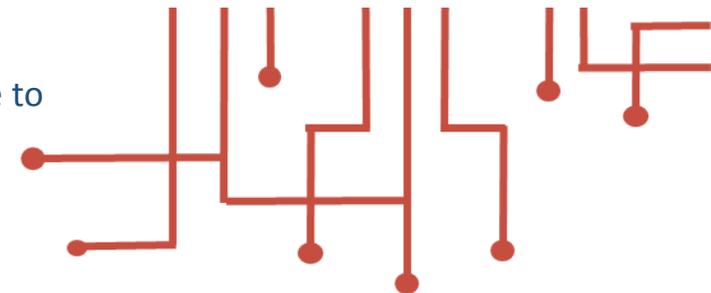




## ‘Accelerating digital transformation in the public sector’

### What’s next...

- **Modern Council / Office Programme** – Following the introduction of new technology, the next stage will be to further embed this within the workforce through additional training, maximising the use of devices and potential future rationalisation of equipment when new technology permits. Encouraging the cultural change to support colleagues across the council and partner organisations to engage with these changes and take the opportunities they offer. Further work includes:
  - **Telephony strategy** – Further work is required to rationalise the use of desk phones and to rollout softphones where appropriate.
  - **Property** – The next steps are to consider property estates and how the use of smart buildings could benefit partners across the region. Smart heating and lighting systems will mean that spaces are only heated or lit when in use therefore helping to reduce costs and our carbon footprint. Properties can use the energy they generate to charge electric vehicles for staff to use. Smart furniture will enable employees to see where there is available desk space or meeting facilities across different buildings.
- **New technology** – We are developing chatbots to answer frequently asked questions therefore freeing up staff to deal with more advanced queries. We will look to develop Artificial Intelligence and use within different services to help identify trends and predict outcomes, for example around EHCPs and population health trends. We will look to use Virtual Reality to train staff and help provide a more realistic experience to help develop softer skills in the workforce.
- **Health and care** – Sharing data amongst partners and analysing patterns in datasets using Artificial Intelligence to help staff identify emerging trends in health and care needs and potential people at risk allowing for early interventions where necessary. This will enable discussions at “huddles” and Multi-Disciplinary Teams to be more focussed on specific emerging issues.





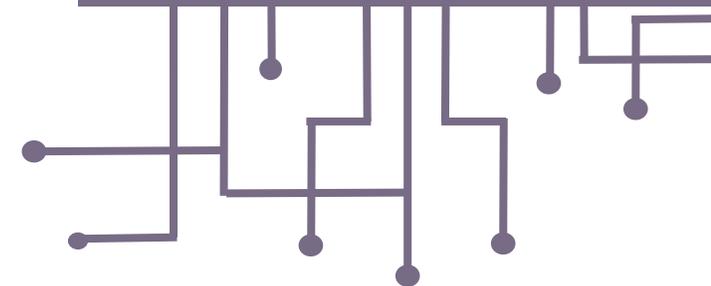
'Invest in our communities to develop sustainable neighbourhoods'

## Strategic Actions

### Work in partnership to:

- **Enable all** to get the most out of the available technology & data.
- **Support communities and vulnerable groups** who find accessing services difficult.
- Ensuring efficient & accessible **face to face provision** to services.
- Deliver smart projects to provide more efficient services, for example **intelligent street lighting** and smart waste bins.
- Transform access to health and social care services through initiatives such as **Telehealth** and **digital health care**.
- Utilise the VCS to support communities through **digital transformation**.
- Engage with our communities when **transforming** services.
- Obtain **customer feedback** so we can continuously improve our services.
- Population **health outcomes** are improved through additions to housing environment, including building management sensors to provide data on activity and occupancy patterns e.g. use of smart heating controls / boilers to **enhance longevity of building condition** and reduce repairs.

- Closing the digital divide
- How we best support customers who find the "digital by default" approach overwhelming
- Culture change within communities
  - Funding for SMART projects





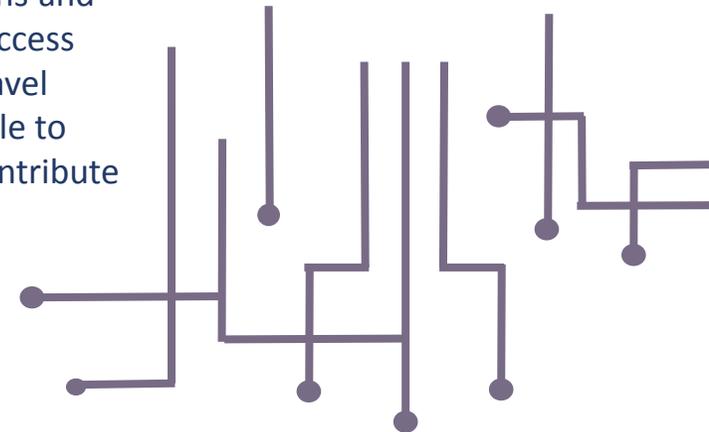
‘Invest in our communities to develop sustainable neighbourhoods’

## The journey so far...

- **SMART Parking in Harrogate** – NYCC & Harrogate BC have launched a joint initiative to create the country’s first ‘smart parking’ town in Harrogate from November 2018. (This is the first of a number of joint initiatives under the SMART Harrogate programme.) Initially on an 18 month pilot basis. Working with Appy Parking, the town will see parking partly managed by 1,600 surface-mounted Bluetooth sensors in all street parking bays and off-street surface level car parks.

The 'smart parking' app will offer motorists the chance to be guided to available spaces and pay for exactly the time they stay. The solution identifies available spaces, provides cost information and assists navigation to the most suitable parking space. On arrival motorists can start their parking session via the AppyParking app or can choose traditional pay and display machines. When using the AppyParking app, the motorist does not have to predict how long they will be in the bay and the session automatically ends when the car leaves the bay. Smart parking should significantly improve parking and traffic management, reduce pollution, support the visitor economy and enhance user experience, by using the data provided.

- **Telemedicine** - Airedale NHS Foundation Trust and some care homes have the facility to provide consultations and outpatient appointments remotely, using technologies such as Skype and Facetime. This allows patients to access expertise from specialists outside their home area and have appointments without the need to physically travel large distances across the county to attend them. As part of the LHCRE person held record, people will be able to access their health and care information online, decide who they want to share this information with and contribute to video diaries and blogs.

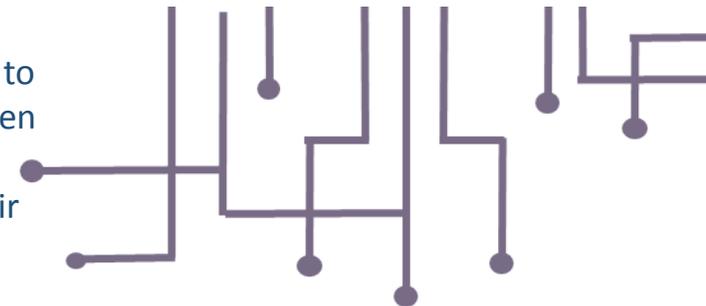




‘Invest in our communities to develop sustainable neighbourhoods’

## What’s next...

- **SMART Harrogate** – NYCC & Harrogate BC are working together on a joint initiative to deploy a SMART ‘city’ infrastructure throughout the Harrogate area. This will include installation of public WiFi and LPWAN/IoT technologies. This will provide citizens, local businesses and the LAs with a number of benefits and opportunities relating to defining future service provision, customer experience, tourism and economic growth. Data from the recently installed SMART parking solution will start to improve parking and traffic management, reduce pollution, support the visitor economy and enhance user experience.
- **Digital Communities** – develop programmes to engage further with the public and communities, mirroring work that Salford have done with their ‘Digital You’ initiative (with 8,000 members of the public and voluntary organisations) which has created a programme that is sustainable and has digital champions / digital ambassadors. We will seek to create digital skills improvement opportunities through further collaboration with Health, Education and other public sector organisations in the Yorkshire area e.g. Good Things Foundation is the UK's leading digital inclusion charity (they support people to grow their essential digital skills to overcome social challenges).
- **Digital Health & Care** – NYCC and partners in the Harrogate area have come together as an Alliance to reshape how community based health and care services are delivered. This will involve increased use of electronic care records through the LHCRE programme, joined up network access to support co-located multi-disciplinary teams and improved population health management approaches through innovative business intelligence and data analytics.
- **Education for Children receiving Medical Care** – there are a number of children unable to attend school due to medical reasons. Through the use of robots that stream classes from their school to the child at home, children are able to “attend” more school than they were previously able. This helps children to reintegrate back into the classroom better when they are well and help them to feel less isolated as they can still interact with their peers.



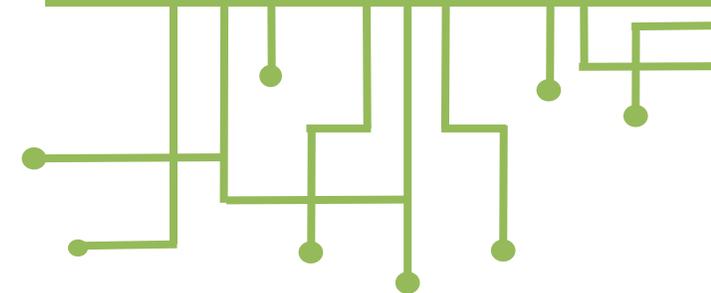
‘Collaborate with partners to grow digital skills and talent to harness the opportunities offered by the digital world’

## Strategic Actions

### Work in partnership to:

- Increase our effectiveness by collaborating across departments and with partner organisations, **adopting a culture of openness** and working closely with others.
- Develop the digital capability and skills of the workforce including **use of data to inform decisions**.
- Promote a **digital culture** within the public sector.
- Provide assisted digital support in community hubs.
- Work with HE's and FE's to **increase the availability of digital learning courses** and apprenticeships.
- **Utilise local employers to support schools**, curriculum and young people in the labour market.
- Develop **digital skills and confidence** through our partnerships with adult learning and the third sector.

- Current skills levels within the workforce is varied
- Increasing the take-up on adult learning courses
- Resources to run more code clubs and other learning initiatives within schools and libraries
- Engaging with businesses / other public sector organisations and see if they can help deliver citizen skills improvements.

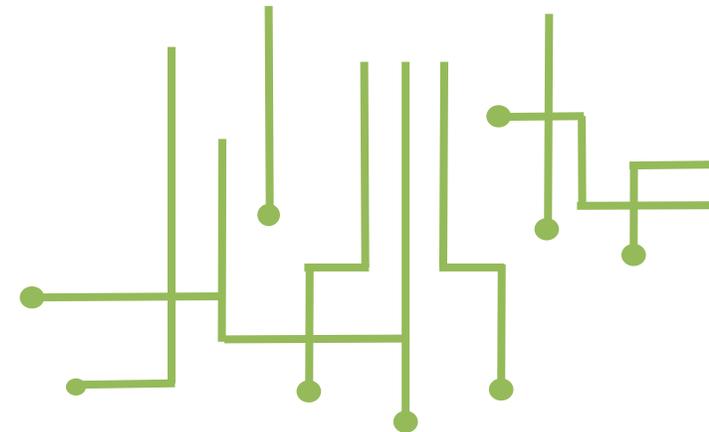




‘Collaborate with partners to grow digital skills and talent to harness the opportunities offered by the digital world’

## Our journey so far...

- **Schools, Higher and Further Education** – Digital skills are now necessary life skills, we need to work in partnership with educational establishments to ensure that people have access to high quality digital content and learning materials.
  - We recognise that project based learning, cross curricular themes and out of schools clubs also play a significant role in engaging our young people to learn and develop skills. In North Yorkshire there are approx. over 100 coding and programming clubs that our young people can join.
  - Within North Yorkshire there is a range of adult learning courses on offer including; introduction to digital skills, basic computer courses, using your tablet/social media for business, IT user skills and ICT skills for volunteering.
- **Libraries** – We also develop and grow the digital skills of our young people through coding clubs, run by a small number of libraries throughout the County, predominately for 5-11 year olds. To date there are 9 coding clubs running regularly, and some others running for time limited periods. BBC microbits will soon be available at all library sites to encourage young people to engage in coding sessions. All libraries also support National IT literacy campaigns such as Get Online week and Spring Online and also the Festival of Learning and Family Learning Festival.

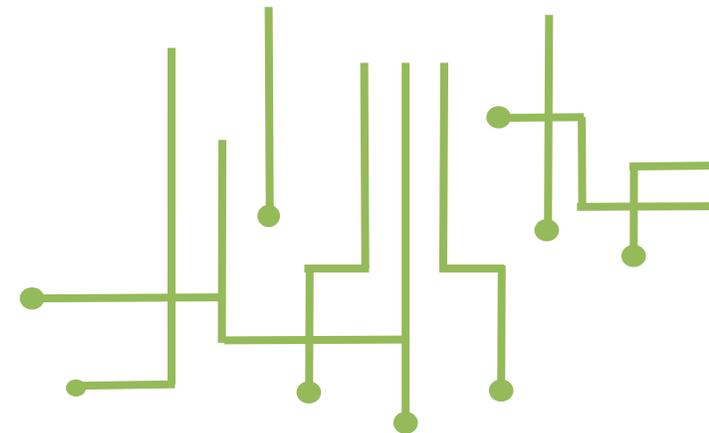




‘Collaborate with partners to grow digital skills and talent to harness the opportunities offered by the digital world’

## What’s next...

- **Partnerships** – We will look to create partnerships with businesses / other public sector organisations to learn from their experiences / best practice and see if they can help deliver citizen skills improvements. We will work with the LEP to ensure that the businesses we are attracting to the area have the right skills being developed in order to support their growth. We will work with providers to identify skills gaps and ensure that the right provision is available to fill these.
- **Skills for employees** – We will work with Training and Learning and other partners ensure that employees have consistent digital skills and have the confidence to apply these to their work. Be this in analytics, social and collaborative interactions and mobile technologies. Improving these skills will enable staff to have better interaction with customers and to improve security. This will enable us to take greater advantage of emerging technologies and adapt services appropriately.



'Enabling the county to be better connected'

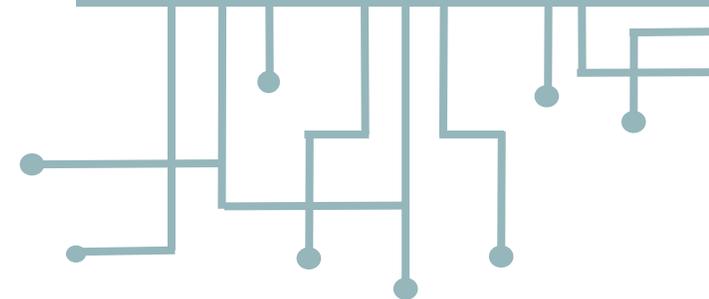


## Strategic Actions

### Will work in partnership to:

- Improve access to **broadband coverage**
- Rollout of **superfast broadband**
- Improve access to **free public Wi-Fi**
- Increased access to **3 & 4G networks**
- Incorporate **new technologies** as they emerge
- Develop a strategy for **5G and LORAWAN**
- **Charging points** for electric vehicles

- Geography and population distribution of North Yorkshire
- Ensuring work is completed, and on time
- Meeting public expectations
  - Continued funding

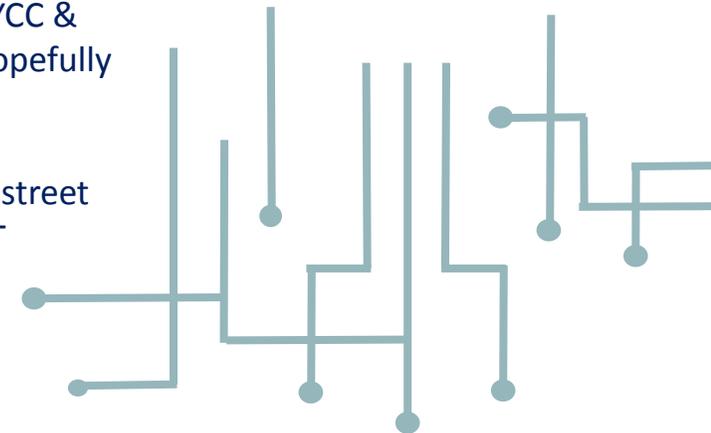




‘Enabling the county to be better connected’

## The journey so far...

- **Superfast North Yorkshire** – The Superfast North Yorkshire project is built around a partnership between North Yorkshire County Council and BT to deliver next generation superfast broadband to the County, and also brings together other initiatives to address rural access to better broadband. The latest phase of the roll-out will mean that 95% of all homes and businesses in the county will have access to superfast broadband. Since the partnership was launched six years ago, 90% of households and businesses are now able to access superfast broadband. Research shows that the first phases of the contract have already added £7 to the North Yorkshire economy for every £1 invested by Superfast North Yorkshire.
- **Mobile Networks** – Currently, issues exist around the varying levels of coverage across the county, including ‘not spots’ with no coverage and areas with a poor signal or call-only 2G coverage. We are working with mobile phone operators EE, O2, Vodafone and 3 to improve coverage as part of our ambitions for economic growth. A successful bid to the York, North Yorkshire and East Riding Enterprise Partnership for £2m from the Local Growth Fund means that funding will be available to support investment in increasing mobile coverage as plans are developed.
- **Public Wi-Fi** – Working with partners we want North Yorkshire to be super connected, the development and expansion of free Wi-Fi is one of many initiatives which have taken place to further the County’s digital infrastructure. NYCC & Harrogate BC are planning a joint procurement (Starting 1<sup>st</sup> December) for public WiFi and LPWAN. This will hopefully be followed up with similar initiatives across the other areas of North Yorkshire.
- **Street Lighting and other Council asset utilisation** – NYCC are currently in the middle of an energy saving LED street lighting replacement programme. As part of the programme, lighting columns are being enabled for future IoT technologies, public WiFi and LPWAN deployment.

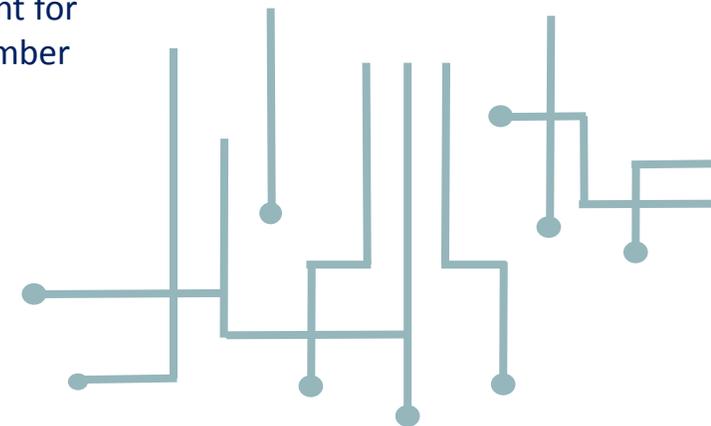




‘Enabling the county to be better connected’

## What’s next...

- **Mobile Communications Strategy** – The Economic Growth team in Business and Environmental Services (NYCC) have developed Mobile Communications Strategy which sets out the County Council’s plans to support economic growth through the delivery of improved mobile connectivity whilst preparing the county for the next generation of mobile technology.
- **LoRaWAN**– The next steps will be to maximise the use of the LoRaWAN network. To liaise with service areas across NYCC to proactively identify opportunities to utilise this new infrastructure based on business benefit and priority. Following on from the work happening with Harrogate BC, identify further opportunities across North Yorkshire to implement similar infrastructure e.g. Collaboration with other district councils.
- **Future of Transport in towns and cities** – The Government reviewing laws and rules around transport. Use data more effectively to reduce congestion, pollution, enable better choices. Utilize technology better to select transport options and plan journeys. Use of IoT technologies to help provide the right transport for people e.g. on demand bus services, reducing the volume of traffic in all areas, particularly urban and provide greater consumer choice.
- **Local Full Fibre Network (LFFN)** – NYCC and NYnet are currently procuring using LFFN funding from Department for Digital, Culture, Media and Sports, a new Dark Fibre solution to replace the existing NYnet connection to a number of public sector buildings.





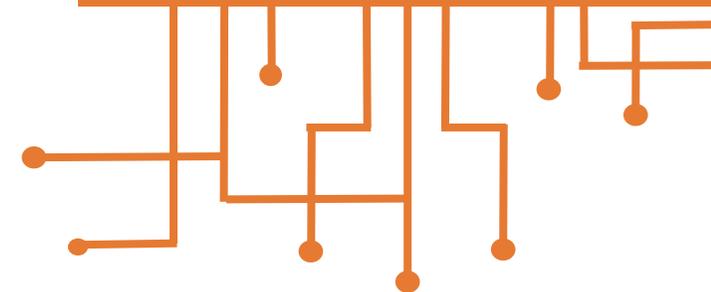
'North Yorkshire is digitally enabled to be the catalyst for economic growth'

## Strategic Actions

### Work in partnership to:

- Invest in **modern technology** to create jobs and stimulate economic growth.
- Help transform sectors with **digital knowledge**.
- More **online** payments and bookings.
- **Single secure** customer and business accounts.
- Harness the opportunity offered by **location based data services**.
- Provide support to help encourage **digital businesses** to invest and develop in North Yorkshire.
- Utilise improving **digital infrastructure** within the county to improve tourism within North Yorkshire.
- **Provision of data** to support key business developments (e.g. locating new call centres).
- **Liaise with District Councils** in terms of their local plans (National Planning Policy Framework) The NPPF requires local planning authorities to produce plans that are shaped effective engagement between plan-makers and communities, local organisations, businesses, infrastructure providers and operators.

- A need to improve broadband connections particularly for small businesses in rural areas
- Developing the skills needed by businesses for the future

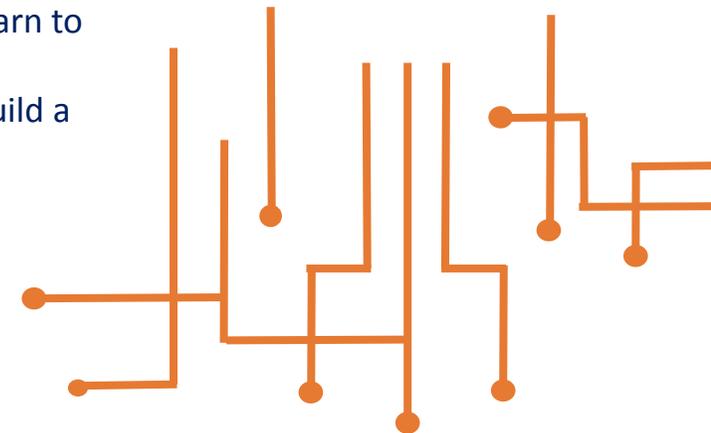




‘North Yorkshire is digitally enabled to be the catalyst for economic growth’

## The journey so far...

- **Local Enterprise Partnership** – The LEP has undertaken a vast amount work:
  - £5million of investments projects in new skills training facilities and equipment
  - Invested £4.7 million in matched funding to improve skills infrastructure at Harrogate College and Askham Bryan College
  - 49 schools working with the Careers Enterprise Adviser Network
  - Invested £1million into broadband infrastructure
- **Digital sector in North Yorkshire** – The digital industries of Yorkshire and the north of England have been earmarked for rapid expansion by a leading investment bank which has identified two of the country’s fastest growing tech businesses as being in Yorkshire.
- **Libraries and Google** – North Yorkshire Libraries partnered with Google to host the first Digital Garage event in Scarborough as part of National Libraries Week back in 2017. The Digital Garage training sessions were open to everyone and have an emphasis on those interested in developing their businesses. The event include workshops on:
  - Reach digital customers online - how to attract new customers by optimising your presence on Google, learn to gather consumer insights, and get started with online advertising.
  - Digital marketing plan - an introduction to the main digital marketing channels and how to use them to build a strategy.
  - Social media for tourism business - Harness the power of social media for business
  - 1:1 mentoring sessions with a Google expert

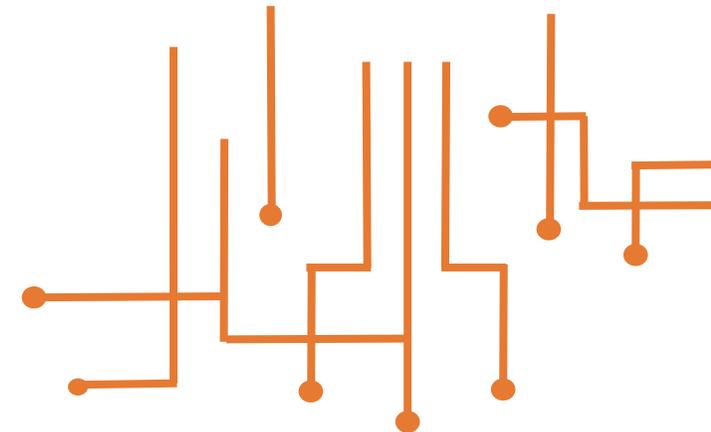




‘North Yorkshire is digitally enabled to be the catalyst for economic growth’

## What’s next...

- **Care Homes** – Support the care home provider sector by stimulating superfast broadband provision, data security and governance expertise as well as enabling the provision of a fully supported local technical infrastructure. This will ensure providers are able to maintain essential services to people who use care services in North Yorkshire by using digital capabilities with partners across health and social care.
- **LEP Future Towns** – Work with partners to identify future trends in how people will work, live, shop and behave, given technological and societal changes. Using examples of good practise from the UK and beyond, it will identify how our towns will need to evolve and change to ensure that they remain successful and distinctive places in the 21<sup>st</sup> century. In particular, we are keen to improve their productivity and ensure they are appealing and relevant places to live and work, with active and appealing town centres.
- **Future of Transport in towns and cities** – Government reviewing laws and rules around transport. Help to provide the right transport for people. E.g. On demand bus services. Making the most of new ways of travelling e.g. driverless vehicles, electric vehicles etc. Encouraging healthier transport choices for both the individual and the environment. Reducing the volume of traffic in all areas, particularly urban. Provide greater consumer choice. Explore opportunities and benefits for local businesses.





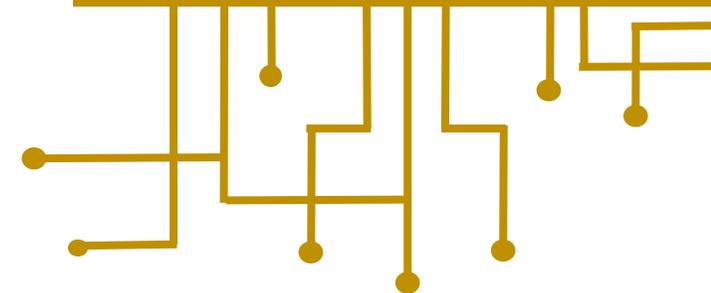
*'To provide data solutions that drive evidence based decision making'*

## Strategic Actions

### Work in partnership to:

- Accessible, available and accurate so **everyone can intelligently analyse** and interrogate, using **Natural Language to bridge** the technical skill barrier
- Working more closely with partners, so that we may **jointly gain insight** have a more informed approach thinking agnostic of partnership boundaries
- **Working ethically**, seeking guidance from academics and partners and acting openly and transparently.
- To identify and **drive innovative data solutions** – focussing on more efficient evidence gathering, **automated decision making**, data driven automation and improving customer interactions
- **We work with our partners on collaborative analyses**, setting up networks where our scarce **data science resource** can work on cross partner challenges.

- Challenges that surround the sharing of data between partners such as Health & the Police
- Applying techniques such as machine learning and Artificial Intelligence
- Use data to provide additional insight





*'To provide data solutions that drive evidence based decision making'*

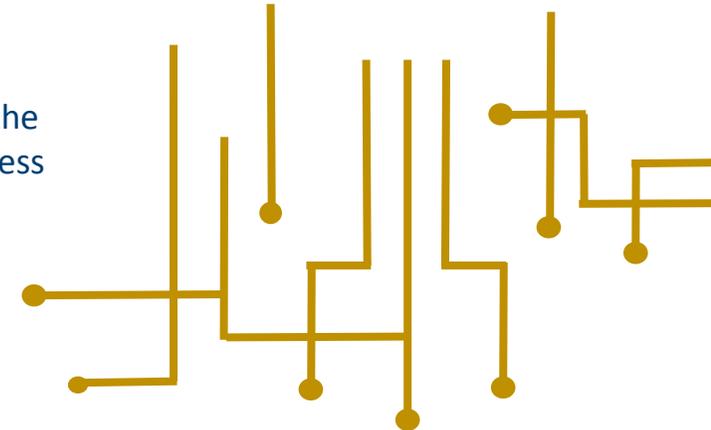
## The journey so far...

- **North Yorkshire Office of Data Analytics (nYODA)** – The nYODA concept is a function that works on behalf of public sector partners, to specifically to enable effective data sharing, data management and analytic capacity to provide regional intelligence. The function would deliver these services for public sector entities within North Yorkshire, driven by the joint need of those partners. Prevention and Early Intervention are strategies shared across local authority, blue light services and health and effective prevention approaches are driven by having a clear understanding of demand; something that requires us to share data and analysis with partners.

This approach allows partners to more ably tackle challenges that are faced when approaching sharing of data for operational or analytic need. It delivers this by pulling together experts in relevant fields (governance, technical architecture and analytics) and having them collaborate on behalf of all partners. Elsewhere in the UK ODA's have been created as separate entities where partners jointly fund and a board established to govern what that organisation focuses on. This approach has benefits by ensuring there is a cross organisation board directing the delivery of data and intelligence functions enabling regional partner value. This approach would help us jointly tackle analyses that might inform proper place based funding, understanding customer pathways that cross partnerships (think social care crossing to primary care, or issues such as homelessness and mental health).

NYCC are working with Police and Health to identify and progress a number of pilot projects that demonstrate the collaborative approach is effective and delivers real value / outcomes. It is proposed that we clearly define success criteria for those pilots and agree in principle that the Office of Data Analytics is a model we want to develop and invest in.

The next steps are to scale up the work to bigger projects and to extend this to include District Councils and others where appropriate.



# Health and Wellbeing Vision - “To become a smart County that uses technology in our operations and service delivery to improve the outcomes and the lives of the people we serve”

Objectives	Thinking and Working Smarter	Digital and Smart Communities	Skills for a Digital Age	Connected North Yorkshire	Smart Businesses and Growth
	Accelerating digital transformation in the public sector	Invest in our communities to develop sustainable neighbourhoods	Collaborate with partners to grow digital skills and talent to harness the opportunities offered by the digital world	Enabling the county to be better connected	North Yorkshire is digitally enabled to be the catalyst for economic growth
Key Actions	<ul style="list-style-type: none"> <li>GP Online Services – GP/CCG</li> <li>Online consultations - ALL</li> <li>TECS/Telecare/TeleHealth etc.</li> <li>Electronic prescription services – GP/Trusts</li> <li>Electronic Referral Services &amp; paper switch-off – GP/Trusts</li> <li>Local Health &amp; Care Record Exemplar - All</li> <li>Digital Child Health - All</li> </ul>	<ul style="list-style-type: none"> <li>NHS Choices website - National</li> <li>NHS 111 Online - National</li> <li>NHS Apps Library - National</li> <li>Digital Redbook</li> <li>Person Held Record (PHR)</li> <li>Digitally enabled care providers (NYCC)</li> <li>Assistive tech e.g. augmented and virtual reality, robotics and artificial intelligence (NYCC)</li> </ul>	<ul style="list-style-type: none"> <li>Enhance CYBER skills among care providers (NYCC)</li> <li>DS&amp;P Toolkit support (NYCC)</li> <li>Building a digitally ready workforce (Empower the Person)</li> </ul>	<ul style="list-style-type: none"> <li>Improved access to broadband coverage</li> <li>Improved broadband speeds especially those in rural areas</li> <li>Free public Wi-Fi through GP Wi-Fi and Provider Wi-Fi.</li> <li>Increased access to 3,4 and 5G networks</li> <li>Citizen ID Services - All</li> <li>N3/HSCN - All</li> </ul>	<ul style="list-style-type: none"> <li>Invest in modern technology to create jobs and stimulate economic growth</li> <li>Help transform sectors with digital knowledge</li> <li>Utilise improving digital infrastructure within the county to improve tourism within North Yorkshire</li> </ul>
What will success look like?	<ul style="list-style-type: none"> <li>Improved customer experience &amp; decision making</li> <li>Digitally enabled products and services</li> <li>Delivery of value for money services by “getting it right first time”</li> <li>Improved services and delivering cost savings</li> </ul>	<ul style="list-style-type: none"> <li>Vulnerable residents have the ability to enhance their digital skills and confidence</li> <li>Communities can access social, medical and remote care technology allowing greater independence</li> <li>Close the digital divide</li> </ul>	<ul style="list-style-type: none"> <li>Digitally skilled young people to prevent a future skills gap</li> <li>Improved future employability and a talent pool upon which local businesses can draw upon</li> <li>Digitally skilled communities</li> <li>Digital workforce and culture deeply embedded</li> </ul>	<ul style="list-style-type: none"> <li>All businesses and communities have the ability to access high-quality broadband so that they can enjoy the same social, economic &amp; environmental benefits available to others in other parts of the country</li> </ul>	<ul style="list-style-type: none"> <li>Increased economic growth</li> <li>Digital businesses invest in North Yorkshire</li> <li>Location based data and services promote tourism, local businesses and attractions</li> </ul>

## Data & Analytics

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