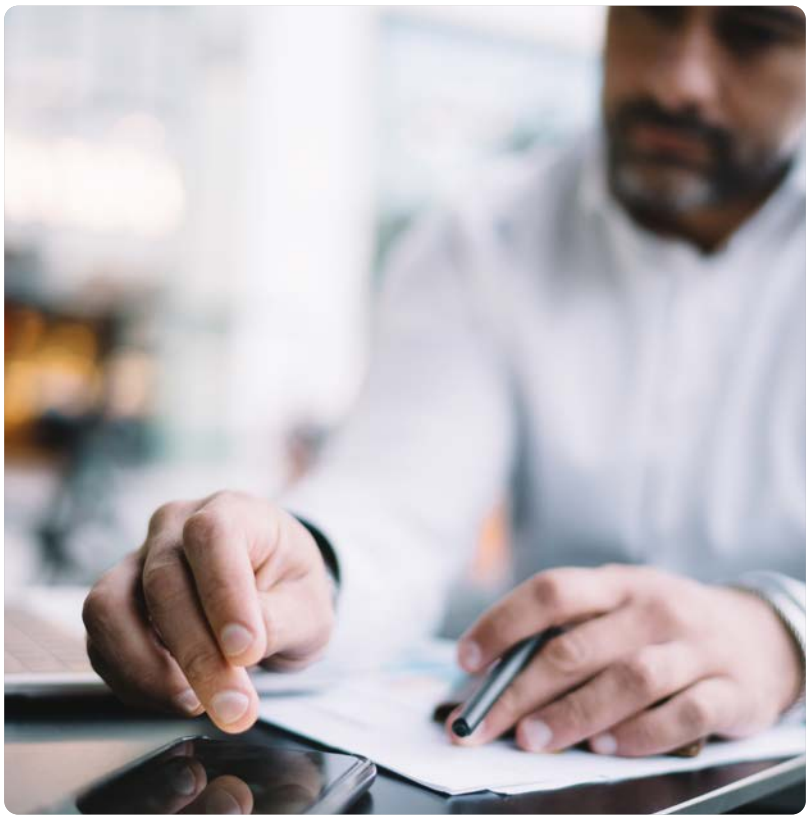
Bristol City Council

Digital Strategy 2022 – 2027

Revised and updated for 2026









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Foreword



Data, digital and technology is a fundamental part of all our lives, and we want to make sure our services to Bristol citizens meet the same high standards users would have of any mainstream online services.

In the 2022 edition of this strategy we set out a five-year journey of improvement, which started with vital work on our technology foundations and modernising our equipment and infrastructure. We made great progress on this, replacing the council's call centre, installing a new council-wide network, making our equipment more secure, upgrading and moving many systems to the Cloud, moving all our phones on to digital systems, installing new audio-visual kit for hybrid meetings and much more. In our 2024 update the strategy focused more on the next steps for digital transformation. This included designing our services to meet people's needs, make them easy to access, and help citizens and staff get things done as quickly and easily as possible.

We have made good progress here, and by 2026 it had become a central part of our One Council Transformation Plan. A new multi-year digital programme called Better, Faster, Cheaper was scoped and piloted, helping us do more to remove complexity from services, try new things and start getting more benefits from areas such as automation and AI. In July 2026 we approved an outline business case to scale up this work and continue to test, learn and grow new digital, data and technology improvements.

As we enter the final year of this strategy we will have a relentless focus on delivery. We will keep working to remove unnecessary steps in services that can save time, effort and money whilst improving the service citizens receive. People will see further improvements in online services and apps, and will start to see better information, signposting and automated assistance when they message or call us, as well as still having the personal touch where it's needed.

Behind the scenes we will keep making things more secure, use our data to help make better decisions more quickly, work with partners to get more people online, and do more with automation to help make sure our limited staff time is spent where it makes the most difference.

The council still has some way to go before we can truly call ourselves a lean, modern local authority, but we really have turned a corner on digital, data and technology over the past few years. Now we must keep up the momentum and make sure we bring all of the benefits to life.

Councillor Tony Dyer
Leader of the Council

Introduction

Times change. So has this strategy. In 2022 we set out a five-year plan to renew our digital platforms and to build and mature our capabilities. Four years in, we have made much progress against the original plan, and we have learnt a lot. The world of technology has also changed in important ways, with new opportunities arising from advancements in generative AI and automation, among others.

Having strengthened our technological foundations, we now focus more on how we design and manage our services end-to-end. This helps us create better, faster and cheaper digital services for citizens, partners and colleagues, supporting the Council's wider transformation agenda. Of course, we will also remain committed to having a secure, resilient, and inclusive IT environment, which is well managed and well maintained. It enables us to engage with citizens and joins us up across the council and our partners.

Our use of digital tools and technologies will drive continuous improvement, and support the efficient, effective running of our business. Digital technology underpins practically everything the council does. It helps colleagues to work efficiently and focus their efforts on the practical things people need from us. It supports access to services and provides the systems that capture the information we need to understand how we are doing and how we can improve. As part of this strategy, we will do more work to change our culture and improve our digital, data and technology skills and literacy, so that all council services adopt and make the best use of our technology and information.

What's been achieved since 2022?

We've been busy since this strategy was originally published.
Some highlights include:

Completed
✓ Replaced our call centre platform, making calls more reliable and service quicker.
✓ Moved all our landline phones on to Microsoft Teams.
✓ Achieved Payment Card Industry compliance.
✓ Upgraded and moved many IT systems to the Cloud.
✓ Moved our website on to a more modern and stable platform, reducing downtime.
✓ Put in place new tools to improve project management and to make it quicker to find information in our systems.
✓ Reviewed all of our IT spending with suppliers, reducing and renegotiating contracts to make savings without reducing services.
✓ Procured a Digital Strategic Partner to help with our projects and transfer specialist knowledge to our teams
✓ Finished providing Windows 10 to all staff, and updated to Windows 11.
✓ Improved our security and introduced biometrics for devices.
✓ Restructuring our IT and Digital services, including introducing a new Digital Strategy and Transformation department.
✓ Review our governance, policies and processes to help improve performance and make decisions in the right places.
✓ Moving more services online and installing an AI-enabled automated assistant for messages and calls.
✓ Redesigned and replaced our entire computer network infrastructure.
✓ Moved nearly 50m files to the Cloud.
✓ Installed new and improved hybrid technology and audio-visual equipment, including modernising our Council Chamber to improve accessibility and stability of the meeting system.

Nearly there
✈ Continuing to train and support teams to adopt new ways of working, including launching a Data Academy and Business Transformation Academy.
✈ Replacing all of our IT systems used for Housing, combining in to one main system.
✈ Replacing our main internet provision to improve service whilst saving money.
✈ Planned and procured a new four-year hardware contract to keep laptops and other devices up to date.

Digital Strategy 2022 – 2027

Our Vision

Delivering better, faster, cheaper services

Easy, engaging,and inclusive	Simple, stable and secure	Well-used and used well	Ready to partner, willing to share, and able to innovate	Data driven
Provide good digital services: Take a user-centred approach to design and ensure services are joined up end to end. Make sure services are usable by everyone and take action to improve digital Inclusion.	Continue to simplify and adapt our digital estate to make it secure, resilient, and reliable.	Support colleagues to make the best use of the tools and technologies available to them, developing high levels of digitally skilled collaboration.	Adopt the right technologies, systems, processes, culture, and governance to provide a safe and productive environment for wider collaboration and problem-solving using technology.	Improve our ethical and inclusive use of research, data, insights and information to become more data-driven and evidence-led when making decisions.

Target Maturity Ambition by 2027

LEADER	MAINSTREAM	MAINSTREAM	DEVELOPING	LEADER
High Level Actions	**High Level Actions**	**High Level Actions**	**High Level Actions**	**High Level Actions**
Choose service design principles and identify options **2 Specific Actions**	Simplify and standardise content, tech, tools and apps **10 Specific Actions**	Invest in digital skills, experience and capabilities **4 Specific Actions**	Support opportunities or innovation and new digital services **5 Specific Actions**	Embed & enhance our approach to enterprise data and insight **4 Specific Actions**
Establish service design and automation capabilities **1 Specific Action**	Cloud-first transition **4 Specific Actions**	Improve support and adoption of office productivity app **2 Specific Actions**	Partner across the council and beyond to improve digital services and equity **4 Specific Actions**	Provide actionable insight through prioritised data products **4 Specific Actions**
Rationalise and improve technology used for digital services **4 Specific Actions**	Develop business and user-need based tech Roadmap **4 Specific Actions**	Improve internal services to save time and effort **2 Specific Actions**	Maintain and evolve the Bristol Operations Centre **1 Specific Actions**	Improve data quality council-wide **3 Specific Actions**
Improve digital services' accessibility **5 Specific Actions**	Evolve our IT functions, resourcing, financing and services **4 Specific Actions**	Adapt business processes to exploit digital opportunities **2 Specific Actions**	Consider the role of our duet and fibre network, BNET **2 Specific Actions**	Improve data literacy and skills of users and decision-makers **3 Specific Actions**
	Strengthened and accredited cyber security **3 Specific Actions**	Evaluate service usage and performance; continuously improve **3 Specific Actions**		Open, ethical data enabled by policies, processes and partnership **4 Specific Actions**

Strategic Direction and Objectives

To us, digital transformation means using modern technology, data and ways of working to deliver services better, faster, and cheaper.

During first phase of implementing this strategy much of our focus was on providing colleagues with solid technology and technical support. This remains vital, but we have since put more focus on how we design and run good services.

Our new Better, Faster, Cheaper Programme is, amongst other things, providing dedicated capacity to look end-to-end at how we design and deliver services. In doing this we can remove unnecessary bureaucracy and processes, improve people's access and participation, reflect their preferences and meet their needs. It costs us less, makes it quicker for everyone, and can make sure we get better outcomes.

This is easily said but very difficult to achieve. Bristol City Council provides hundreds of services across a wide range of functions. In a council with serious financial challenges and increasing demand for services, it means finding all-too-scarce time and resource to plan, reflect and design the changes we need to make, and to learn new skills and ways of working to get the best from them. IT projects are notoriously complex, so there is a need to take things one step at a time and not create grand, large-scale and high-risk changes. We have seen these drive other councils to financial crisis.

Other challenges we need to recognise and address include:

- A very large IT and data estate, some of which has suffered from historic lack of investment and poor housekeeping. We have made a lot of progress tackling this, but there is a continued need to simplify and modernise in many areas, to make sure things keep working and are secure.
- A high and increasing threat to cyber-security, requiring a dedicated strategy and investment in security and privacy measures to protect people's data and our services.
- Changes in how technology is bought means fewer large upfront investments and more ongoing subscriptions. This makes it easier to adapt and to keep technology up to date but can make costs less predictable. It is even more vital that we carefully manage our consumption, supplier contracts and third-party spending.
- The availability of new and emerging technologies such as AI create both opportunities and risks as well as raising people's expectations. Using these technologies effectively.

Ultimately our investment in technology and capabilities must allow us to focus our limited time, people, and money on delivery of our corporate priorities and doing the work that only people can do. In line with our Corporate Strategy commitments, it must also have practical outcomes that encourage the inclusion, independence, and enablement of all citizens..

To achieve our aims and address our challenges, we have five strategic ambitions for our digital transformation work:

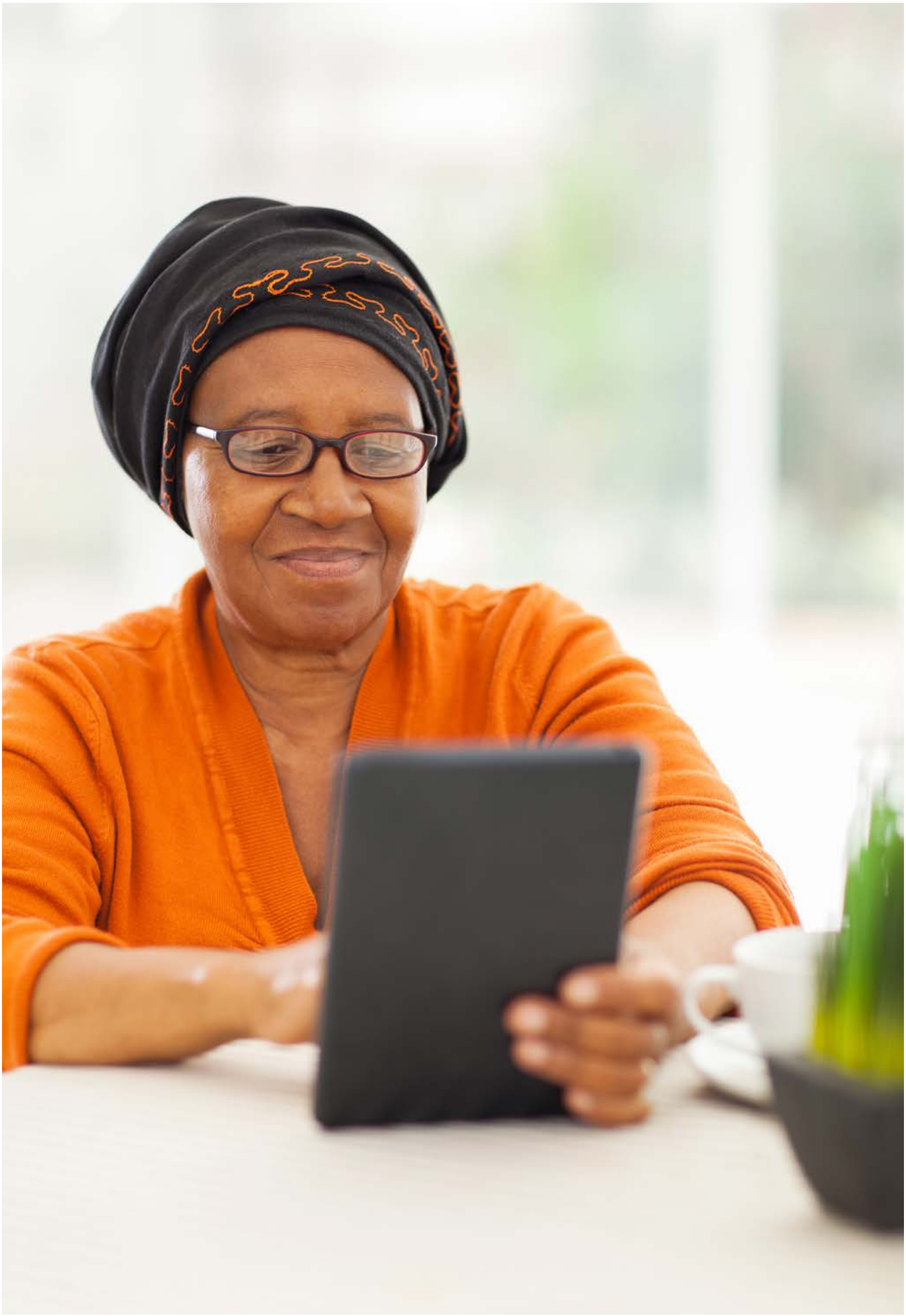
1. **Easy, engaging, and inclusive.** Provide good digital services: Take a user-centred approach to design and ensure services are joined up end to end. Make sure services are usable by everyone and take action to improve digital inclusion.

2. **Simple, stable, and secure.** Continue to simplify and modernise our digital estate to make it secure, resilient, and reliable.

3. **Well-used and used well.** Support colleagues to make the best use of the tools and technologies available to them, developing high levels of digitally skilled collaboration.

4. **Ready to partner, willing to share, and able to innovate.** Adopt the right technologies, systems, processes, culture, and governance to provide a safe and productive environment for wider collaboration and problem-solving using technology.

5. **Data driven.** Improve our ethical and inclusive use of data and research to understand our communities' needs and improve service delivery.



Ambition 1 – Easy, engaging, and inclusive

Provide good digital services: Take a user-centred approach to design and ensure services are joined up end to end. Make sure services are usable by everyone and take action to improve digital inclusion.

Why this ambition?

Whether we're doing our shopping, ordering a take-away, booking a holiday, arranging healthcare, or any number of other daily tasks, it's now widely expected that we can do this easily online. Whatever device we are using, wherever we are and whatever the date or time, an always-on approach to services is the norm.

We need our services to meet these expectations and let us focus our colleagues' efforts on the people and tasks who need them most.

We aim to:

- Improve our digital services so that people choose to use them. Design services to meet the needs of our citizens and in accordance with the government Design Principles.
- Ensure our choice of technology and design of processes enable effective and efficient delivery of digital services both for citizens and for colleagues. This must remove manual effort, making services quicker and more reliable. Digital services should be as simple as possible and available at any time.
- Work closely with our partners in delivering digitally enabled services and improving digital inclusion.
- Provide engaging and accessible online content across our web and social media platforms.

High level actions

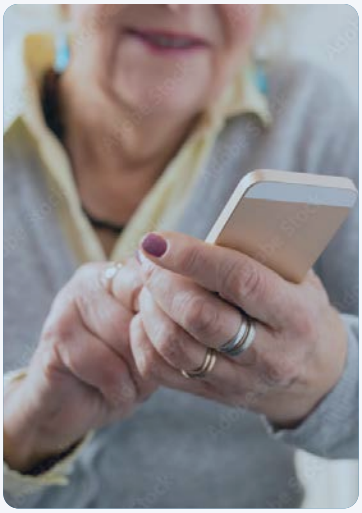
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1. Define what good looks like for our services and the principles by which they are designed. Agree which services need redesign and work through them in priority order.
2. Establish new professional capabilities to help us deliver better services, including Service Design and automation capability *(complete)*.
3. Rationalise and improve the technology underpinning our citizen facing digital services, and adopt new technology to deliver more automation.
4. Ensure our digital services can be used by all: working to meet legal accessibility standards and exceed them where possible.

How we will know we are succeeding

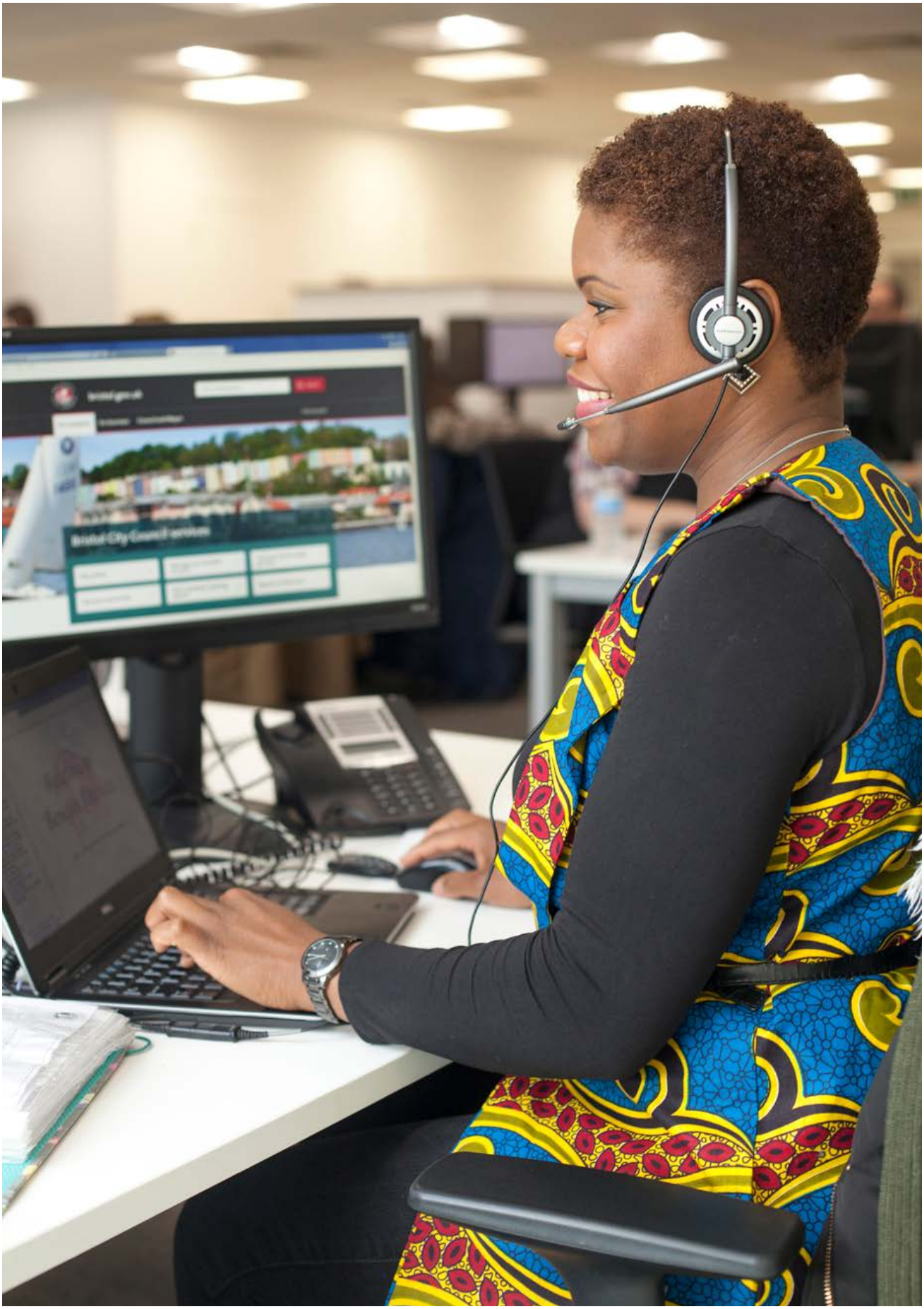
1. Increased proportion of citizen transactions completed online compared to via the Citizen Service Centre
2. Improved citizen satisfaction with online services.
3. Increased number of citizens signed up for a Single Citizen Account.
4. Maintained compliance with Web Content Accessibility Guidelines (WCAG) to current version and to at least AA standard.
5. Increased % of Bristol citizens reporting being comfortable using digital services.
6. Service Design function established by March 2025 *(complete)*.

Case Study: Citizen Access – Improving the Council Tax Journey



As part of the Better, Faster, Cheaper Programme, the Citizen Access project has been working with Council Tax to improve the resident experience. User research and analytics identified a fragmented experience, where information can be difficult to find, tasks often require navigating multiple webpages and forms, and some residents experience accessibility and mobile usability barriers. These issues can lead to failed transactions, increased contact and reduced confidence in digital services.

Using these insights, we have started redesigning high-volume Council Tax webpages with clearer information, simpler language and more intuitive routes to common tasks. Looking ahead, we will explore ways to better connect forms, accounts and payment journeys, alongside opportunities to use service design and automation to help residents complete tasks successfully first time. The learning from Council Tax will help create a repeatable approach for improving other council services, while maintaining accessible support for residents who need it.



Ambition 2 – Simple, stable, and secure

Continue to simplify and adapt our digital estate to make it secure, resilient, and reliable.

Why this ambition?

We are all increasingly reliant on technology, and the impacts of it going wrong are no longer just an inconvenience. For the council, large-scale disruption could become a major crisis which impacts our ability to deliver critical services that keep people safe.

The larger your digital estate and the less well maintained, the higher the cost and the complexity of managing that estate. There are more opportunities for things to go wrong. It is fine to have what we need, but we shouldn't use multiple different solutions when one would do.

Institutions are increasingly targeted by cyber-criminals, and major attacks can bring public services to near-standstill and take months or years to recover from, costing millions of pounds. Increasingly it is a case of *when* an attack is successful, not if one will be, so we need to minimise the risk and be ready to respond.

We aim to:

- Continue to reduce the size and scope of our on-premise IT infrastructure and adopt a cloud first model. This creates more flexibility to spend more time supporting services and colleagues rather than maintaining or configuring hardware.
- Continue to rationalise to have the right number of applications, technologies, and tools. Make sure those we do have are modern, secure and have robust measures in place to recover from any disasters.
- Complete roll-out of new platforms and products to remove the costs of operating a hybrid (part on-site, part-Cloud) IT estate and exploit our new digital architecture. This will make it quicker for the IT team to respond to service needs.
- Make a step-change in our cyber security maturity, boosting it and supporting compliance with Information Security frameworks and policies.
- Proactively monitor and manage operations to effectively manage the costs of cloud services.

High level actions

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1. Continue to consolidate, simplify, and standardise our existing content, technology, tools, and applications, including:
    - Improve integration between systems to improve data quality and allow more effective automation.
    - Strengthen development capability to enable agile, incremental delivery and improvement of automation and other improvements to systems and services (both internal and citizen facing).
    - Standardise, upgrade, and renew council-wide Line of Business applications used for service-specific functions. Decommission legacy systems.
    - Embed policies and working practices to avoid the creation of future 'legacy technology'.
2. Take a cloud-first approach to our IT, removing the need for on-premise infrastructure where feasible, in order to reduce the support and management needed and make savings in running costs.
3. Continue to horizon-scan and develop an iterative technology roadmap to match our capabilities to emerging citizen and council needs.
4. Evolve our IT function(s), resourcing, financing, and services to meet the needs of our new strategy and estate, and to maximise the benefits from our investment in becoming a digitally enabled council. Within this, ensure that there is clear career path for a diverse and inclusive IT workforce, and a mix of in-house and co-sourced skills aligned to the national Digital and Data Profession Capability Framework.
5. Strengthen our cyber security including 24/7 monitoring and response, and achieving recognised industry accreditation(s).

How we'll know we are succeeding

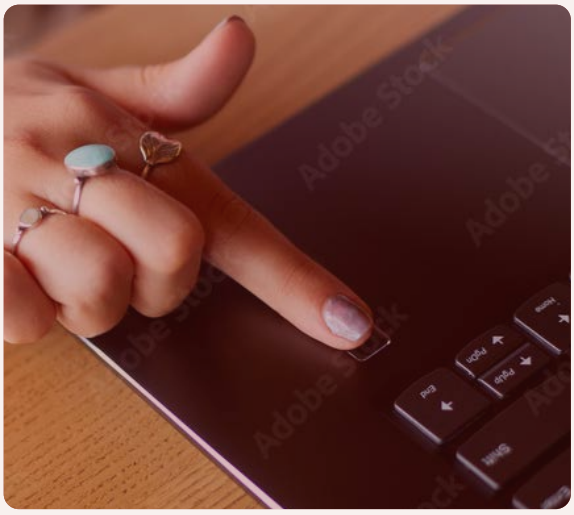
1. Maintain levels of system availability at or above 98% for key systems across working hours.
2. Increase proportion of key systems running on up-to-date versions.
3. Increase proportion of key systems provided via Software as a Service.
4. 24/7 monitoring and response capability in place for cyber incidents *(complete)*.
5. Complete review of backup and DR arrangements. Including agreeing priority systems and recovery order.

Case Study: More secure and accessible ways to log on faster

Part of our End User Compute project focused on saying goodbye to passwords by introducing Windows Hello. Colleagues can now log on using facial or fingerprint recognition, making it quicker, easier and more secure.

Alongside this we've removed the need for additional encryption passwords when using a cabled connection, helping reduce friction and barriers when logging on. This has also improved user experience for disabled users with assistive software, as previously these credentials needed to be typed in at a stage before assistive software could start up.

Looking ahead we're continuing to improve options and user experience for everyone – including our largest ever IT project to replace our core network and improve WiFi provision; introducing the ability to bring your own mobile device; and planning the next generation of laptops and other devices with improved speed, reliability and future-proofing technology like AI-enhanced processors.




BRISTOL CITY COUNCIL STAFF

Ambition 3 – Well-used and used well

Support colleagues to make the best use of the tools and technologies available to them, developing high levels of digitally skilled collaboration.

Why this ambition?

Our strategy will only be achieved if our culture supports it, and much of our investment in digital, data and technology is wasted if it isn't adopted and used to a good standard. Making the most of our investment in new tools, technologies, and applications, means also investing in our colleagues, helping people gain the knowledge, skills and confidence to use them to their full potential. Developing this takes real time and effort and means asking already busy colleagues to make space for learning and change.

We aim to:

- Increase skills, knowledge and confidence so staff and councillors can make best use of our organisational digital capabilities. This requires support to help them make the most of the platforms, and to become advocates and champions for these tools.
- Enable and support collaboration in line with our council values, through providing digital tools, monitoring usage and both seeking and responding to feedback. Contribute to a positive organisational culture and behaviours.
- Streamline processes, providing tools and easier access to information and insights that can reduce process costs if they're used well.
- Enable anywhere, anytime access to an integrated ecosystem of flexible, individual, cloud-based solutions and applications. These solutions will be increasingly integrated, highly available and remain protected by layered security.

High level actions

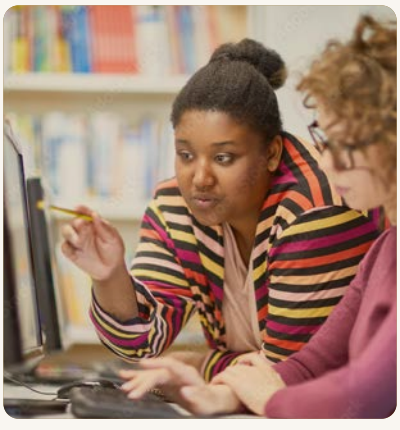
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1. Invest in the digital skills, experience and capabilities of our colleagues and councillors through an ongoing programme of adoption and change activities.
2. Improve our support for office productivity applications, including more support, guidance and adoption and change activities to make sure we use them consistently well.
3. Improve colleague experience and save time and effort by improving internal services.
4. Adapt business processes to exploit digital capabilities, whilst avoiding complex solutions that are hard to manage and maintain.
5. Pro-actively evaluate service usage and performance, planning time for reflection and continuous improvement.

How we'll know we are succeeding

1. Increased proportion of colleagues having completed IT, Digital, Data and Information Security training.
2. Proportion of learners enrolled on data and business transformation apprenticeships who have delivered organisational value based on manager survey.
3. Increased adoption of Microsoft tools.
4. Baseline and then increase colleague satisfaction with digital tools available to them.
5. Baseline and then increase colleague confidence in digital and data skills.

Case Study: Improving data literacy and transforming our organisation



In 2023/24 we launched a new Data and Digital Academy, a combination of programmes designed to support colleagues to develop valuable new skills. There are two programmes on offer. In the Data Literacy programme participants can develop the technical skills needed to transform data into insights, as well as softer skills like building narratives and presenting findings. In the Business Transformation programme, participants learn more about defining business objectives, exploring opportunities for process improvement, adopting agile ways of working, and collaborating in hybrid workplaces.

Colleagues are undertaking projects to directly benefit the council and citizens, including within adult social care, special educational needs and disabilities, and volunteer management among many others. So far, 95% of learners agree they have delivered value as a result of skills learnt on the programme and 96% report the programme helping them contribute towards BCC's overall goals.



Ambition 4 – Ready to partner, willing to share, and able to innovate

Adopt the right technologies, systems, processes, culture, and governance to provide a safe and productive environment for wider collaboration and problem-solving using technology.

Why this ambition?

As our Corporate Strategy sets out, we recognise that we are one organisation in a hugely complicated system, where everyone has a role to play. Because of this we are a partner in the long-term One City Plan for Bristol. This plan for 2050 envisages Bristol as fair, healthy and sustainable – a city of hope and aspiration where everyone can share in its success. It recognises digital as a key enabler across all its themes, contributing to goals for Bristol such as:

- everyone will be well-connected with digital services.
- everyone will contribute to a sustainable, inclusive, and growing economy from which all will benefit.
- everyone will have the opportunity to live a life in which they are mentally and physically healthy.
- everyone will live in a home that meets their needs within a thriving and safe community.
- everyone will have the best start in life, gaining the support and skills they need to thrive and prosper in adulthood.

Delivering on this, alongside our commitments to local delivery of the United Nations' Sustainable Development Goals, requires collaboration with partners from all sectors of the city and beyond.

If we do this well, real benefits for local people could be realised. For example, using technologies to enhance independent living can support more people could living in their own homes for longer as they get older. Establishing new ways to provide social or public broadband can provide access to services that would otherwise not be available. Providing open data to citizens and organisations can ensure people are informed and empowered to engage with the council and organisations. Innovative monitoring technologies could ensure better asset management of infrastructure like solar panels and heat pumps, ensuring our housing stock is energy efficient and allowing remote access to troubleshoot issues quickly and save citizens money.

We aim to:

- Co-ordinate effectively internally and partner across sectors to ensure we have a joined-up, prioritised and planned approach to technology and innovation that puts people first.
- Support this with the right levels of technical compatibility, ethical data sharing, and governance to ensure delivery.
- Provide compelling, comprehensive, and highly usable open data.
- Capitalise on the potential for BNET (our duct and fibre infrastructure) to boost council and city connectivity, improve digital inclusion and create commercial opportunities.
- Work with commercial telecom providers to improve digital connectivity across the city.

High level actions

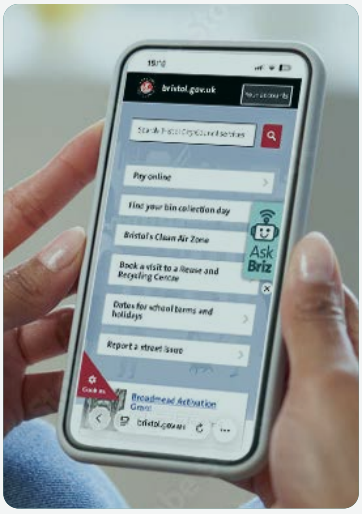
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1. Support appropriate opportunities for innovation and improvement in our digital capabilities. Ensure our core IT teams work in partnership with service areas and outside organisations to develop new digital services to support our wider objectives.
2. Partner across the council and beyond to help plan for and deliver improved digital services and equity in the city, including work with the Integrated Care System and the West of England Combined Authority.
3. Continue to maintain and evolve the Bristol Operations Centre, supporting service delivery including Technology Enabled Care.
4. Consider the role of our council owned duct and fibre network, BNET, and how it can best help meet the connectivity needs of the city, its infrastructure, and its public services.

How we will know we are succeeding

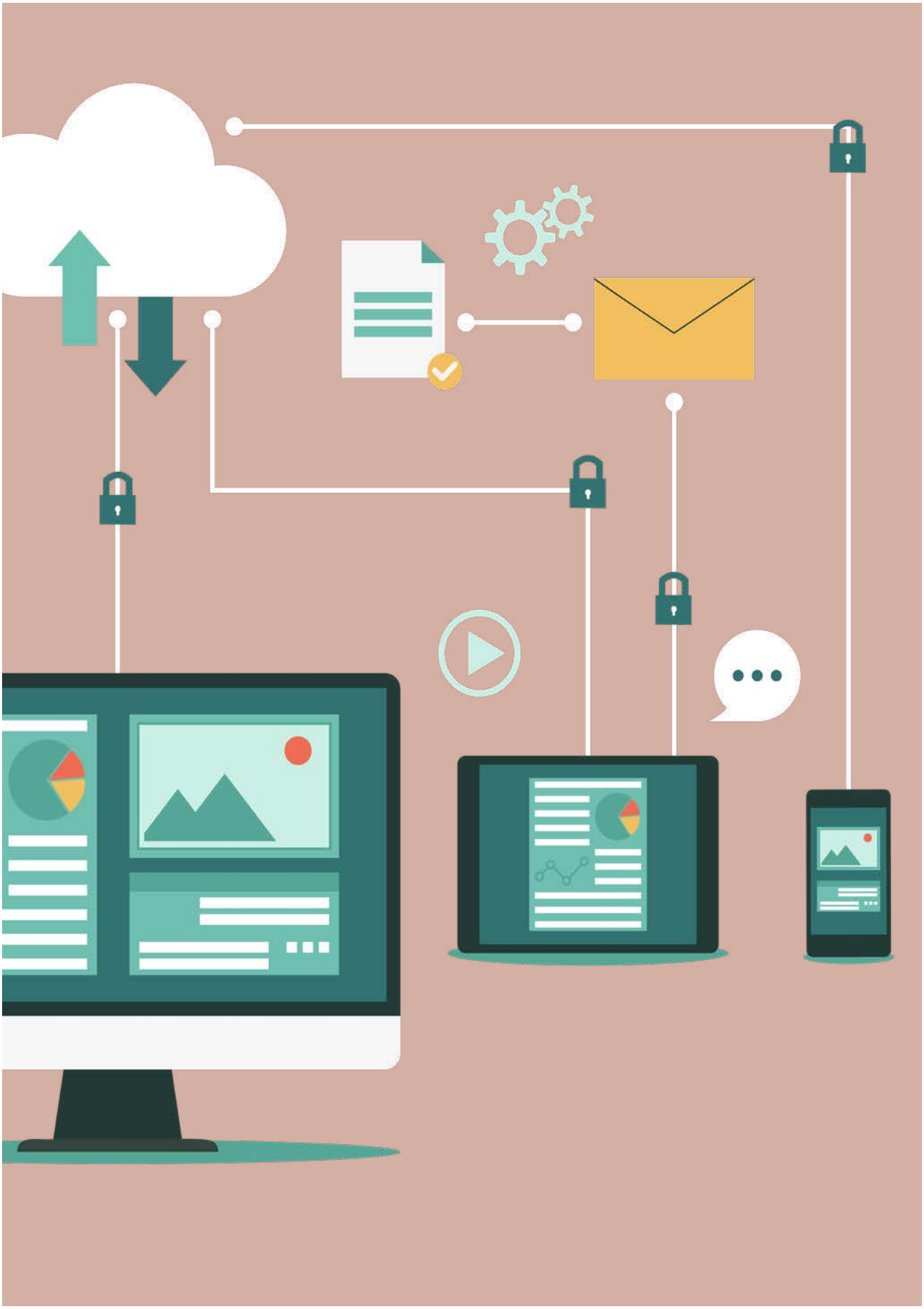
1. Income achieved by the Bristol Operations Centre (BOC) maintains its position as a net contributor to council budgets.
2. Successfully complete phases 1 and 2 of the BOC technology refresh project.
3. Gigibyte connectivity within Bristol contributes to the West of England Combined Authority's (WECA) target of 85% coverage across the region.
4. Increase the % of people living in deprived areas who have access to the internet at home.

Case Study: Briz – making it easier for residents to access council services



Bristol City Council launched Briz, its digital assistant, to provide residents with quicker and more convenient access to information and services. Available through both the council's website and telephone channels, Briz helps residents find answers to common questions, navigate council services and access information at a time that suits them. Residents can access support when and where they need it, including outside traditional office hours, without having to wait to speak to an adviser.

As part of the council's wider digital transformation ambitions, Briz is helping improve customer experience while supporting greater self-service. By handling routine enquiries, it enables Customer Services teams to focus on residents who need more complex support. Between April and July 2026, contact centre call volumes reduced by 25.3% compared with the same period in 2025, while the proportion of calls answered within target improved from 81.86% to 87.02%, demonstrating how digital technology can improve access to services and reduce pressure on traditional channels.



Ambition 5 – Data-driven

Improve our ethical and inclusive use of research, data, insights and information to become more data-driven and evidence-led when making decisions.

Why this ambition?

Being data driven is not a brand-new ambition for the council, but we have taken the opportunity to combine our Digital Strategy and our previous Data, Insight and Information Strategy. This matches our adoption of the government's 'Data and Digital profession capability framework', recognising the close connection between the professional disciplines of digital, data and technology (DDaT).

Data is the currency of digital innovation and improvement. Being data-driven means ensuring data of ever-increasing quality, relevance and value runs through all the important things the council does or enables. The ethical, lawful and proportionate use of this data to inform service delivery makes us more efficient and ultimately improves outcomes for the citizens of Bristol.

We aim to:

- Create the right culture and environment for data-based collaboration and innovation amongst teams and partners.
- Become an insight-rich, data driven organisation to improve performance.
- Manage our information safely, securely and appropriately, and collect and use it ethically.
- Improve data quality throughout the council.
- Create a more efficient and effective approach to the use of data.

High level actions

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1. Embed and enhance our existing enterprise approach to data and insights by:
   - Developing the role and work of the Enterprise Data Management function to standardise our approach and bring consistency around governance of data from corporate systems stored in the Data and Analytics Platform (DAP).
   - making core system data available and easy to technically access: with ethics, informed consent, open standards, and strong governance at the heart of appropriate data-sharing,
   - developing and enhancing our corporate Data and Analytics Platform that brings together data of ever improving quality and relevance, updating as required directly from all relevant Line of Business systems, the corporate spatial database, open-source datasets, partner data and sensor (Internet of Things) data,
   - improving links between the Data and Analytics Platform and our Geographic Information System (GIS) technology.
2. Provide actionable insights through high quality, relevant data products based on council priorities and business need.
3. Improve data quality across the council, addressing the six dimensions of data quality (Accuracy, Completeness, Uniqueness, Timeliness, Validity, and Consistency) in how teams across the organisation collect, enter and manage their data.
4. Train and engage colleagues, including leaders and decision makers, to improve data literacy and make the best use of data and insights. Continue to develop the skills and experience our in-house data teams to continuously improve analytics and data engineering.
5. Introduce and embed improved policies, processes and partnerships that help us make data and insight available more openly and ethically whilst maintaining high levels of safety and security.

How we will know we are succeeding

1. Increased adoption of data accelerator dashboards.
2. Increased number of data sets available on our Open Data platform.
3. Increased usage of our Open Data platform.
4. Improved data quality based on reduction of identified errors in statutory returns.
5. Identified Data Stewards in place across each Division.
6. Increased confidence of managers (self-reported) to use our data to inform decisions.

Case Study: Better broadband for social housing

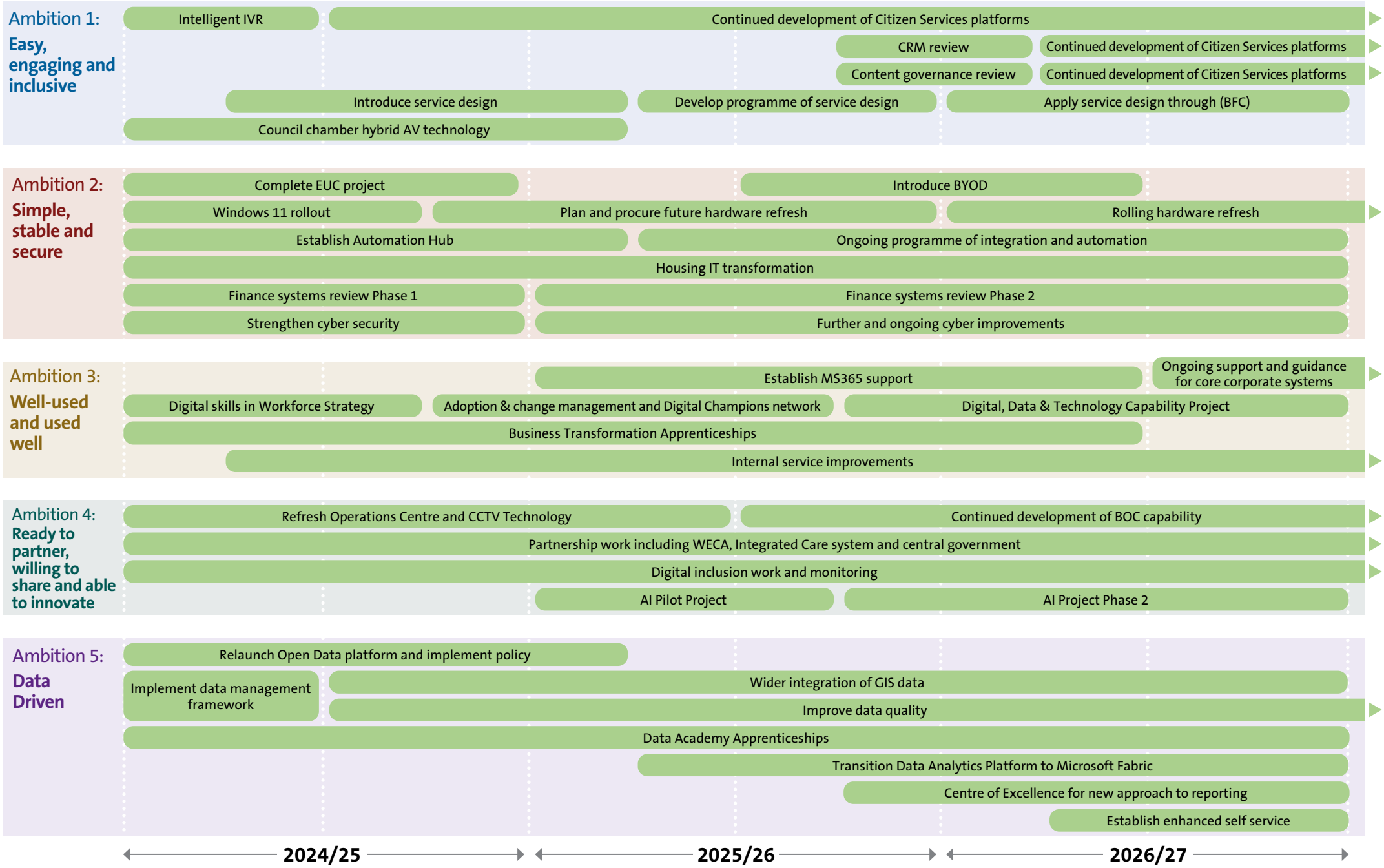


Our social broadband project focusses on installing full fibre broadband in council-owned blocks of flats. The project will improve digital opportunities for people living in council blocks by helping them access the full fibre broadband which is already available to 71% of premises across the city (2024 OFCOM figures).

The project will deliver better speeds and more choice for council tenants when it comes to home broadband – including more choice in social tariffs for the most disadvantaged tenants – on faster, more reliable gigabit+ networks.

The capital cost of the project is met by investment from the telecoms companies we are working with. The project is upgrading digital infrastructure in our blocks, but tenants still need to take out a new contract with a service provider to access better broadband. As of August 2024 the project has concluded legal agreements with providers to cover the council's blocks across the city, with surveys and installation underway.

Appendix A: Roadmap



Appendix B: Iterative Action Plan (2026/27 Edition)

This action plan will be updated annually to reflect our learning, any changes in needs or priorities, the realities of delivery, and – crucially – the finance and other resources available to us.

In this 2026 update to this strategy we only have one year left before we need a new strategy, so rather than updating these high-level actions we are simply noting where they are complete ['C' – in green], have been superseded by new projects ['S' – in yellow], or have been stopped ['X' – in grey] ahead of a bigger update next year.

Where an item in the action plan is marked with an asterisk (*) it is subject to a future decision at an appropriate Policy Committee or another governance forum within the council's Decision Pathway. Its inclusion in this plan should be considered as our indicative direction of travel only.

HLA ID	High Level Action (HLA)	SA ref	Specific Action (SA)	Indicative start	Indicative end	Responsible officer	Relative priority	SA dependencies	Status
EEI 1	Define what good looks like for our services and the principles by which they are designed. Agree which services need redesign and work through them in priority order.	EEI 1.1	Revise and expand our existing UX principles and technical standards to cover end-to-end services and build those standards into our development and procurement processes.	Q4 24/25	Q2 26/27	Head of Digital Operations	High	/	
		EEI 1.2	Establish governance and capability to ensure all citizen-facing web content remains relevant, accurate and accessible.	Q3 24/25	Q4 26/27	Head of Digital Operations	Low	/	
EEI 2	Establish new professional capabilities to help us deliver better services, including Service Design and automation capability	EEI 2.1	Establish a Service Design capability within BCC to lead a collaborative approach to improving services end-to-end.	Q3 24/25	Q1 25/26	Head of Digital Operations	High	/	**C**
EEI 3	Rationalise and improve the technology underpinning our citizen facing digital services, and adopt new technology to deliver more automation.	EEI 3.1	Install AI-enhanced Intelligent Interactive Voice Response system in the council's customer contact centre.	Underway	Q4 25/26	Head of Citizen Services	Medium	/	**C**

HLA ID	High Level Action (HLA)	SA ref	Specific Action (SA)	Indicative start	Indicative end	Responsible officer	Relative priority	SA dependencies	Status
		EEI 3.2	Explore options for the expansion of our new contact centre telephony platform to offer more services or functions.	Underway	Q2 25/26	Head of Citizen Services	Medium	EEI 1.1, EEI 3.3	**C**
		EEI 3.3	Review our approach for Customer Relationship Management platforms and define a value-for-money roadmap to meet user needs.	Q3 24/25	Q4 26/27	Head of Digital Operations	High	/	
		EEI 3.4	Fit the Council Chamber with hybrid audio visual system to improve the reliability of the technology and enable better virtual participation.	Underway	Q1 26/27	Head of Digital Operations	High	WUW 2.2	**C**
EEI 4	Ensure our digital services can be used by all: working to meet legal accessibility standards and exceed them where possible.	EEI 4.1	Update our procedures for involving disabled users in the specification, procurement and testing of new systems. This will help ensure they meet accessibility standards and are designed to meet user need wherever possible.	Q4 24/25	Q3 25/26	Head of Digital Strategy and Transformation	High	/	
		EEI 4.2	Develop 'Accessibility' as mandatory training for all colleagues in DDaT teams.	Q1 25/26	Q2 25/26	Head of Digital Strategy and Transformation	Medium	EEI 4.3	
		EEI 4.3	Develop specialist accessibility capability within the DDaT teams.	Q2 24/25	Q4 24/25	Head of Digital Strategy and Transformation	High	/	**C**
		EEI 4.4	Develop and publish a catalogue of available adaptive technology solutions for colleagues.	Q3 24/25	Q1 25/26	Head of Digital Strategy and Transformation	High	EEI 4.3	**C**

HLA ID	High Level Action (HLA)	SA ref	Specific Action (SA)	Indicative start	Indicative end	Responsible officer	Relative priority	SA dependencies	Status
		EEI 4.5	Develop and implement an Accessible Communications Policy.	Underway	Q4 24/25	Head of Policy, Strategy and Communications	Medium	/	**C**
SSS 1	Continue to consolidate, simplify, and standardise our existing content, technology, tools, and applications, including: a. Improve integration between systems to improve data quality and allow more effective automation b. Strengthen development capability to enable agile, incremental delivery and improvement of automation and other improvements to systems and services (both internal and citizen facing) c. Standardise, upgrade, and renew council-wide Line of Business applications used for service-specific functions. Decommission legacy systems. d. Embed policies and working practices to avoid the creation of future 'legacy technology'	SSS 1.1	Complete our End User Compute project to optimise the security configuration of our devices and their supporting infrastructure.	Underway	Q1 25/26	Head of IT Operations	High	/	**C**

HLA ID	High Level Action (HLA)	SA ref	Specific Action (SA)	Indicative start	Indicative end	Responsible officer	Relative priority	SA dependencies	Status
		SSS 1.2	Review our Integration platform needs, looking at our current platform and other approaches currently in use. Within this work, define and adopt a set of integration and automation tools and standards.	Q4 24/25	Q4 25/26	Head of Digital Operations	High	/	**C**
		SSS 1.3	Establish an 'Automation Hub' to create and maintain digital tools with a focus on automation, including robotic process automation (RPA).	Q3 24/25	Q1 26/27	Head of Citizen Services	Medium	SSS 4.2, 4.4	**C**
		SSS 1.4	Replace and consolidate older applications and systems used throughout the council, including: a) Completing implementation of new housing system for managing housing stock and resident services. b) Reviewing and modernising finance systems and processes. c) Implementing technology to enable the Corporate Landlord operating model. d) Reviewing and upgrading as necessary the revenues and benefits system to improve Citizens' and colleagues' experiences and enabled improved revenue collection.	Underway	Q3 26/27	Director: Policy, Strategy and Digital (Sponsor: delivery responsibility with system owners).	Medium	EEI 4.1 SSS 1.5, 4.1, 4.2	

HLA ID	High Level Action (HLA)	SA ref	Specific Action (SA)	Indicative start	Indicative end	Responsible officer	Relative priority	SA dependencies	Status
		SSS 1.5	Create and implement a policy to clarify the system lifecycles including budgets, roles and responsibilities. This will ensure all projects to replace or remove IT systems: a) Adopt Software as a Service (SaaS) products where feasible so that they are kept up to date continuously. b) Include planning and budgeting for the management and maintenance of the systems so that they remain effective and secure. All software should be kept within 2 versions of the most recent release. c) Include activity to decommission legacy product(s) and delete or archive any legitimately required data.	Q4 24/25	Q1 25/26	Head of Digital Strategy and Transformation	Medium	/	
		SSS 1.6	Introduce 'Bring Your Own Device' for mobile phones.	Underway	Q3 25/26	Head of IT Operations	Medium	/	**C**
		SSS 1.7	Introduce 'Bring Your Own Device' for laptops and tablets for some users, including contractors and people requiring this as a reasonable adjustment.	Underway	Q1 25/26	Head of IT Operations	Low	SSS 1.6	**S**

HLA ID	High Level Action (HLA)	SA ref	Specific Action (SA)	Indicative start	Indicative end	Responsible officer	Relative priority	SA dependencies	Status
		SSS 1.8	Launch a Software and Platforms Management Group to help us better manage and implement software policies, overseeing activities such as lifecycle planning, license management and recovery.	Q4 24/25	Q1 25/26	Head of IT Operations	Low	/	
		SSS 1.9	Start a new four-year rolling cycle of End User Device (laptop, mobile and tablet) replacement, procuring upgraded laptops and preparing a plan for Windows 11 or 12 upgrades.	Q4 24/25	Q3 25/26	Head of IT Operations	Medium	SSS 2.4, 3.1	**C**
		SSS 1.10	Remove or replace all technology which uses analogue telephone lines in preparation for the national switch-off of the PTSN network. With most office telephony already upgraded, we will focus on other connected devices such as lift alarms and panic buttons.	Q2 24/25	Q3 25/26	Director: Property, Assets and Infrastructure	Medium	/	
SSS 2	Take a cloud-first approach to our IT, removing the need for on-premise infrastructure where feasible, in order to reduce the support and management needed and make savings in running costs.	SSS 2.1	Complete our Cloud Migration project within the Digital Transformation Programme, moving most remaining on-premise hosted applications to the Cloud.	Underway	Q4 24/25	DTP Delivery Consultant	High	/	**C**
		SSS 2.2	Complete our 'S&G' project within the Digital Transformation Programme, moving our locally stored files into SharePoint and other Cloud-based services.	Underway	Q4 24/25	DTP Delivery Consultant	High	/	**C**

HLA ID	High Level Action (HLA)	SA ref	Specific Action (SA)	Indicative start	Indicative end	Responsible officer	Relative priority	SA dependencies	Status
		SSS 2.3	Build capability around the financial management of Cloud services to manage costs and ensure value for money. (Known as FinOps model).	Q1 25/26	Q3 25/26	Head of Digital Strategy and Transformation	Medium	/	
		SSS 2.4	Prepare a hardware and infrastructure maintenance plan for our estate following the completion of our Cloud Migration project, ensuring remaining assets are maintained and refreshed to stay secure and reliable.	Q4 24/25	Q2 25/26	Head of IT Operations	Low	SSS 3.1	
SSS 3	Continue to horizon-scan and develop an iterative technology roadmap to match our capabilities to emerging citizen and council needs.	SSS 3.1	Map out a medium-term technology roadmap including application consolidation, upgrade and renewal paths, incorporating the work already underway in some areas.	Underway	Q4 25/26	Head of Digital Strategy and Transformation	High	SSS 1.2, 2.4 EEI 3.4	
		SSS 3.2	Establish a process to continually maintain the technology roadmap, aligning with emerging service needs and providing appropriate digital capabilities over the life of this strategy.	Q4 24/25	Q1 25/26	Head of Digital Strategy and Transformation	Medium	SSS 3.1	
		SSS 3.3	Develop policies, procedures and guiderails for the use of generative AI, and train relevant professional staff.	Q4 24/25	Q2 25/26	Head of Digital Strategy and Transformation	Medium	SSS 4.1	**C**

HLA ID	High Level Action (HLA)	SA ref	Specific Action (SA)	Indicative start	Indicative end	Responsible officer	Relative priority	SA dependencies	Status
		SSS 3.4	Begin to make use of Microsoft Co-pilot for Office 365 applications, initially with a limited number of users to test use-cases and prove return on investment. Plan for a wider roll-out as appropriate.*	Q4 24/25	Q3 25/26	Head of Digital Strategy and Transformation	High	SSS 3.3	**C**
SSS 4	Evolve our IT function(s), resourcing, financing, and services to meet the needs of our new strategy and estate, and to maximise the benefits from our investment in becoming a digitally enabled council. Within this, ensure that there is clear career path for a diverse and inclusive IT workforce, and a mix of in-house and co-sourced skills aligned to the national Digital and Data Profession Capability Framework.	SSS 4.1	Develop stronger Business Partnering for DDaT services to ensure work reflects corporate priorities and is planned in alignment with supplier roadmaps, contract expiry schedules, and service area ambitions.	Q2 24/25	Q4 24/25	Head of Digital Strategy and Transformation	High	/	**C**
		SSS 4.2	Build greater DDaT delivery capability to balance work across maintenance, continuous improvement and project work. This will help align work prioritisation and resource management to improve the efficiency and effectiveness of DDaT work.	Q4 24/25	Q2 25/26	Head of Digital Strategy and Transformation	Medium	/	

HLA ID	High Level Action (HLA)	SA ref	Specific Action (SA)	Indicative start	Indicative end	Responsible officer	Relative priority	SA dependencies	Status
		SSS 4.3	Implement more agile approaches to DDaT development work, where appropriate, to reflect best practice in the sector and recognise that an iterative approach can result in more effective services.	Q4 24/25	Q2 25/26	Head of Digital Strategy and Transformation	Medium	WUW 4.1	**C**
		SSS 4.4	As our DDaT operations change, consider how IT teams are skilled and arranged to best support the council and its technology. This reflects a move to designing, configuring, implementing and managing services and away from installing equipment and software. Train and grow our DDaT talent within the council, reducing the need for external support over time.	Q3 24/25	Q1 26/27	Head of Digital Strategy and Transformation	Medium	/	
SSS 5	Strengthen our cyber security including 24/7 monitoring and response, and achieving recognised industry accreditation(s).	SSS 5.1	Using the findings of a 2024 Cyber Security Maturity Assessment, establish a working group to map a path to ISO27000 accreditation and deliver a costed plan.	Q1 25/26	Q2 25/26	Head of Information Assurance	Medium	SSS 5.2	**X**
		SSS 5.2	Bolster our SysOps and Information Security teams to help do more cyber security work, including improvements to business continuity and disaster recovery arrangements.*	Q3 24/25	Q2 25/26	Head of IT Operations	High	/	**C**

HLA ID	High Level Action (HLA)	SA ref	Specific Action (SA)	Indicative start	Indicative end	Responsible officer	Relative priority	SA dependencies	Status
		SSS 5.3	Building on our existing capabilities, commission and launch a managed XDR (Extended Detection and Response) Service to provide 24/7 monitoring and access to specialist response capability.*	Q3 24/25	Q1 25/26	Head of IT Operations	High	SSS 5.2	**C**
WUW 1	Invest in the digital skills, experience and capabilities of our colleagues and councillors through an ongoing programme of adoption and change activities.	WUW 1.1	Continue adoption and change activities to assist service areas and council staff with getting the most from platforms that we have invested in and deployed.	Underway	Ongoing	Head of Digital Strategy and Transformation	Medium	/	**C**
		WUW 1.2	Continue to run a Digital Champions network and equip these colleagues with enhanced digital skills and opportunities.	Underway	Ongoing	Head of Digital Strategy and Transformation	Medium	/	**C**
		WUW 1.3	Consider the future needs of the wider council workforce in terms of digital skills, and through the updated Workforce Strategy identify how to best deliver this as part of our core learning and development.	Underway	Q3 24/25	Director: Workforce and Change	Medium	/	**C**
		WUW 1.4	Continue a regular Member IT support forum and an ongoing schedule of training and support activities.	Underway	Ongoing	Head of Digital Strategy and Transformation	Low	/	**C**
WUW 2	Improve our support for office productivity applications, including more guidance and adoption and change activities to make sure we use them consistently well.	WUW 2.1	Establish a support team for Microsoft 365, broadening support available to colleagues and enabling more advanced and consistently good use of these tools.*	Q3 24/25	Q1 25/26	Head of IT Operations	Low	/	

HLA ID	High Level Action (HLA)	SA ref	Specific Action (SA)	Indicative start	Indicative end	Responsible officer	Relative priority	SA dependencies	Status
		WUW 2.2	Refresh technology in City Hall and other council offices to	Underway	Q1 25/26	DTP Delivery Consultant	Medium	EE 3.5 SSS 2.4	
WUW 3	Improve colleague experience and save time and effort by improving internal services.	WUW 3.1	Develop skills in process improvement and change management throughout BCC by providing access to a Business Transformation Apprenticeship.	Underway	Q2 25/26	Head of HR	Medium	/	**C**
		WUW 3.2	Review intranet platform and content structure, taking an evidenced, user centred approach to focus on key information and services and remove duplicated, confusing or outdated content.*	Q3 24/25	Q2 26/27	Head of Digital Operations	Low	EE 1.1, 1.2, 2.1 WUW 3.3	
		WUW 3.3	Create and work through a prioritised list of internal services to improve colleague experience and the effectiveness and efficiency of these services. Collaborate to improve services that are used by and/or supported by multiple departments and teams.	Q4 24/25	Q4 27/28	Head of Citizen Services	Medium	SSS 4.1 EE 2.1	**S**
		WUW 3.4	Implement a new IT Service Management tool to provide better self-service support, automate processes and improve efficiency.	Underway	Q2 25/26	Head of IT Operations	High	/	**X**

HLA ID	High Level Action (HLA)	SA ref	Specific Action (SA)	Indicative start	Indicative end	Responsible officer	Relative priority	SA dependencies	Status
WUW 4	Adapt business processes to exploit digital capabilities, whilst avoiding complex solutions that are hard to manage and maintain.	WUW 4.1	Update project guidance and processes to ensure that change and transformation projects adopt a user centred approach, designing services and processes to make them more effective and efficient.	Q3 24/25	Q2 25/26	Head of Portfolio, Programmes and Projects	High	EE 1.1	
		WUW 4.2	Take advantage of the Procurement Regulation 2024 changes to improve how DDaT tools and services are procured and enable a more iterative and user-centred approach.	Q3 24/25	Q3 25/26	Head of Digital Strategy and Transformation	Low	EE 1.1 SSS 1.5	
WUW 5	Pro-actively evaluate service usage and performance, planning time for reflection and continuous improvement.	WUW 5.1	Build regular retrospectives into all DDaT work, incorporating usage data and feedback from users and other stakeholders to refine and improve services, systems, processes and standards. Undertake additional discovery or focus groups as required to understand key drivers of feedback.	Q1 25/26	Ongoing	Head of Digital Strategy and Transformation	Medium	SSS 4.2	
		WUW 5.2	Establish a DDaT Board to steer and provide oversight of delivery of this strategy and all major DDaT projects.*	Q4 24/25	Ongoing	Director: Policy, Strategy and Digital	Medium	SSS 4.1, 4.2	**C**
		WUW 5.3	Undertake an annual review of this Action Plan and approve updates via the DDaT Board (or Policy, Strategy and Digital DMT if DDaT Board is not established).	Q2 25/26	Q3 25/26	Head of Digital Strategy and Transformation	Medium	/	

HLA ID	High Level Action (HLA)	SA ref	Specific Action (SA)	Indicative start	Indicative end	Responsible officer	Relative priority	SA dependencies	Status
PSI 1	Support appropriate opportunities for innovation and improvement in our digital capabilities. Ensure our core IT teams work in partnership with service areas and outside organisations to develop new digital services to support our wider objectives.	PSI 1.1	In collaboration with our partner organisations, continue to develop citizen services including improvements to waste services, and improving end-to-end service of those who need housing.	Underway	Ongoing	Head of Digital Operations	High	EE 1.1	
		PSI 1.2	Increase opportunities for co-design of digital services with users and establish structured review points to reflect on feedback and its implications for our activities and strategy.	Q4 24/25	Q4 26/27	Head of Digital Operations	Medium	EEI 4.1 SSS 4.3 WUW 4.1	**S**
PSI 2	Partner across the council and beyond to help plan for and deliver improved digital services and equity in the city, including work with the Integrated Care System and the West of England Combined Authority.	PSI 2.1	Seek to align council, city-wide and region-wide Digital Inclusion initiatives to enable access to vulnerable and digitally excluded citizens.	Q4 24/25	Q4 25/26	Head of Digital Strategy and Transformation	Low	SSS 4.1	**C**
		PSI 2.2	Monitor digital infrastructure improvements such as full fibre roll out and 5G availability through OFCOM data, and the use of council's Quality Of Life survey to help track progress around digital inclusion.	Underway	Ongoing	Head of City Management and Response	Low	/	

HLA ID	High Level Action (HLA)	SA ref	Specific Action (SA)	Indicative start	Indicative end	Responsible officer	Relative priority	SA dependencies	Status
		PSI 2.3	Engage with the West of England Combined Authority's regional Digital Office and take any opportunities to align our plans and join-up work on digital infrastructure, inclusion and skills, digital growth, public services, and using tech for good.	Q4 24/25	Ongoing	Head of Digital Strategy and Transformation	Low	SSS 4.1	**C**
		PSI 2.4	Continue to engage with partners in the Integrated Care System to participate in delivery of our shared data, digital and technology aspirations, helping provide more joined up services between health and social care services.	Underway	Q4 26/27	Head of Digital Strategy and Transformation	Medium	SSS 4.1 DD 5.4	**C**
PSI 3	Continue to maintain and evolve the Bristol Operations Centre, supporting service delivery including Technology Enabled Care.	PSI 3.1	Continue evolution of the council's Operations Centre through optimising existing services and adding new ones.*	TBC	TBC	Head of City Management and Response	Medium		**C**
		PSI 3.2	Refresh Operations Centre and CCTV technology.	Underway	Q4 25/26	Head of City Management and Response	Medium	/	**C**
PSI 4	Consider the role of our council owned duct and fibre network, BNET, and how it can best help meet the connectivity needs of the city, its infrastructure, and its public services.	PSI 4.1	Review opportunities for further utilisation of the council's BNET capability: publicly, commercially or in partnership.	TBC	TBC	Head of City Management and Response	Medium	/	**C**

HLA ID	High Level Action (HLA)	SA ref	Specific Action (SA)	Indicative start	Indicative end	Responsible officer	Relative priority	SA dependencies	Status
		PSI 4.2	Work in partnership to ensure Bristol can maximise inward investment to improve our digital infrastructure, mitigate risk and cost pressures to the council.	Q1 25/26	Ongoing	Head of Digital Strategy and Transformation	Low	SSS 4.1	
DD 1	Embed and enhance our existing enterprise approach to data and insights by: a) expanding the role and work of the Enterprise Data Management function to standardise our approach and bring consistency around corporate data governance, b) making core system data available and easy to technically access: with ethics, informed consent, open standards, and strong governance at the heart of appropriate data-sharing, c) developing and enhancing our corporate Data and Analytics Platform that brings together data of ever improving quality and relevance, updating at least daily, directly from all relevant Line of Business systems, the corporate spatial database, open-source datasets, partner data and sensor (Internet of Things) data, d) improving links between the Data and Analytics Platform and our Geographic Information System (GIS) technology.	DD 1.1	Implement a Data Management Framework specific to the operation of the Data Analytics Platform (DAP).	Q3 24/25	Q4 24/25	Head of Equity, Data and Performance	High	/	**C**

HLA ID	High Level Action (HLA)	SA ref	Specific Action (SA)	Indicative start	Indicative end	Responsible officer	Relative priority	SA dependencies	Status
		DD 1.2	Increase number of datasets and number of automated updates on our Open Data platform.	Underway	Q4 25/26	Head of Equity, Data and Performance	Medium	/	**C**
		DD 1.3	Relaunch the Open Data platform to the public and city partners.	Q3 24/25	Q4 24/25	Head of Equity, Data and Performance	Medium	/	**C**
		DD 1.4	Evaluate GIS platform reprocurement ensuring value for money, review alternative GIS technology solutions to meet business needs and standardise GIS data within Fabric for use across IPI.	Q4 24/25	Q4 26/27	Head of Equity, Data and Performance	Medium	/	
		DD 1.5	Confirm IPI prioritised list meets council priorities approved at DDaT and assurance from Transformation Board.	Q3 24/25	Q2 25/26	Head of Equity, Data and Performance	Medium	/	
DD 2	Provide actionable insights through high quality, relevant data products based on council priorities and business need.	DD 2.1	Produce an updated corporate work programme for data and insight products, ensuring that corporate data and insight activity is always requirement led, with clear business requirements captured from client teams and services.	Q2 24/25	Q2 25/26	Head of Equity, Data and Performance	High	SSS 4.1	**S**
		DD 2.2	Align our investment and capacity with agreed council priorities and business need. Maintain an up-to-date, prioritised list of business intelligence and insight requests.	Q2 24/25	Q2 25/26	Head of Equity, Data and Performance	High	SSS 4.1	**S**

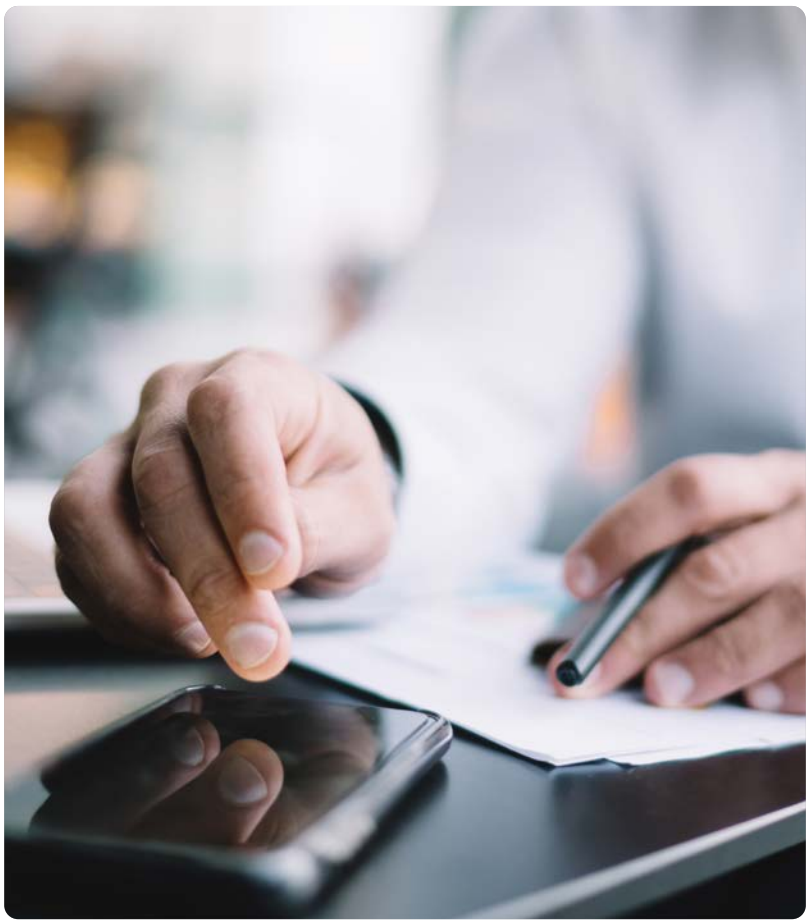
HLA ID	High Level Action (HLA)	SA ref	Specific Action (SA)	Indicative start	Indicative end	Responsible officer	Relative priority	SA dependencies	Status
		DD 2.3	Establish monitoring and reporting arrangements for colleagues' usage of data products.	Q3 24/25	Q4 24/25	Head of Equity, Data and Performance	Medium	/	**C**
		DD 2.4	Safely explore the use of artificial intelligence and machine learning to improve our data products and processes.	Q4 24/25	Q4 26/27	Head of Equity, Data and Performance	Low	SSS 3.3	**S**
DD 3	Improve data quality across the council, addressing the six dimensions of data quality (Accuracy, Completeness, Uniqueness, Timeliness, Validity, and Consistency) in how teams across the organisation collect, enter and manage their data.	DD 3.1	Define Data Stewards' roles and responsibilities; coordinate with service areas to establish them for DAP loaded systems.	Q3 24/25	Q2 25/26	Head of Equity, Data and Performance	Medium	/	**S**
		DD 3.2	Improve data quality across core systems; with services areas taking ownership and responsibility. Where feasible, employ data validation techniques within systems to assure the quality of data as it is entered into systems.	Underway	Ongoing	Head of Equity, Data and Performance	High	DD 3.1	**S**
		DD 3.3	Utilise data matching, data verification and machine learning techniques to identify and correct anomalies to improve the quality of existing data in key systems and databases.	Underway	Ongoing	Head of Equity, Data and Performance	Medium	/	**X**

HLA ID	High Level Action (HLA)	SA ref	Specific Action (SA)	Indicative start	Indicative end	Responsible officer	Relative priority	SA dependencies	Status
DD 4	Train and engage colleagues, including leaders and decision makers, to improve data literacy and make the best use of data and insights. Continue to develop the skills and experience our in-house data teams to continuously improve analytics and data engineering.	DD 4.1	Complete the first intake of our Data Academy (funded through the Apprenticeship Levy) and evaluate the programme, deciding on whether to continue with future cohorts.	Underway	Q1 25/26	Head of Equity, Data and Performance	Medium	/	**C**
		DD 4.2	Establish and approve clear guidance for when it is relevant and appropriate to allow colleagues outside D&I Team to use data tools to develop their own data products.	Q3 24/25	Q4 24/25	Head of Equity, Data and Performance	High	DD 5.1	**C**
		DD 4.3	Plan and run an engagement and/or guidance/training programme to support staff and members to understand, and make use of, data and insight technology and self-serve tools.	Q4 24/25	Q2 25/26	Head of Equity, Data and Performance	Medium	DD 4.2	**S**
DD 5	Introduce and embed improved policies, processes and partnerships that help us make data and insight available more openly and ethically whilst maintaining high levels of safety and security.	DD 5.1	Launch and promote our Corporate Data Management Policy.	Q2 24/25	Q3 24/25	Head of Equity, Data and Performance	High	/	**C**
		DD 5.2	Implement a new Open Data Policy that sets out expectations and deliverables around Open Data, aligned to the Council's priorities.	Q3 24/25	Q1 25/26	Head of Equity, Data and Performance	Low	DD 5.1	**C**

HLA ID	High Level Action (HLA)	SA ref	Specific Action (SA)	Indicative start	Indicative end	Responsible officer	Relative priority	SA dependencies	Status
		DD 5.3	Launch Ethical Impact Assessments process for relevant staff, embed usage of these when setting requirements for data projects. Embed process within induction and learning plans for relevant staff.	Q3 24/25	Q4 26/25	Head of Equity, Data and Performance	Medium	DD 5.1	
		DD 5.4	Work with Integrated Care System partners on updated data sharing approaches and a Shared Data and Planning Platform.	Underway	Q4 24/25	Head of Equity, Data and Performance	Medium	SSS 4.1 PSI 2.4	









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BRISTOL CITY COUNCIL