

Future Digital Opportunities

To: Strategy, Resources and Performance Committee

Meeting Date: 11 March 2025

From: Executive Director of Finance and Resources

Electoral division(s): All

Key decision: No

Forward Plan ref: Not applicable

Executive Summary: This report presents the Council Customer and Digital Services (CDS) response to Councillor Alex Beckett's motion to this Committee, regarding the impact of new technologies. It sets out the areas of work that CDS will be delivering to enhance digital and technological use, ensuring safe, ethical responses to local needs, operating within reduced budgets, and leveraging technological advancements. The next 12 months will focus on improving customer engagement, enhancing the use of data and AI and stabilising operations through workforce development and improved agility. This work is aligned with the Our Future Council Change Strategy. The report also outlines the strategic direction for the next 10 years, acknowledging that this direction will evolve and respond to investment capacity, this includes collaborating with Connecting Cambridgeshire.

Recommendation: The Committee is recommended to:

- a) Note this report and acknowledge that the immediate priority is to stabilise and build strong foundations to enable the future technology direction that will be adopted over the next 10 years.
- b) Receive updated Digital, Data and Cyber Strategies later in 2025 to reflect progress and alignment with the Council's Change Strategy.

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1. Executive Summary

- 1.1 This report is presented to Committee to update on alignment of the Customer and Digital Services (CDS) outcomes to the Our Future Council Strategy and the outcomes identified for investigation in emerging technologies, specifically those related to optimising the customer journey and enabling customers to self-serve where appropriate.
- 1.2 Customer and Digital Services has aligned its outcomes for the next 12 months with the Our Future Council Change Strategy to enhance digital and technological use, ensuring safe, ethical responses to local needs, operating within reduced budgets, and leveraging technological advancements. During this period CDS will focus on improving customer engagement and stabilising operations through workforce development and agility.
- 1.3 In the context of Local Government Reorganisation (LGR), CDS focus will be on setting realistic and achievable goals that align and adapt with the wider objectives as they evolve.

2. Alignment to Our Future Council Strategy

- 2.1 The direction detailed in this report demonstrates how future digital and technology will help deliver the Data, Digital and Technology workstream within the Our Future Council change portfolio, and in doing so support the council to achieve its seven ambitions set out in the Strategic Framework.
- 2.2 This will be spearheaded through two key change programmes: the Data, Digital, and Technology Programme; and the Customer Engagement Programme. These initiatives will also support and enhance the other key change programmes: Assets, Commissioning and Commercial, and the Target Operating Model. By aligning these elements, we aim to create a cohesive and integrated approach that drives innovation, improves service delivery, and meets the evolving needs of our communities.
- 2.3 The Digital and Data Change Programme has identified key areas to focus on in 2025/26 which also align to the Capital Programme of work namely the implementation of the Early Years Education System (EYES), and the Highways Asset Management System (Aurora).
- 2.4 The programme will include a realistic 12-month Action Plan that focuses on stabilising the workforce, enhancing cyber security, and upgrading hardware and software. This plan will ensure that the Council has a solid foundation to build upon for future digital initiatives.
- 2.5 To ensure this remains aligned with Council priorities, Data, Cyber and Digital strategies will be updated regularly in partnership and collaboration with Directorates and Services, and coordinated via the Data, Digital and Technology Change Board. This will be integrated into the business planning cycle every year going forward.
- 2.6 The appendices included in this report provide additional information and examples of the initiatives and strategies that will drive the Council's digital future and enhance service delivery for our communities.

3. Background

- 3.1 The County Council has recently undergone a significant decoupling of its IT Shared Service from Peterborough City Council (October 2024), and the Service Director is currently leading the creation of a new Customer and Digital Services (CDS) offer to support and enable the Council to achieve its ambitions and support the Council's Our Future Change Strategy. At the same time advancements in digital and technological capabilities offer challenges but incredible opportunities
- 3.2 The creation of CDS will support the Council in focussing on improving its services to residents harnessing the power of technology. This will involve alignment with all services and ensuring each has an agreed technology roadmap linked to delivery and aligned with the corporate direction by 31 May 2025.
- 3.3 LGR presents a unique opportunity to reshape our digital landscape and enhance service delivery for our residents. As we navigate this period of change, it is crucial to align our digital strategies with the broader goals of the LGR to ensure realistic and achievable outcomes. By setting goals, fostering collaboration, improving customer interaction, and aligning our initiatives with the Business Plan and Budget, we can navigate this period of change effectively and achieve our digital ambitions.
- 3.4 In the context of LGR, CDS focus will be on setting realistic and achievable goals. This includes enhancing digital connectivity, improving service delivery, and leveraging technology to support the council's priorities. For example, in the short term through 2025, rather than pursuing ambitious projects like creating an AI centre of expertise, CDS will concentrate on practical initiatives that deliver tangible benefits to our residents.
- 3.5 To ensure that our digital initiatives are aligned with the Council's Business Plan and Budget, CDS will cross-reference projects with the planned investments. This alignment will provide transparency and accountability, allowing members to see the revenue and capital investments being made and their expected outcomes. By doing so, we can ensure that our digital initiatives support the council's strategic goals and deliver value for money.

4. Customer Services and Citizen Engagement

- 4.1 While the emphasis is on leveraging technology and implementing digital solutions across all services, our customers remain at the core of the work CDS deliver. CDS will be unified to provide a seamless and integrated experience for residents. This approach will enhance service delivery, improve customer satisfaction, and ensure that digital solutions are aligned with the needs of our communities.
- 4.2 Each line of business system, such as Mosaic for Adults and Liquid Logic for Children's and Education, includes customer portals. These portals provide a secure way for citizens and professionals to engage with the Council, allowing them to monitor progress, access updates, and receive feedback. By enabling engagement at the appropriate level for their requirements, these portals ensure that both customers and professionals can interact with the system effectively and securely.

- 4.3 The introduction of voice recognition marks the next step in the digital journey for Customer Services. This technology will enable self-service for signposting, information requests, payments, and reporting issues related to various services, providing a more efficient and user-friendly experience.

5. Customer and Digital Services Priorities

Collaboration

- 5.1 To enhance our digital capabilities and ensure seamless service delivery, it is crucial to collaborate closely with our system partners across the county. By integrating digital work with partners such as local universities, technology companies, research institutions, and other local authorities, we can leverage their expertise and resources to drive innovation and improve outcomes for our communities.
- 5.2 This collaboration will involve:
- Establishing a Digital Forum to explore challenges and opportunities presented by new technologies, fostering knowledge exchange and collaborative problem-solving. This will be set up by the end of June 2025.
 - Conducting long-term Technology Impact Assessments to identify and develop potential opportunities with partners for using digital, technology, and data to deliver improved outcomes for customers and drive service improvements.
 - Working with key partners including Connecting Cambridgeshire Investing in digital skills development for our communities, customers, and staff to ensure they are equipped to operate in an increasingly digital world.
 - Learning from, and adopting, best practice to quicken the pace of change.
 - The effectiveness of this group will be measured quarterly and will form part of the Terms of Reference.
- 5.3 By working together with our system partners, we can create a more connected, efficient, and innovative digital environment that supports the Council's priorities and enhances the quality of life for our residents. Further updates on the Digital Forum will be brought back to this Committee.
- 5.4 The CDS team will work collaboratively with each Directorate and Service area to proactively identify and develop potential opportunities for using digital, technology and data to deliver improved outcomes for customers and drive improvements in how we deliver services both internally and externally. This will be in place by May 2025 and will be supported by business partnering approach to ensure it meets key objectives. This will include continuously reviewing and updating our Digital, Data, and Cyber Strategies in partnership with all Directorates and Services to ensure they remain relevant and responsive to the rapidly evolving digital landscape, enabling:

- Impact assessments on the opportunity for improved ways of working through data, processes and technology to improve the outcomes for communities and users of our services.
- Impact assessment of how technology and data can support greater prevention of demand and costs.
- Financial benefits associated with new technology adoption.
- Improved social and environmental impacts contributions to sustainability goals, as well as economic opportunities and potential job creation.
- Consideration of potential security risks and measures to mitigate them.

This will be reviewed quarterly and progress reported centrally to ensure that objectives are being met.

Harnessing Data, Analytics and AI

- 5.5 The Council holds a wealth of data, but it is often dispersed across various systems and in non-digital forms. This fragmentation can make decision-making difficult and time-consuming. To address this, the Council is striving to deliver significant changes in the way it works and the outcomes for communities by leveraging data and digital tools. This approach will enable the Council to offer more accessible, user-friendly services and improve service delivery.
- 5.6 There is a growing expectation today that all organisations, including public sector providers, can provide simple and seamless digital experiences that meet their needs. However, the lack of joined-up data and processes can lead to duplication, gaps, and missed opportunities, resulting in poor service and higher costs. By integrating data and digital tools, the Council can enhance transparency, support preventative measures, and build trust with the community.
- 5.7 The Council is committed to using data-driven decision-making to inform policy decisions and improve resource allocation. Real-time analytics can help track performance and identify areas for improvement, ensuring that the Council's services are efficient and effective. Additionally, the Council is exploring the potential of emerging technologies such as Artificial Intelligence (AI), Internet of Things (IoT), and blockchain to drive innovation and efficiency.
- **Leveraging Emerging Technologies: AI, IoT, and Blockchain:** The Council is committed to exploring and harnessing the potential of emerging technologies such as Artificial Intelligence (AI), the Internet of Things (IoT), and blockchain to drive innovation and efficiency. These technologies offer significant opportunities to enhance service delivery, improve decision-making, and create a more connected and responsive environment for our residents. Appropriate governance has been established and by September 2025, a firm position and timeline will be established and communicated to this committee.

- **Artificial Intelligence (AI):** AI can be utilised to analyse large datasets, identify patterns, and make predictions that inform policy decisions and resource allocation. To fully leverage the benefits of AI, it is essential to improve data quality and establish clear data ownership protocols. Initial opportunities have been identified to test the viability of AI in areas such as Adult Social Care. For instance, AI can help predict care needs and allocate resources more efficiently. However, to ensure a holistic and coordinated approach, a comprehensive plan will be developed by September 2025. This plan will outline specific AI initiatives, timelines, and responsible parties, ensuring that AI is integrated effectively across various council services.
- **Internet of Things (IoT):** IoT involves connecting physical devices to the internet, enabling them to collect and share data. This technology can be applied in various areas, such as smart city initiatives, where IoT sensors can monitor traffic, air quality, and energy usage. By leveraging IoT, the Council can enhance the efficiency of public services, reduce costs, and improve the quality of life for residents. Development in this area will be achieved in partnership with Connecting Cambridgeshire and a clear status and forward look will be established by September 2025.
- **Blockchain:** By adopting blockchain technology, the Council can significantly increase transparency, reduce fraud, and build trust within the community. Blockchain's decentralised and immutable nature ensures that all transactions are securely recorded and easily traceable. This technology can be particularly beneficial in areas such as procurement, contract management, and public records. To fully understand its potential and applicability, we will explore initial use cases and conduct feasibility studies. A decision on whether to further pursue and implement blockchain technology will be made by September 2025, based on the outcomes of these studies and the identified benefits for the Council.

By integrating AI, IoT, and blockchain into our digital strategy, the Council can create a more innovative, efficient, and responsive environment that supports its priorities and enhances the quality of life for residents. This will enable a more connected, efficient, and innovative environment that supports its priorities and enhances the quality of life for residents.

- 5.8 **Genomics Integration:** We will explore the integration of genomics into the Council's health and social care strategies to gain valuable insights into the genetic factors that influence health and disease. This initiative aims to enhance our understanding of how genetics impact health outcomes and inform more personalised and effective interventions. To ensure a comprehensive approach, we will conduct a thorough review and develop a detailed plan by September 2025. This plan will outline the specific steps, timelines, and responsible parties for integrating genomics into our health and social care strategies, ensuring that we leverage this cutting-edge technology to improve the well-being of our residents. The Council is committed to reducing health inequalities across Cambridgeshire. By integrating digital solutions into our health and social care services, we can improve access to care, streamline service delivery, and support preventative measures. Initiatives such as the implementation of electronic patient records and the use of AI in social care will play a crucial role in achieving this ambition.
- 5.9 The Council's place-based approach aims to tailor services and solutions to the specific needs of different communities within Cambridgeshire. This approach is closely aligned with

the Connecting Cambridgeshire programme, which focuses on improving digital connectivity and infrastructure across the region. By leveraging the Connecting Cambridgeshire programme, we can enhance our place-based initiatives and ensure that all communities have access to high-quality digital services.

6. Conclusion and reasons for recommendations

- 6.1 CDS is fully aligned and committed to supporting Cambridgeshire County Council's vision of leveraging new technologies to enhance the lives of residents, improve service delivery, and stimulate economic growth.
- 6.2 To ensure this remains aligned with Council priorities, Data, Cyber and Digital strategies will be updated regularly in partnership and collaboration with Directorates and Services, and co-ordinated via the Data, Digital and Technology Change Board. This will form an intrinsic part of the business planning cycle every year going forward.
- 6.3 A new focus on collaboration with Directorates and Services will align annual service planning and digital opportunities to drive benefit. Updates will be reported annually alongside the Business and Budget Plan to the Strategy, Resources and Performance Committee.
- 6.4 As the Customer and Digital Service for the Council develops and reshapes its offer to the Council, there are a variety of ways in which it can enable the Ambitions and objectives of the Directorates and Services.
- 6.5 Through the areas set out in this report and through dedicated efforts in increase collaboration to identify and act upon need, being rigorous in the assessment of potential opportunities to ensure that the Council focuses its resources effectively, continually scanning the digital landscape, enhancing digital skills and ensuring we deliver services efficiently, CDS will contribute significantly to the Council's goals and ensure equitable benefits for all residents.

7. Significant Implications

7.1 Finance Implications

CDS focus will be on driving an optimised customer journey and delivering the Council's Our Future Change Programme, which will help to drive savings and efficiencies going forward.

The Capital and Revenue programme for 2025/26 has allocated £956k to projects which focus on the digital customer journey, while ensuring those who are digitally excluded or have barriers to digital engagement, are enabled to engage with the Council.

The two major programmes of work that will be completed in 2025 calendar year are in the Education and Highway services.

7.2 Legal Implications

None are applicable at this stage.

7.3 Risk Implications

The risk of not progressing with leveraging new technologies is that the Council will not be able to deliver against its commitment of being a digital council which enables customers to self-serve when needed.

7.4 Equality and Diversity Implications

Each project delivered to meet the commitment to leverage new technologies will be impact assessed to ensure that the equality and diversity implications are clearly defined.

7.5 Climate Change and Environment Implications

Each project delivered to meet the commitment to leverage new technologies will be assessed to ensure that the climate change and environmental impacts are clearly defined.

8. Source Documents

8.1 None.

Appendices

Appendix 1 – Examples of Future technologies and digital options to explore

Appendix 2 – Connecting Cambridgeshire Forward Look

Appendices

The following appendices provide additional information and examples to support the main content of this report. They include detailed descriptions of future technologies and digital options that the Council is exploring, as well as a forward look from the Connecting Cambridgeshire. These appendices aim to offer a comprehensive understanding of the initiatives and strategies that will drive the Council's digital future and enhance service delivery for our communities.

1.0 Examples of Future technologies and digital options to explore

Digital Options	Indicative Benefits	Ambition
Develop further the implementation of electronic patient records	Greater data sharing, increasing probability of quality care provision	Health inequalities are reduced
Roll out of pilot online self-serve portals in Adult and Children's Social Care	Correct data captured at first point of contact, access case or report issues 24/7, reduction in duplication of captured data, streamline service delivery	People enjoy healthy, safe and independent lives through timely support that is most suited to their needs
Increased use of smart routes to better plan customer visit management	Reduces journey time, allows care worker to have all required data on their person	Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes, People enjoy healthy, safe and independent lives through timely support that is most suited to their needs
Adoption of cloud-based procurement systems	Follows Digital strategy, focus on Software as a Service (SaaS) solutions	Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes
Greater use of data and automation to ensure procurement follows best practice	Reduce time spent on repetitive action, reduces errors, increases consistency	People enjoy healthy, safe and independent lives through timely support that is most suited to their needs
Implementation of Social Value Matching platform	Allows both suppliers and local organisations to offer, match and create more placed based Social Value	Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised
Explore the feasibility of Virtual Agents in Customer	Reduces time spent on calls with the public, information	Net zero carbon emissions for Cambridgeshire by 2045, and

Digital Options	Indicative Benefits	Ambition
Service	provided is from a reputable source and is consistent	our communities and natural environment are supported to adapt and thrive as the climate changes
Greater and expansion of use of data from own and external sources to measure climate change	Supports CCC's net zero carbon target	Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes, People enjoy healthy, safe and independent lives through timely support that is most suited to their needs
Digital platforms for green investment tracking	By monitoring investments in green projects will ensure that the Council effectively reduces carbon emissions, conserving biodiversity, and managing natural resources sustainably	Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes, People enjoy healthy, safe and independent lives through timely support that is most suited to their needs
Leverage increased use of corporate data systems and storage to integrate data sources and expand enabling data led decisions	This will enable all data sources to be integrated (where appropriate) enabling data to be matched from sources that are not currently. For example, matching social care data with bus route data, discovering requirements to support the care being provided by the Council	Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised
Develop data strategy and framework	To enable future AI use we need to map and organise our and potentially our partners data. This is the foundation for change. Alongside this we need to take our communities and users with us to ensure they have trust and confidence in how we are using that data legally and ethically	This is foundation building and underpins the Council's Change Strategy
Income collection SMS and other forms of smart notifications	Improved debt collection and engagement with users to manage debt	People are helped out of poverty and income inequality

Digital Options	Indicative Benefits	Ambition
Continue upskilling of Digital Skills within the Council and the wider community.	This will underpin the required change further on the journey to becoming a fully Digital Council.	This is foundation building and underpins all Ambitions
Integration of AI for predictive analytics in all service areas	Wider use of data from all sources, enabling faster and more data driven decision making especially around prevention in care.	Health inequalities are reduced
Wider adoption of wearable health devices	Immediate, non-user triggered, indication of an issue to the providing service	Health inequalities are reduced
AI and big data for environmental monitoring and management	Large volumes of data being assessed and managed, and outcomes provided.	Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised
Use of Internet of Things to report system failures. This involves connecting technology with physical items e.g. Traffic lights	Faster identification of current issues, predictive analysis of future issues and product lifespan.	Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised
Use of drones, automated vehicles and AI assessed imagery for data capture	Reduction of travel and human resources to assess reports of highway issues and provide preventative assessment of assets.	Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised
Autonomous electric vehicle trials and infrastructure development	Reduction of travel and human resources to assess reports of highway issues and provide preventative assessment of assets.	Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised
Develop digital twins for physical entities e.g. New Shire Hall. To enable the monitoring and then optimisation of Council assets.	This will support our move to net zero estate	Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes

2.0 Connecting Cambridgeshire

- 2.1 This section outlines a forward look from the Connecting Cambridgeshire
- 2.2 Following successful delivery of the Connecting Cambridgeshire Digital Strategy 2021 – 2025, a revised strategy for 2025 – 2029 has been developed and was approved by the CPCA board in October 2024. The supporting Business Case is currently being reviewed and will go to the investment board in December 2024 and, if approved, for ratification by the CPCA board in January 2025.
- 2.3 The new strategy has been divided into three workstreams each delivering specific projects while enhancing the deliverables of the overall programme. These are Infrastructure, Innovation and Inclusion. The table below sets out the work expected to be delivered over the next ten years, keeping in mind that technology and advancements in these areas move rapidly.
- 2.4 **Short Term: 12 Months.** The table below presents the priorities over the next 12 months.

Workstream	Overview	Project work
Infrastructure	Continue to support the provision and improvement of mobile and fixed connectivity across the region. This work aims to assess and benchmark the current connectivity in the region and accelerate improvements of full fibre, 4G & 5G. This will include continuation of barrier busting work to make it easier for operators to deploy in the region including on CCC owned assets where appropriate. A Future Connectivity Review will be undertaken to analyse the current use of digital connectivity by local councils to deliver services, identify problem areas and identify longer term opportunities to improve services with the availability of enhanced connectivity.	Crowd sourced mobile data, Neutral Host deployment solutions, 5G projects, Asset mapping, Fibre ducting in infrastructure, Voucher provision, Future Connectivity Review.
Innovation	Build on the work completed over the last four years to trial and understand innovative technologies and data solutions to support our residents and businesses. This work includes future-facing technologies such as AV (Audio Visual), XR (Extended Reality) & AI that have the capability to significantly enhance services to residents. The workstream will support enhanced data collection and analysis of the range of sensors that have been/will be deployed.	LoRaWAN (Long Range Wide Area Network) expansion, IOT devices and data, Automated Vehicles, 5G use cases.

Workstream	Overview	Project work
Inclusion	Continue work to ensure that digital exclusion in the region is minimised and all residents and businesses are supported to make use of digital technology. This will include launching specific interventions identified in the digital inclusion strategy.	On-street public access Wi-Fi provision, support for the digital switchover, provision of devices and hardware, Digital inclusion connectivity and partnerships, Digital skills and confidence, Digital solutions for community spaces (e.g. community hubs, village halls etc.)

2.5 **Medium Term: Two to Four Years.** The focus of years two to four will be on the continued delivery across the 3 workstreams of the CPCA digital connectivity strategy 2025-29. This will include expanding work across local authority directorates to identify areas where we can pilot and bring into service new technologies enabled by digital connectivity. Areas of focus will include:

- Enhancing road and railway mobile connectivity. Building on work undertaken as part of the 5GIR project.
- Works to exceed 99% gigabit-capable coverage in the region (including BDUK funded Project Gigabit, voucher schemes etc.)
- Explore and implement new models for improving mobile connectivity to underserved areas in the region that may include co-investment in infrastructure.
- Identify government funded opportunities that align with CCC/CPCA/GCP ambitions.
- Implement projects identified by the future connectivity review.
- Further work on Digital Twins to identify the areas that they can support the authority to manage their assets/services and assess future impacts of projects.
- Deliver a data platform and increase data collection/analysis that support operational teams to undertake interventions or understand the impact of projects.
- Implement a grant scheme to facilitate businesses to develop new products/services that rely on 5G connectivity (Extending the 5GIR & CORE projects through CPCA match funding)
- Continued Digital Inclusion work to ensure residents & businesses have the devices, skills and confidence to make the most of enhanced connectivity. This will be focussed on those most at risk of digital exclusion and those that may benefit the most from access (Health & Social Care).

2.6 **Longer Term: Five to 10 Years.** Beyond the strategy advancements in technology become more difficult to predict but it is anticipated that work will continue to ensure that the approaches to digital connectivity and services they provide are embedded into new developments, services and projects as standard practice. Horizon scanning will continue to identify new developments in digital connectivity such as 6G and how these can be used to support improved services, economic growth and CCC ambitions. Net Zero & sustainable development will continue to be underpinned by digital connectivity. It also important that local programmes are put in place to provide appropriate educational courses to work in new technologies/industries and draw businesses to the region that will drive economic growth. As housing in the area is predicted to increase significantly, digital connectivity and innovation will play a crucial role in enabling this to be achieved sustainably.

- 2.7 Alignment to CCC Ambitions: As the importance and reliance on digital connectivity continues to increase at a significant rate throughout all parts of life, the delivery of fast, reliable, accessible connectivity is crucial. The projects that the Connecting Cambridgeshire team deliver underpin or contribute to all seven of the County Councils strategic ambitions. For example, supporting the roll out of better fixed and mobile connectivity supports people to learn, work and connect more flexibly.
- 2.8 In doing so there is potential to reduce daily commuting journeys, thereby reducing congestion and improving air quality. This in turn promotes the chance of better health outcomes for individuals and helps them to balance their work and home life commitments providing improved quality of life.
- 2.9 The table below calls out some projects specifically and groups others together into broader topics.

	1 – Net Zero	2 – Sustainable Travel	3 – Health inequalities	4 – Independent lives	5 – Income inequality	6 – Places and Comms	7 – Opps to thrive
Improved digital connectivity		X		X		X	X
Implement projects identified by the future connectivity review	X		X				
Collation and Sharing of local data		X		X		X	
Digital Inclusion Work			X	X	X	X	X
Automated vehicles							
Neutral Hosts	X					X	
Fibre ducting in infrastructure	X						