



Comhairle Contae Chorcaí
Cork County Council

Digital Strategy

2020 - 2022

Introduction

Cork County Council is driving change and putting citizens and communities in the centre of how services and policies are delivered.

Our new Corporate Plan 2019 – 2024 presents us with the opportunity to build a new Council, empowering our citizens and staff and building on well established local networks and relationships. A digital strategy facilitates and accelerates the transformation of County Cork through its citizens and communities.

This digital strategy describes how Cork County Council will position itself to ensure that people can easily and effectively access our information and services, work with us to improve these services and to drive innovation and transformation across the county.



A number of national strategies and initiatives are already driving change.

There is a huge opportunity to transform our Council and our County through digital innovation.

Cork County Council also has a new Corporate Plan – 2019 – 2024. This plan was designed in collaboration with key stakeholders around the County and staff from across the Council. It is based around 4 strategic focus areas –

- Thriving and Prosperous Urban and Rural Economies
- Healthy, Happy and Inclusive Communities
- Clean and Green County
- An Innovative and Forward Thinking County Council

1. Context of the Strategy

CURRENT NATIONAL AND LOCAL POLICIES, PLANS AND PROJECTS SET THE CONTEXT FOR OUR DIGITAL STRATEGY. THESE INCLUDE -

- New Corporate Plan 2019 - 2024
- Cork County Council Financial Governance Review
- Public Service 2020
- Local Authority People Strategy
- eGov Strategy and
- Principles
- Public Service ICT Strategy
- Cork County Council ICT Strategy
- Cork County Council Communications Strategy
- Cork County Council Culture and Creativity Strategy
- Our Public Libraries 2022 – inspiring connecting and
- empowering communities
- Local Economic and Community Plan
- Cork 2050
- National Broadband Plan
- Ireland 2040
- Public Service Data Strategy
- Public Sector Equality and Human Rights Duty

2. Cork County - Digital Profile

Apart from key local policies and plans, a number of key demographics and statistics also set the scene for the digital strategy.

These are –

- Change in population of the county between 1991 and 2016
- Percentage of households with access to a PC in 2016
- Percentage of households with a Broadband Internet connection in 2016

The national broadband plan also lays out areas across the county where broadband will be provided through state intervention, commercial deployment or planned commercial deployment.

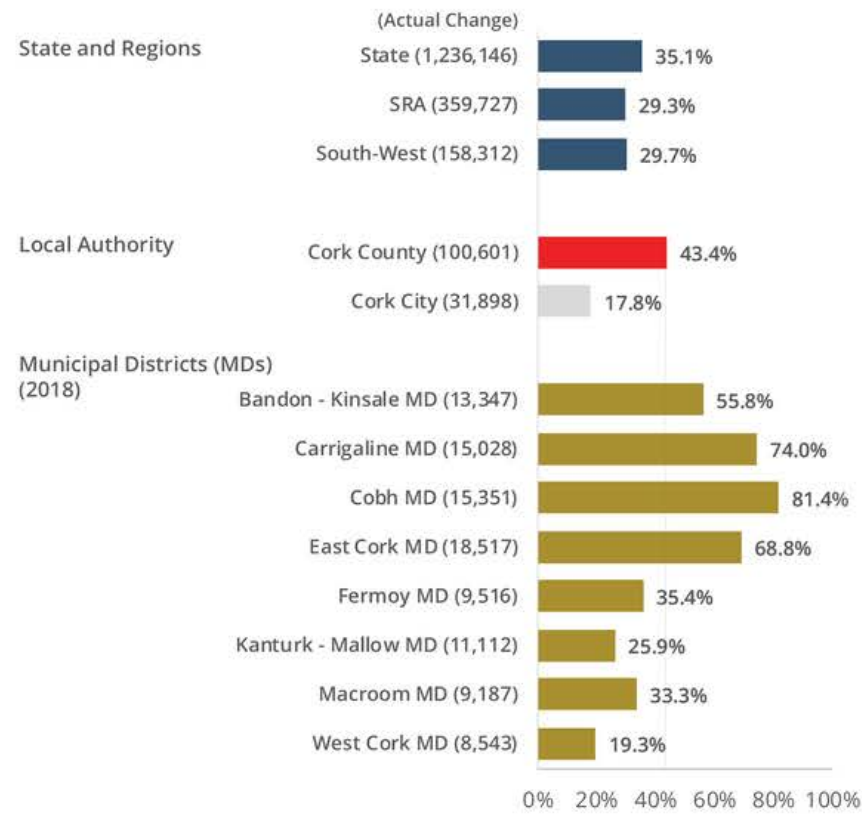
The location of approved broadband connection points is also mapped.

Together, this information describes the potential digital readiness of areas across the county in terms of capability, access and infrastructure. This information has also informed the corporate plan and communications strategy.



Population Change

Population Change in Cork County Council, 1991 to 2016



Status, 2016

Compare and contrast Cork County with national, regional and local areas

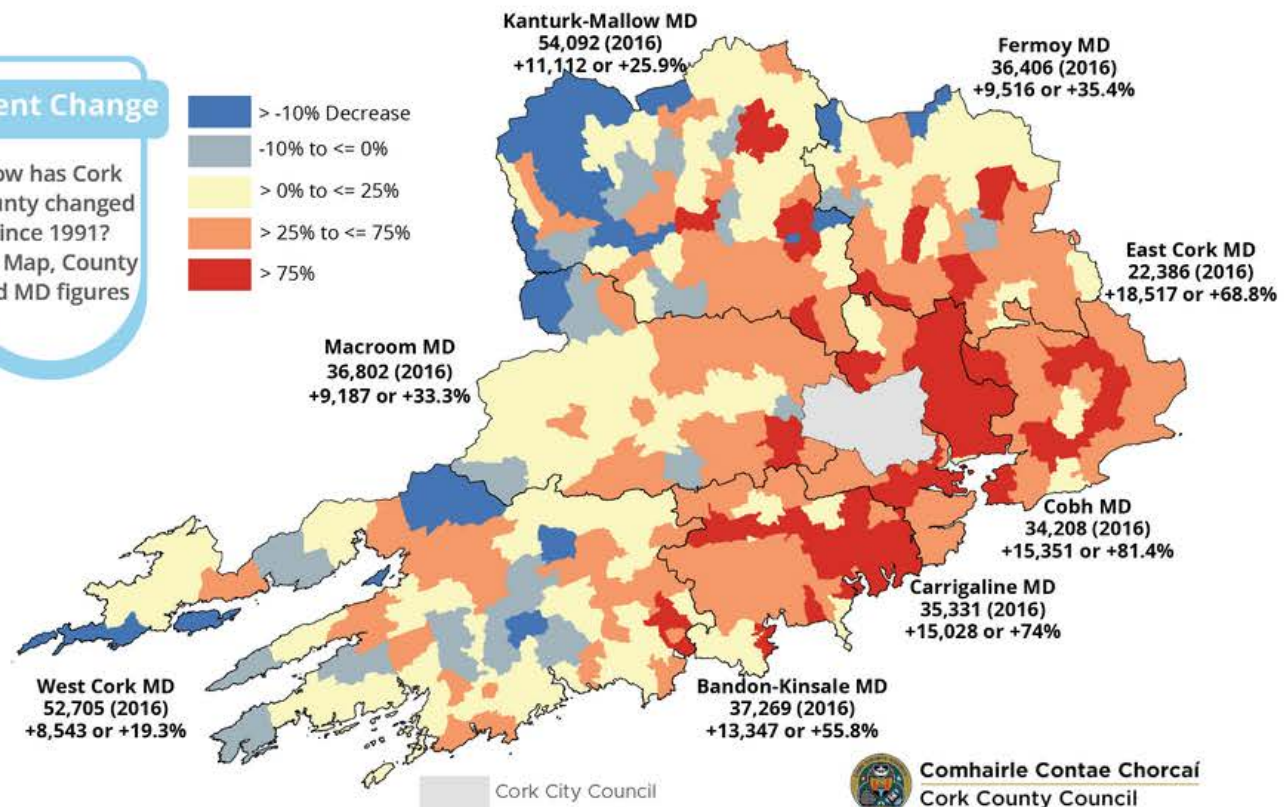
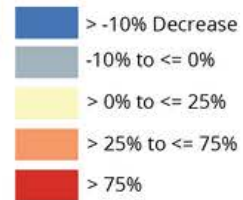
2nd Highest # in State

11th Highest % in State

1 being the highest and 31 the lowest # or % of all local authorities

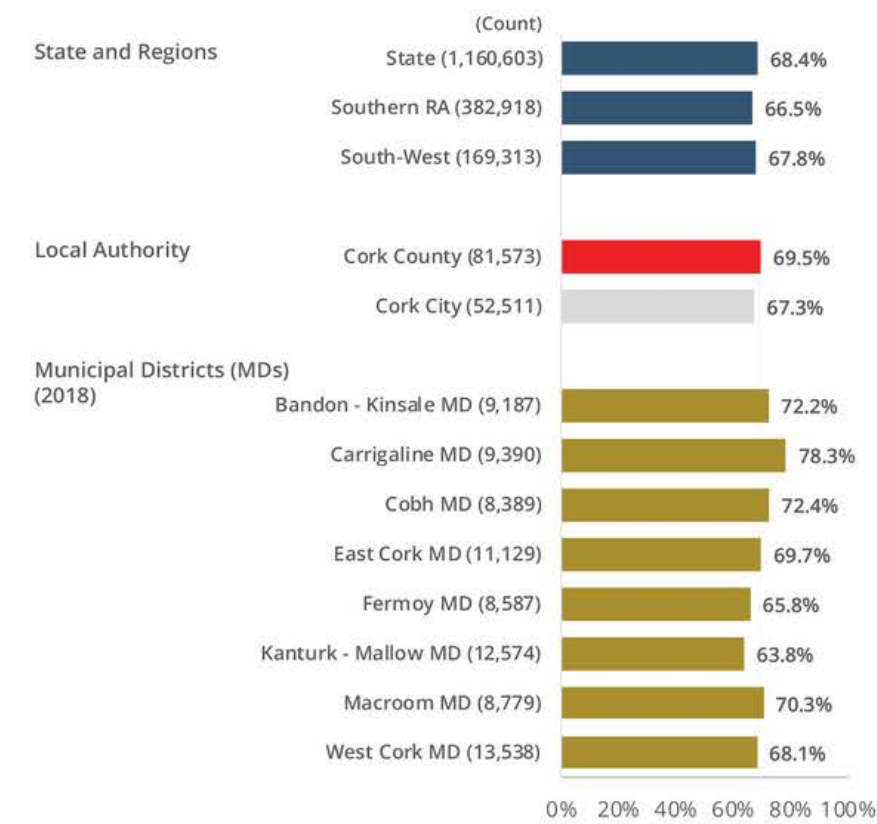
Recent Change

How has Cork County changed since 1991? See Map, County and MD figures



Households Personal Computer

81,573 or 69.5% of households have access to a Personal Computer (PC), 2016



Status, 2016

Compare and contrast Cork County with national, regional and local areas

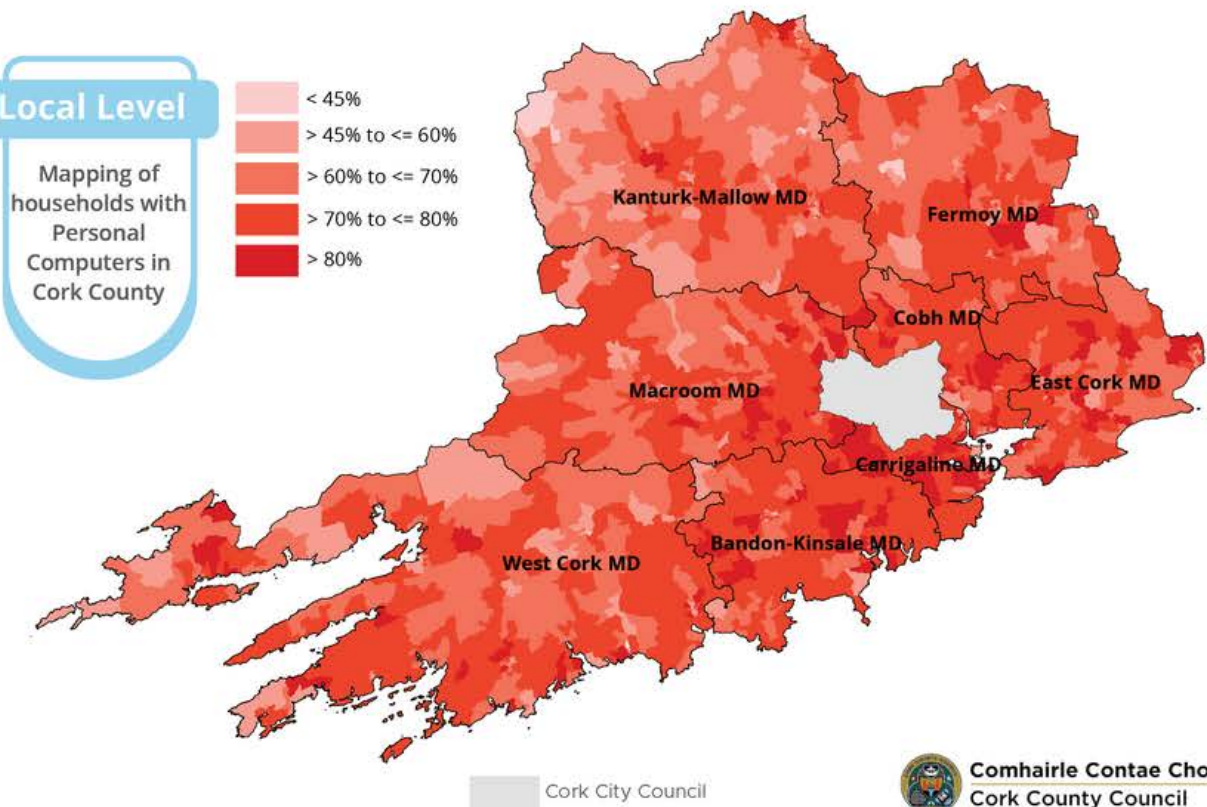
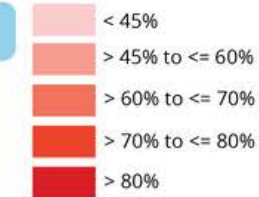
2nd Highest # in State

8th Highest % in State

1 being the highest and 31 the lowest # or % of all local authorities

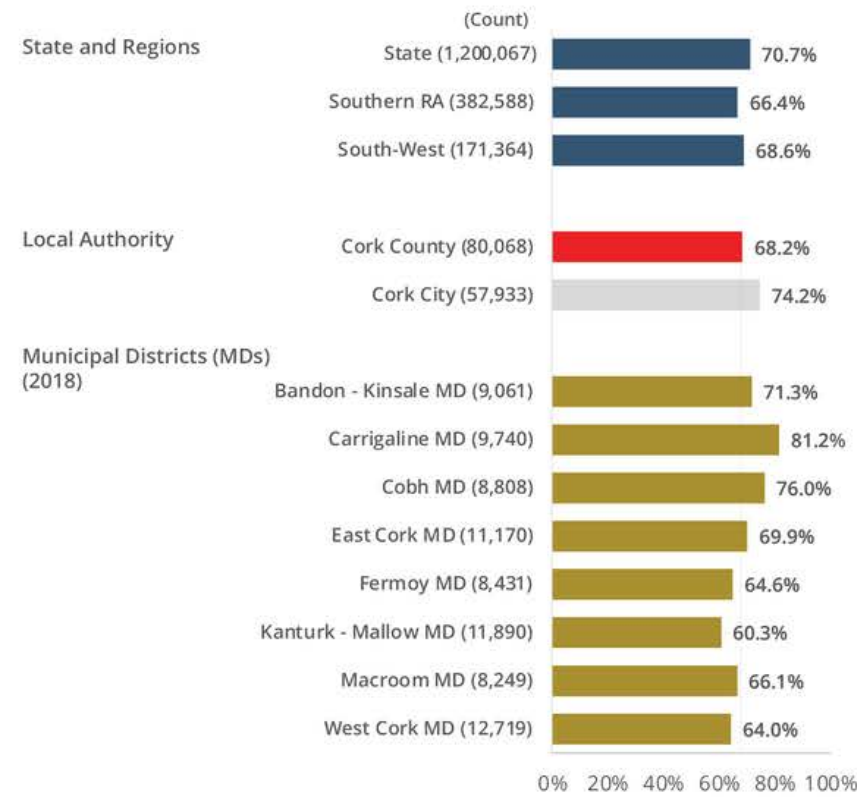
Local Level

Mapping of households with Personal Computers in Cork County



Households Broadband Take-up

80,068 or 68.2% of households have a Broadband internet connection, 2016



Status, 2016

Compare and contrast Cork County with national, regional and local areas

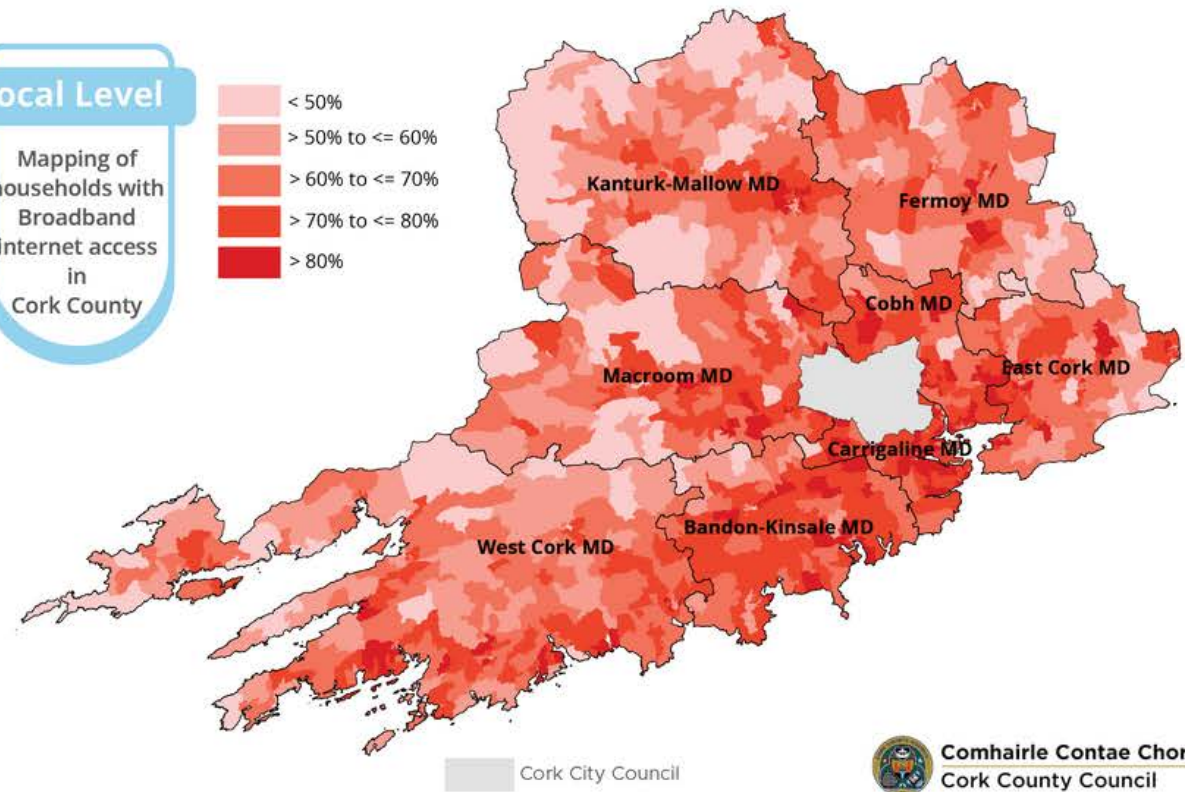
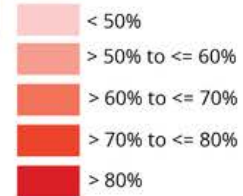
3rd Highest # in State

12th Highest % in State

1 being the highest and 31 the lowest # or % of all local authorities

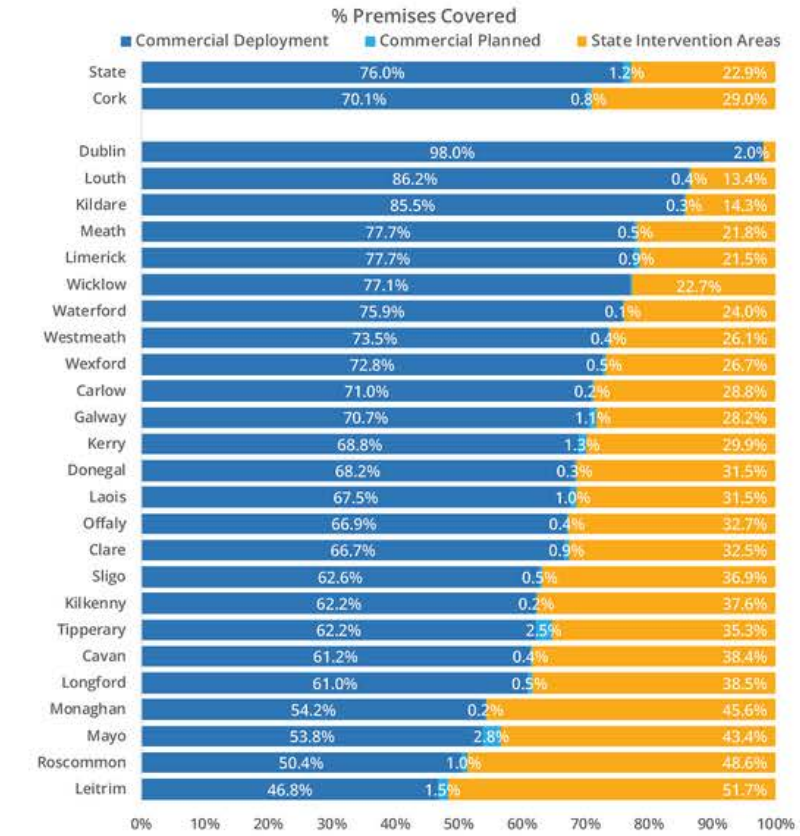
Local Level

Mapping of households with Broadband internet access in Cork County



High Speed Broadband

High Speed Broadband Map for Cork County*, Q3 2019



Status, 2019

Compare and contrast Cork County with national, regional and local areas

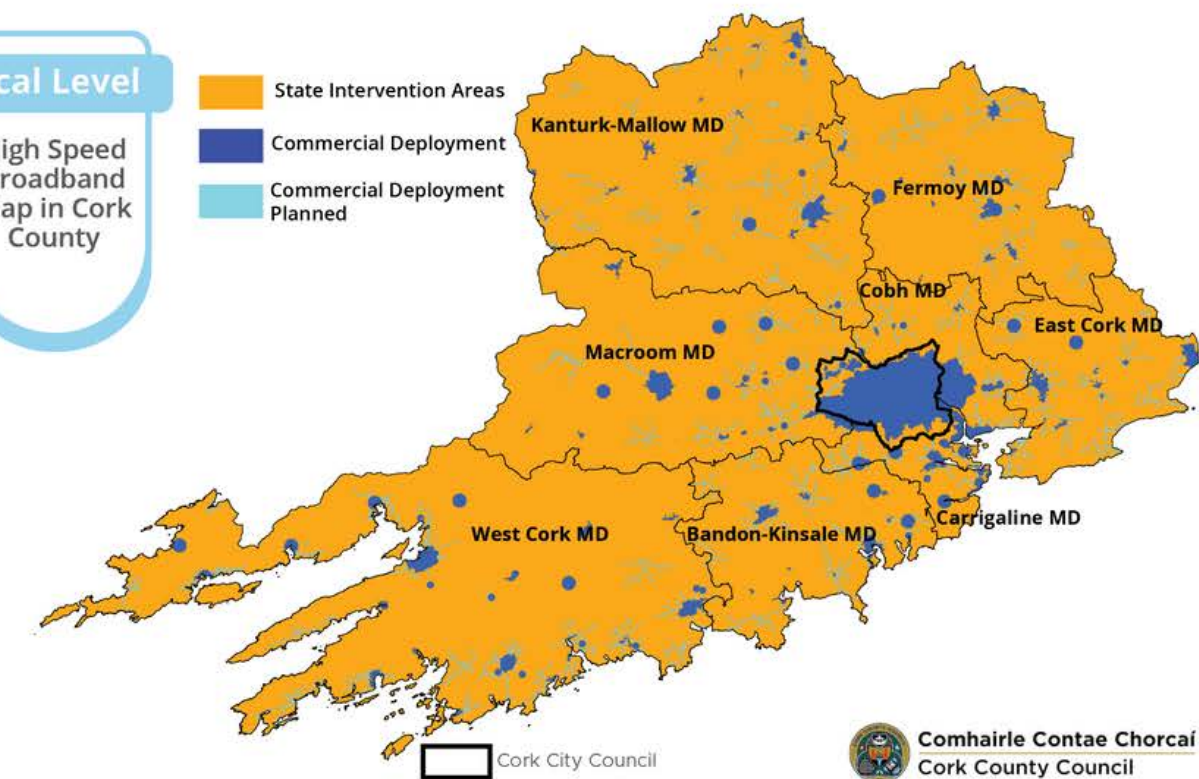
12th Highest # in State

1 being the highest and 26 the lowest % of premises in Commercial Deployment broadband areas

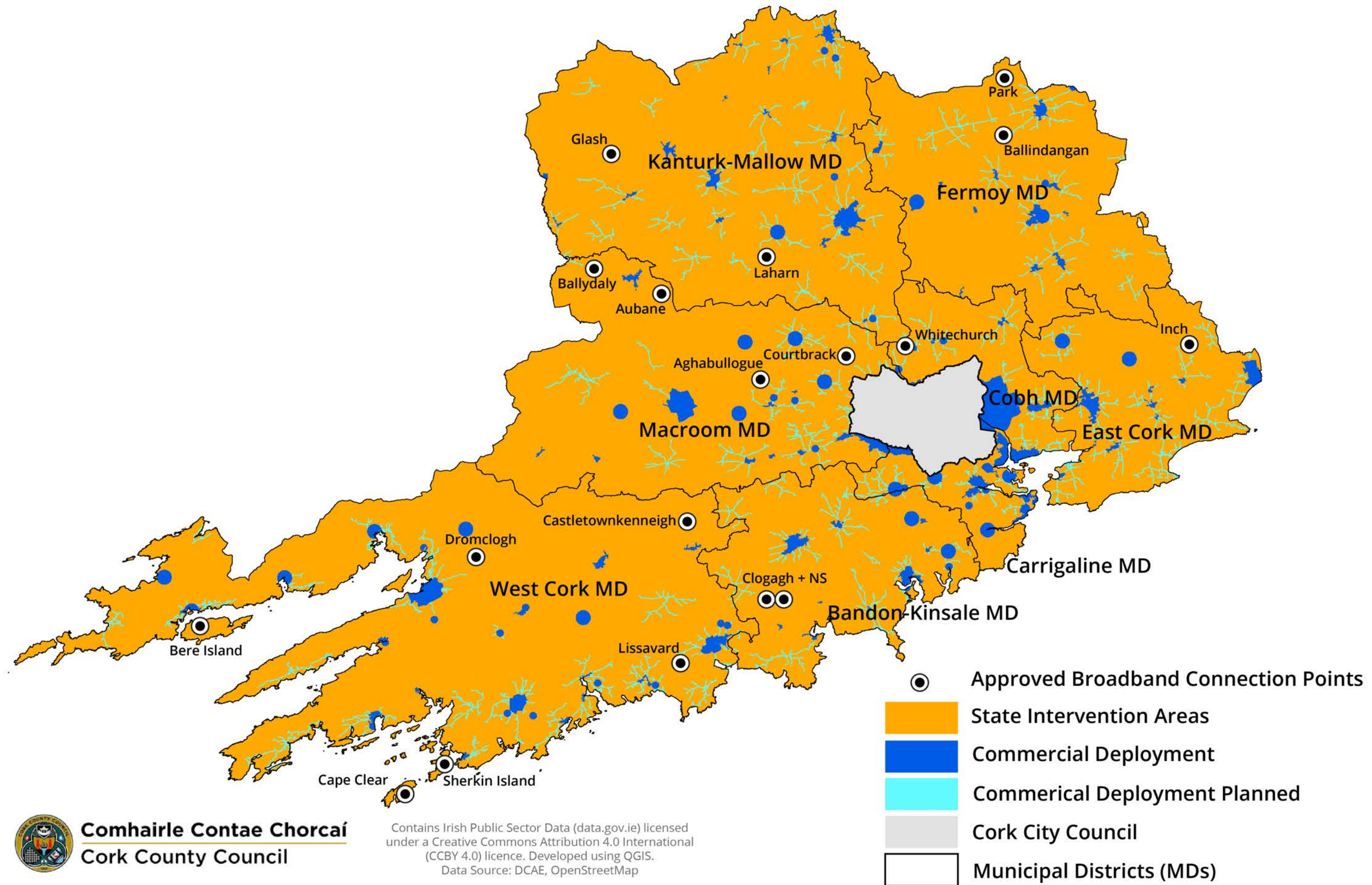
* This analysis is based on all of Cork - including Cork County and City

Local Level

High Speed Broadband Map in Cork County



High Speed Broadband Map for Cork County, Q3 2019 Including Approved Broadband Connection Points (May 2020)





**WE HAVE TO
TALK MORE TO
EACH OTHER!**

**OUTDOOR WORKERS ON
THE POTENTIAL OF
TECHNOLOGY TO
IMPROVE
COMMUNICATION
BETWEEN STAFF**



A DIGITAL FUTURE WITH AND FOR OUR CITIZENS, BUSINESSES AND COMMUNITIES

DIGITAL STRATEGY VISION

USING TECHNOLOGY TO MAKE PEOPLE'S LIVES BETTER

DIGITAL STRATEGY MISSION

3. Designing the Strategy

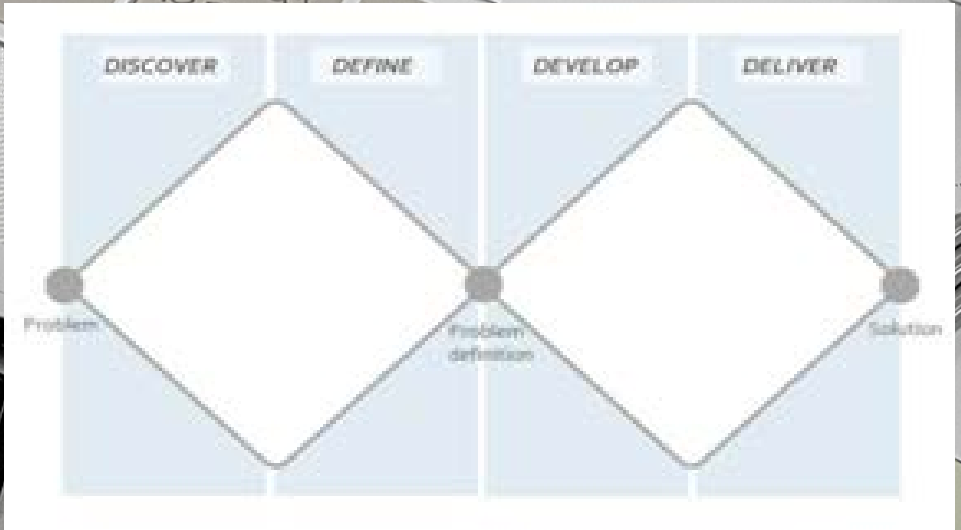
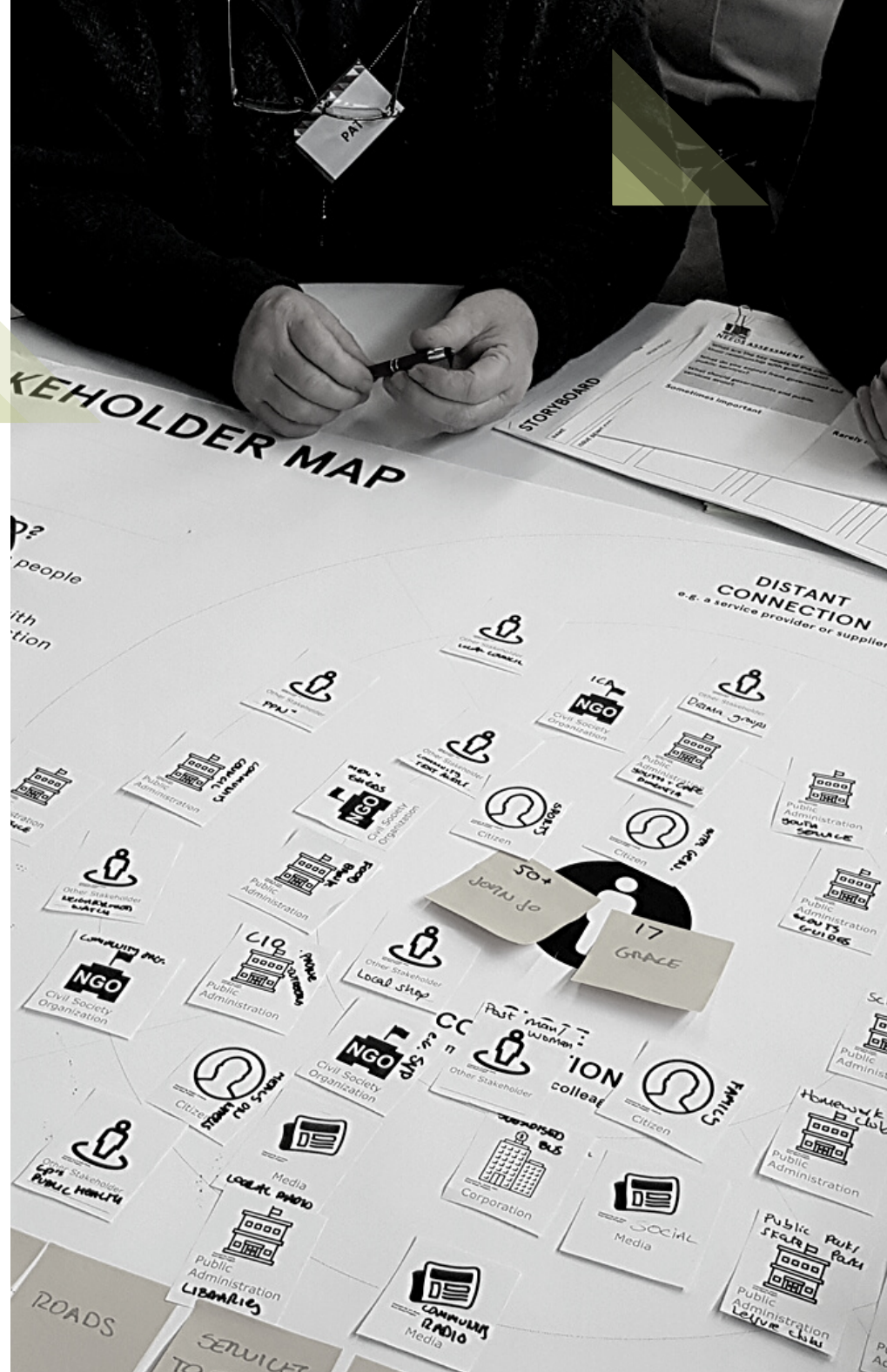
OUR CORPORATE PLAN AND DIGITAL STRATEGY ARE BASED ON THE VALUES OF OUR CITIZENS, COMMUNITIES AND STAFF.

VALUES INFLUENCE BEHAVIOUR, SHAPE OUR CULTURE AND INSPIRE US TO ACTION. BUILDING OUR CORPORATE PLAN AND OUR DIGITAL STRATEGY AROUND VALUES ENSURES THAT THEY HAVE MEANING FOR EVERYONE.

Our Vision and Mission are based on core values that put people at the centre of everything we do. Our approach to our Corporate Plan and Digital Strategy used a service design methodology and a double-diamond design process for their development.

Cork County Council is the first local authority in Ireland to use a design process for the development of a Corporate Plan and Digital Strategy.

The process began with a discovery phase where stakeholders were invited to a series of interviews, workshops and other consultations, to tell us what matters to them – what are their values. The Corporate Plan and Digital Strategy were co-designed around these values and built from the bottom up.



Our Values


- **Respect** - respecting each other and the Council's dedicated employees
- **Integrity** - doing the right thing in an honest, fair and responsible way
- **Trust** - having confidence and faith in the Council's employees to do the right thing
- **Inclusion** - giving all citizens, businesses and communities equal access to Council services
- **Empathy** - understanding the needs and requirements of the Council's citizens
- **Recognition** - acknowledging the good work of the Council's employees in meeting the needs of our citizens

#itswhoweare

4. Engagement

- 9 workshops were held in municipal district and local area offices
- 15 workshops were held in County Hall
- 8 workshops were held for Elected Members and MD committees
- Public interviews were conducted in 8 library branches all around the county
- 2 dedicated business sector workshops were held
- Both CIT and UCC were consulted on the Corporate Plan
- Disability groups were contacted separately for input as were the Older Persons Council and Comhairle na nÓg
- Outputs from workshops with the PPN, Comhairle na nÓg and the Age Friendly Alliance to assist in forming objectives for 2019, were also included in the research for the Corporate Plan and Digital Strategy
- 12 high level strategic meetings were held with directors and their senior staff
- A high level strategic meeting was held with each Divisional Manager
- Corporate Policy Group were key to guiding the development of the corporate plan and there was ongoing consultation with this group
- A feedback session and presentation was delivered to the MDs
- An online consultation was undertaken via our www.yourcouncil.ie site. A total of 134 submissions were received online
- 4 submissions were received by post



A photograph of three people sitting at a table in a meeting room. On the left is a woman with blonde hair and glasses, wearing a black jacket with red accents and a patterned scarf. In the center is a man with short grey hair and glasses, wearing a grey sweater. On the right is a woman with dark hair, wearing a red top. They are all looking towards the camera. The room has large windows in the background, and there are water bottles on a table to the right.

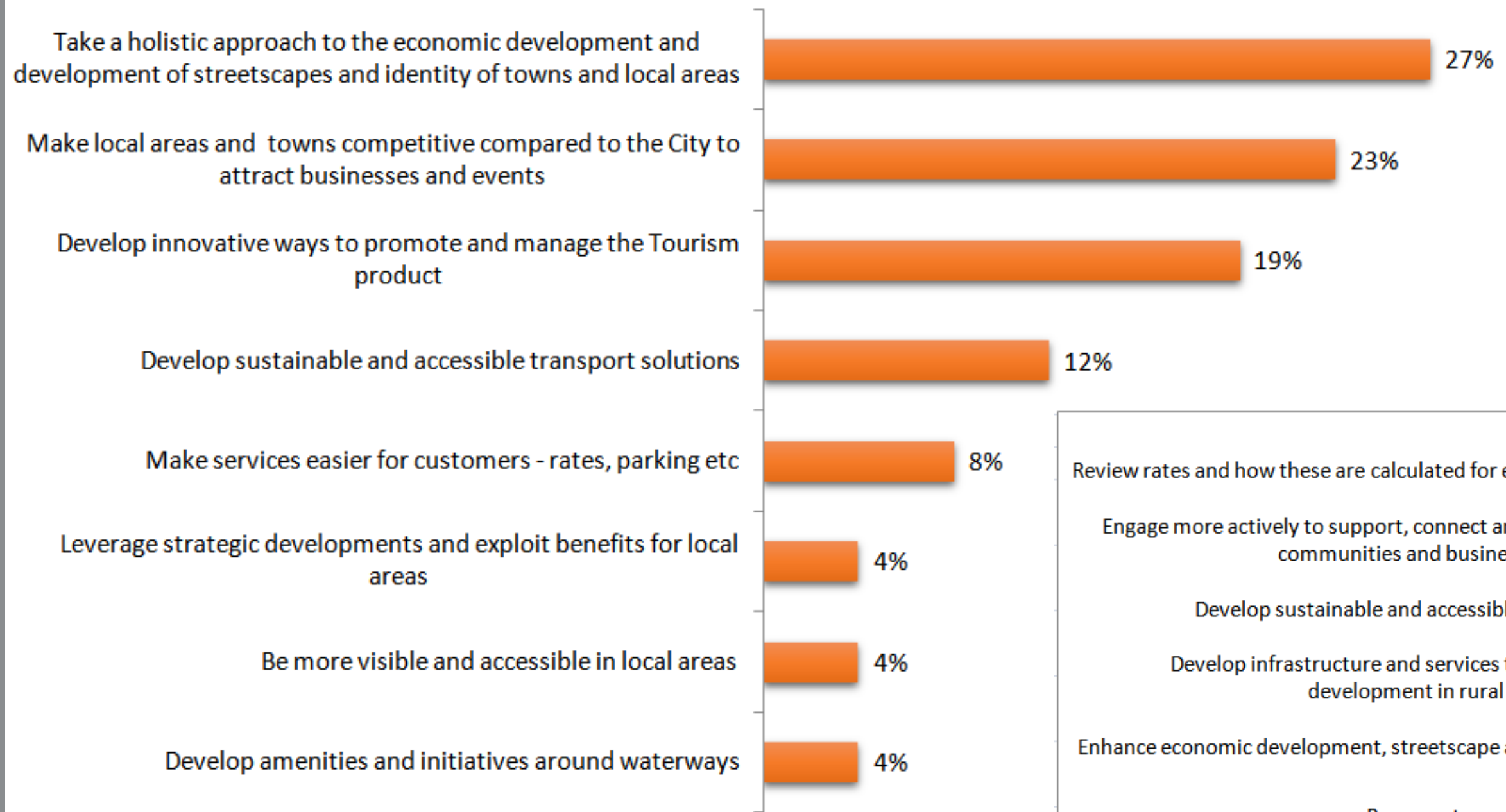
“The Council needs to be more proactive in how they support local business”

“Our livelihoods depend on people coming into the towns”

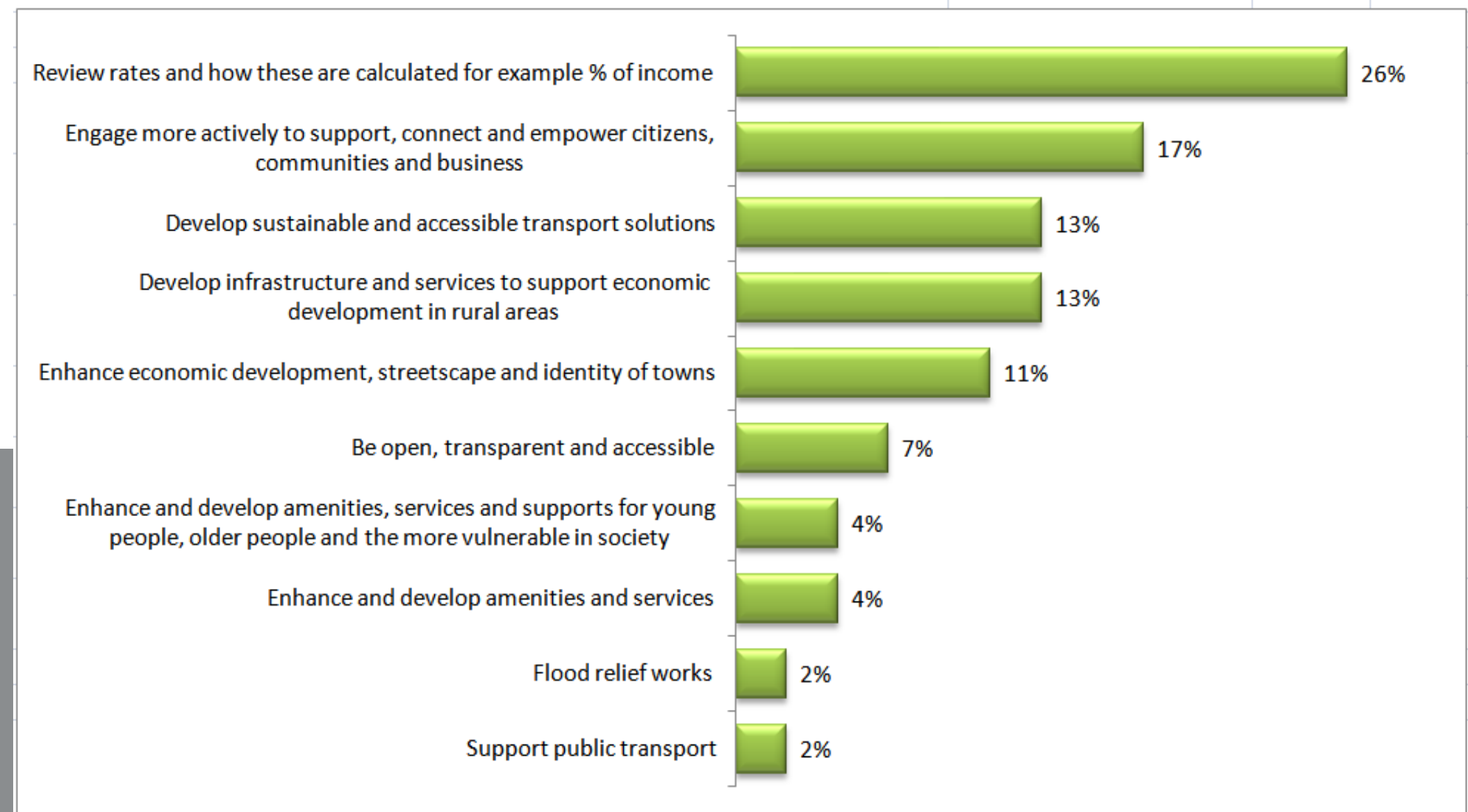
“Get the money back in the hands of the people”

“Having proper infrastructure to support local small business growth is vital”

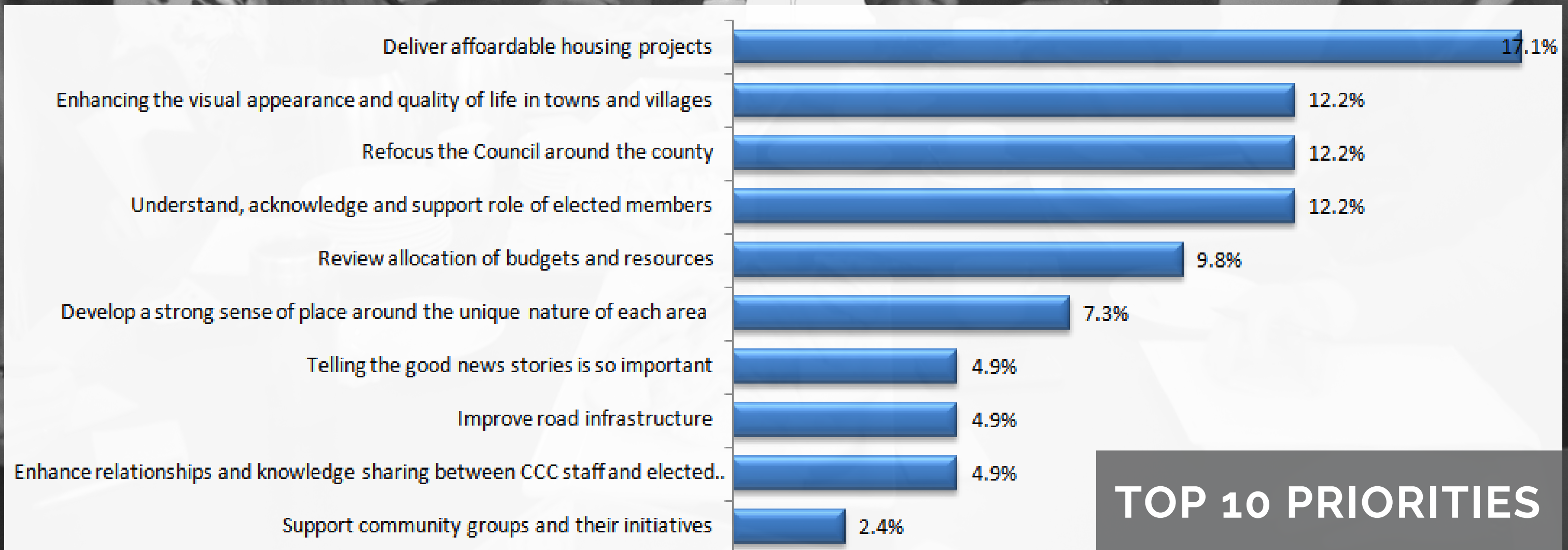
Business Priorities



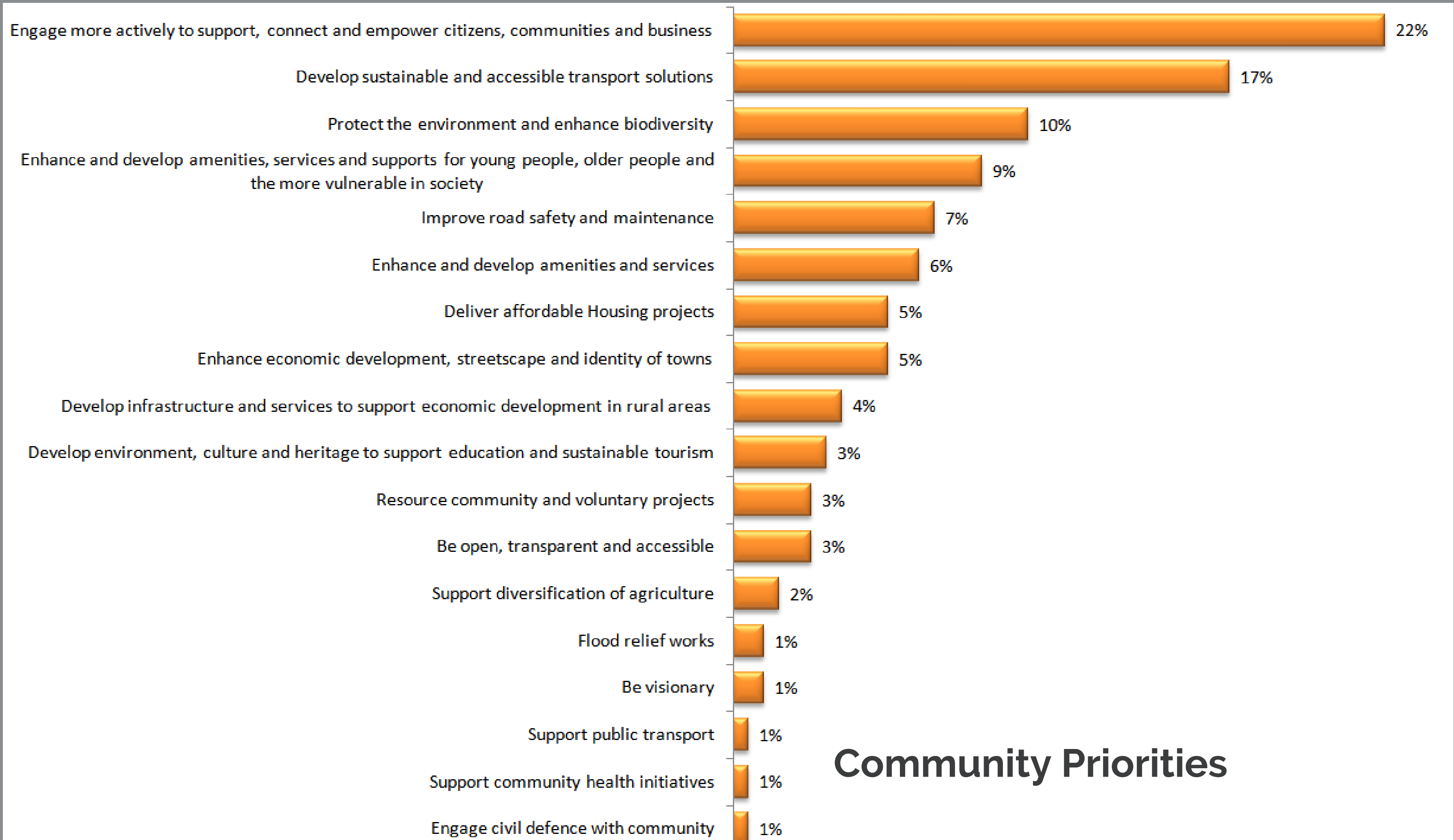
Action Areas



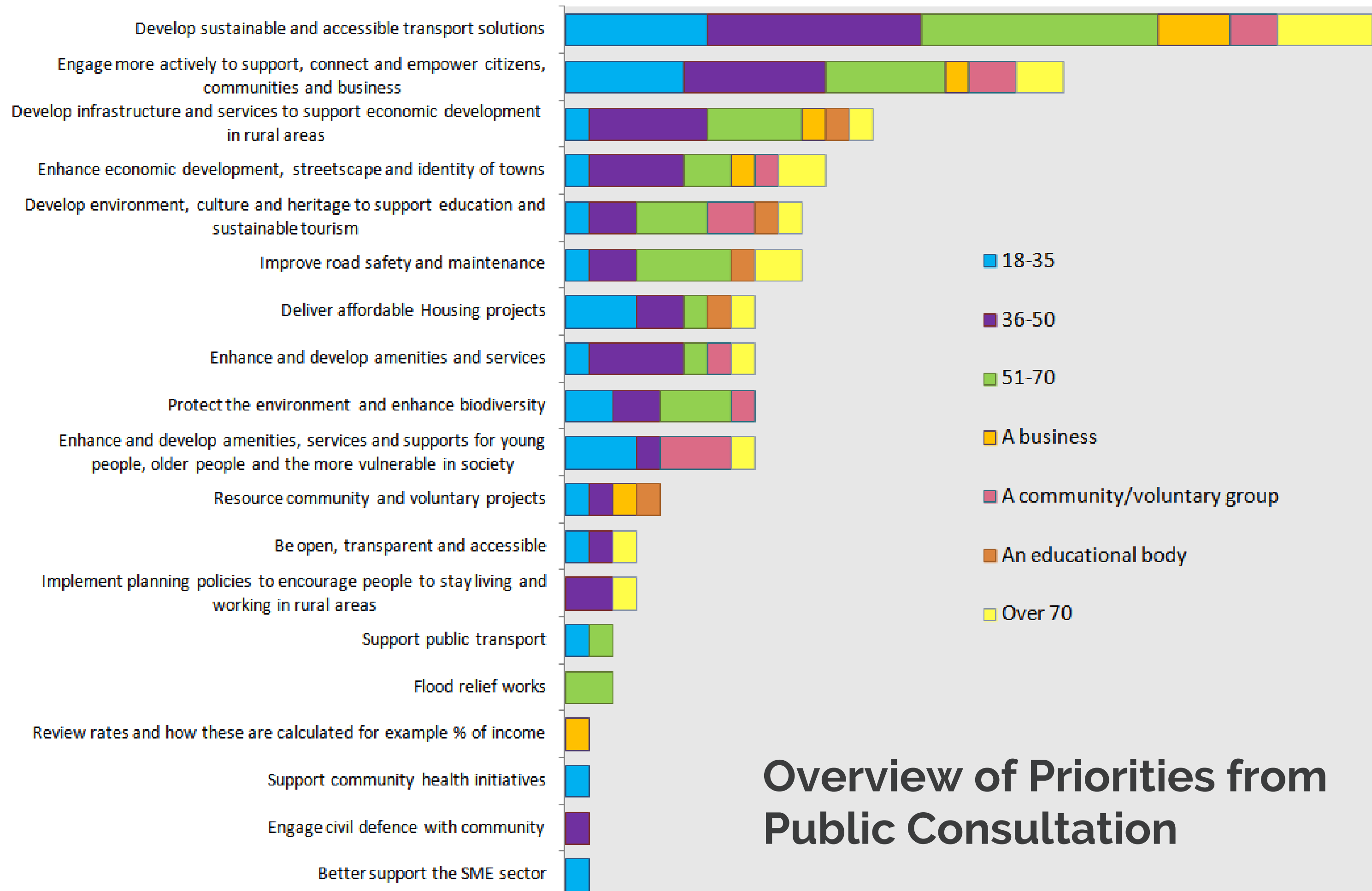
Consultations with Elected Members



TOP 10 PRIORITIES



Community Priorities



Overview of Priorities from Public Consultation

5. Corporate Plan and Communications Strategy



The Digital Strategy has a key role in supporting the delivery of the Corporate Plan. Equally the Digital Strategy is closely connected to the Communications Strategy in terms of empowering and enabling the Council through the use of digital channels for service delivery and for communication.

CORPORATE PLAN THEMES

1. Our People
2. Strong Inclusive Communities
3. Sustained Economic Vibrancy
4. Climate and Environment
5. Capacity for Growth
6. Service Quality
7. Governance and Democracy
8. Communications
9. Innovation

COMMUNICATIONS STRATEGY GOALS

1. Empowering and supporting citizens
2. Heightened brand awareness of Council's work
3. Humanise communications
4. Staff recognition and strong internal communications, engagement and involvement
5. Excellent customer service
6. Digital transformation by leveraging technology, changing mindsets and culture and introducing new communications work practices
7. Scaling digital communications across the organisation with more input from all Directorates and Functions

6. Digital Strategy Priorities

Our 5 Digital Strategy priorities have been developed to support the themes and goals of the Corporate Plan and Communications Strategy.

ENSURING EASY ACCESS TO OUR SERVICES AND INFORMATION

We will use technology to make access to services and to information as simple and effective as possible.

REACHING PEOPLE WHERE THEY ARE

We will bring our services and support to people where and when they need them.

SAFEGUARDING PEOPLE'S RIGHTS THROUGH AND WITH TECHNOLOGY

When we provide digital services or infrastructure to customers we will ensure that their digital rights are upheld and safeguarded.

TRANSFORMING HOW WE WORK

We will empower our staff through technology, improving and enhancing how they communicate and collaborate.

DRIVING AND SUPPORTING INNOVATION ACROSS THE COUNTY

We will harness opportunities to drive and support innovation across the county.

ENSURING EASY ACCESS TO OUR SERVICES AND INFORMATION

WE WILL USE TECHNOLOGY TO MAKE ACCESS TO OUR SERVICES AND TO INFORMATION AS SIMPLE AS POSSIBLE. WE UNDERSTAND THAT NOT ALL CUSTOMERS WANT TO ENGAGE WITH US THROUGH A DIGITAL CHANNEL. HOWEVER, REGARDLESS OF THE CHANNEL CHOSEN, WE WILL PROCESS THEIR REQUEST EFFICIENTLY THROUGH A DIGITAL BACK OFFICE.

We will do this by –

- Working with our citizens, communities and staff to co-design digital services that are simple and accessible, at the same time ensuring that non-digital channels are equally transformed and accessible for people who want to contact us face to face or over the phone.
- Engaging with staff and customers to ensure that how we communicate and share information is easy and effective.
- Using the power of technology to allow us to work more efficiently, to do more with less. This includes digitisation of services, automation, reduction in paper and manual processes where possible.

Ensuring easy access to our services and information

High Level Actions	Measure or Outcome	Target
Co-design services across channels with citizens, communities, businesses and key stakeholders for greater information and knowledge sharing and accessibility to our services	Customer feedback for newly designed services indicates that services are easily accessible and easy to use across all channels	Minimum of 50% of online delivered using co-design process with stakeholders
Expand and develop our digital back office, providing a range of channels to the customer	Frontline staff digitize service requests from offline channels where a digital channel exists, reducing the manual stages of the service, reducing paper and automating service activities where possible	100% of service requests are digitised where a digital channel exists 50% reduction in paper 20% time saved per request
Use simple and well designed service patterns across our service portfolio, in line with best practice (GDS, NDA)	Library of service patterns developed and expanded	Library of service patterns in place
Expand the reach of digital transformation and online services through the dedicated Service rePublic team	Develop a portfolio of service transformation projects with every department Expand number of online services in key areas e.g. grant applications, submissions and consultations, job applications Expand the number of service requests and enquiries received online	Q4 2020 Increase in percentage of grant applications, submissions and consultations and job applications received online Increase in percentage of requests and enquiries received online
Deliver easier access to information using GIS	Number of GIS layers and services available	GIS as a key deliverable to information for the organisation
Expand and develop the suite of digital services available through the libraries and uptake of these by the public	Increased library membership Expansion of digital resources and services available through the library service Increased engagement with the libraries by the public on social media	10% increase in membership 30% increase in LMS related and online resources use 20% increase in numbers of followers on social media
Use technology to enable increased access to services	My Open Library available which increases access to services through increased opening hours Local studies digitisation project of local interest material	1 added per year

	to be further expanded and accessible	
Develop and expand on our communications platforms through the use of existing and emerging technologies	Increase engagement with the website, yourcouncil.ie, social media, planning app and subscription services like Map Alerter	Increased numbers of site visits, registered users and subscribers

CASE STUDY: COMMUNITY FUND ONLINE APPLICATIONS

There is a budget of €1.815 million in 2020 provided by Cork County Council to fund Community projects. Approximately 600 community and voluntary groups around the County are funded each year. These groups range from single individuals who might apply just once and want a small amount to make improvements to their local areas, to large, well organised community groups whose committees make applications for funding on an annual basis. The fund is administered in 8 different municipal districts into which the County is split for the management of local services. Applicants were applying in hardcopy. The paper form was difficult to understand and was accompanied by guidelines that were also extremely complicated.

“If you read the guidelines you’d be more confused, it’s like a legal document” - quote from a member of the public.

The manual application process was often implemented in different ways from district to district. Applications were filed in boxes. Records were kept from year to year so storage of files was an issue. Tracking applications, and monitoring multiple applications for different grants types from the same applicant, was impossible. Reporting on the applications and grant allocations was also completely manual and extremely time consuming. Using a service design approach, a discovery phase was initiated where staff, members of the public and politicians (who sign off on the allocations) was undertaken. Because all stakeholders were included in the discovery, define, develop and deliver phases, significant changes to the process were agreed even at policy level. Politicians approved applications for different grant types being accepted on a single form. This made it easier for the occasional and small scale public applicant to apply. An online application process was approved. A set of standard criteria for assessing the applications was approved and published.



Pre Service Design	Post Service Design
3 separate application forms	1 simplified application form
Paper application form	New online application form
Applications stored in <u>hardcopy</u> files across 8 Municipal Districts	All applications & information held centrally
Manually generated acknowledgements & updates	Electronic auto-acknowledgement & updates
Variation in assessment of applications	Countywide scoring framework in place

REACHING PEOPLE WHERE THEY ARE

WE WILL BRING OUR SERVICES AND SUPPORT TO PEOPLE WHERE AND WHEN THEY NEED THEM. WE WILL CREATE THE OPPORTUNITY, ENVIRONMENT AND CAPACITY FOR PEOPLE TO ENGAGE WITH THE COUNCIL THROUGH TECHNOLOGY. WE WILL SUPPORT AND NURTURE A LOCAL DIGITAL ENVIRONMENT AND HELP PEOPLE TO ACCESS AND USE IT.

We will do this by –

- Supporting and developing digital capacity with staff, citizens and communities all around the County.
- Building awareness of and communication about digital opportunities and assistance for citizens, businesses and communities.
- Using technology to bring our services to people around the county and offering more choice in how they use these services.
- Supporting the development of inclusive, sustainable and accessible digital infrastructure and resources

Reaching people where they are

High Level Actions	Measure or Outcome	Target
Use the network of libraries and local offices across the county to launch, educate and inform people about our digital services	Information stands, posters, one-to-one sessions (“service access points”) in libraries and local offices to support digital services	Q4 2020
Develop a digital skills programme for the public	Digital skills programme in place	Q2 2021
Improve the digital capacity of citizens, businesses and communities through the libraries	Countywide engagement with the STEAM programme Successful delivery of coding and lego robotic workshops and other digital related workshops at designated libraries Work matters at the library programme further developed Develop digital media literacy programme	Workshops held in each Branch and mobile
Support the development of a specialised Rural Digital Innovation Hubs Strategy and Project Pipeline Implementation Plan to allow citizens, communities and businesses to benefit from technology	Development of a specialised Rural Digital Innovation Hubs Strategy and Project Pipeline Implementation Plan	Adoption of the Rural Digital Innovation Hubs Strategy and Project Pipeline Implementation Plan
Support the rollout of broadband connection points to allow citizens, communities and businesses to benefit from technology	Project to support the delivery of and engagement with Broadband Connection Points underway (NBP)	Project in progress
Invest in both staff and public infrastructure in the libraries to enable access to services through this important local facility	Ensure libraries have appropriate infrastructure to support local services and initiatives	Q4 2021
Deliver WiFi access services under the WiFi4EU programme	WiFi4EU rollout programme underway	Programme delivered
Implementation of the innovative national library strategy – Our Public Libraries 2022	Library strategy in progress	Q4 2020

CASE STUDY: KEEPING IT LOCAL

Where online service requests are processed locally, we design the service so that requests from customers are routed to the relevant local office. This ensures that staff in these offices can use their special local knowledge to deal with requests and that customers who might enquire locally about their request, can be sure that it's being dealt with in their own area.

Local routing of requests has been rolled out for –

- Community Fund Applications
- Community Development Initiative
- Community Enhancement Programme
- Reporting Roads and Footpaths Issues
- Reporting Parks and Playgrounds Issues
- Reporting Trees and Hedges Issues
- Reporting Dog Control Issues
- Out of Hours Emergency Service



SAFEGUARDING PEOPLE'S RIGHTS THROUGH AND WITH TECHNOLOGY

WHEN WE PROVIDE DIGITAL SERVICES OR INFRASTRUCTURE TO CUSTOMERS, WE WILL ENSURE THAT THEIR DIGITAL RIGHTS ARE UPHELD AND RESPECTED. TECHNOLOGY CAN ASSIST WITH THE IMPLEMENTATION OF THE PUBLIC SECTOR EQUALITY AND HUMAN RIGHTS DUTY. TECHNOLOGY CAN EMPOWER AND ENABLE PEOPLE BUT IT MUST ALSO BE USED IN A WAY THAT ENSURES THAT DATA PROTECTION, TRANSPARENCY AND GOVERNANCE ARE PRIORITISED. CORK COUNTY COUNCIL HAS THE OPPORTUNITY TO BECOME A LEADER IN THIS AREA.

We will do this by –

- Delivering an engagement process for staff and the public to identify key equality and human rights issues, prioritising actions and communicating developments and achievements in this area.
- Ensuring a Data Protection Impact Assessment is carried out for all new digital solutions.
- Using technology to support and enhance the role of the Data Protection Officer.
- Ensuring that well defined security procedures and restricted access is enforced around all personal data.
- Providing a proactive, consistent and transparent FOI service.

Safeguarding people's rights through and with technology

High Level Actions	Measure or Outcome	Target
<p>Develop an engagement process for staff and the public to identify key human rights and equality issues that the Council must address and an action plan for these issues</p>	<p>Research undertaken using libraries and local offices, online surveys, workshops with key stakeholders and plan for actions required in place</p> <p>Report on developments and achievements in relation to digital rights in the Council's annual report</p>	<p>Q2 2021</p>
<p>Deliver a digital rights charter for the Council and develop a public awareness programme informing people of their digital rights</p>	<p>Digital charter in place</p> <p>Digital rights awareness programme delivered</p>	<p>Q3 2021</p> <p>Q3 2021</p>
<p>Optimise how we use technology for more efficient processing and security of personal data and compliance with GDPR and FOI</p>	<p>Routinely use a data protection impact assessment in our delivery of digital infrastructure and services</p>	<p>Q2 2020</p>
<p>Corporate adherence to GDPR, Privacy by Design, Data Impact Assessments etc.</p>	<p>Number of assessments, policies, requirements documents, tenders and tools used to users data</p>	<p>Corporate adherence to GDPR and Privacy by Design verified by Data Protection Officer</p>

TRANSFORMING HOW WE WORK

CORK COUNTY COUNCIL WANTS TO DELIVER THE BEST SERVICES POSSIBLE FOR CUSTOMERS. THROUGH TECHNOLOGY, WE WILL USE THE OPPORTUNITY TO EMPOWER STAFF BY CONNECTING THEM TO INFORMATION AND TO EACH OTHER AND BY IMPROVING THEIR CONNECTIONS WITH CITIZENS AND COMMUNITIES.

We will do this by –

- Investing in technology at the frontline for customers and for staff in the back office to enhance service delivery and how we work
- Building on the successes we've already had – increasing the number of digital services, redesigning end to end services across all channels, reducing paper and manual processes, improving the experience for customers and staff
- Focusing on training and capacity building so that using technology, staff can deliver the best possible experience for citizens, communities and businesses
- Using technology to address important issues like inclusiveness, supporting remote workers, enabling staff with mobile technology, monitoring and managing health and safety, enabling and supporting elected members
- Gathering data and building data analytics to provide the right information to improve decision making, prioritisation & focusing of council activities to ensure the best impact and outcomes for people

Transforming how we work

High Level Actions	Measure or Outcome	Target
Deliver a redesigned website for customers and a new Intranet for staff to allow staff to share knowledge and experience with customers and each other	New website implemented Intranet launched	Q4 2020
Increase the number of end to end digitised services across the Council	Expansion of online services on yourcouncil.ie and Dash and reduction in paper and manual processes across the Council	Q2 2021
Increase the number of mobile working services and solutions for staff in the field	Increase the use of available apps for various work processes, e.g.in the Roads Directorate: MapRoad PSCI App and GeoApp to evaluate road surface conditions, app to record location and photos of speed limit signs, app to survey trip hazards on footpaths, safe@workapp in event of serious workplace incident, app to record condition rating of public lighting assets and for closing out on public lighting faults	Expansion of mobile services and apps across directorates
Build capacity in digital skills of staff and elected members through a digital skills programme	Engagement undertaken with elected members on support needs Digital skills programme implemented	Q4 2020
Implementation of Cork County Council ICT strategy	ICT strategy outcomes delivered	Implementation in progress
Deliver suite of data analytics and business intelligence reports to support decision making at all levels in the Council	Well used and publicised corporate reports and dashboards available for services, functions and projects, used as input into departmental planning and management activities	Q2 2021
Examine how we gather, store & process data and optimise technology to improve business processes	Develop a data inventory across all systems and services Develop and implement a data management strategy	Inventory commenced Data management strategy in progress
Full council migration to Office 365	Number of users migrated to Office 365	Full migration by end of 2023

Examine opportunities for new ways of working	Identify how technology might provide opportunities	Number of opportunities identified

CASE STUDY: HOUSING REPAIRS SERVICE

We worked with Social Housing tenants, Housing Department office staff, clerks of works and contractors to redesign the Housing Repairs process in Cork County Council. The entire service from the request by the tenants to the completion of the repair by staff or contractors was reviewed. A new service has been built with the following online stages –

- The repair is logged online by the tenant or through the contact centre
- The tenant gets a text message or email confirming that their request has been logged
- The request is reviewed by Council staff
- The repair is directed to the clerk of works or contractor for repair, with a text alert indicating there is a job for them
- The contractor or clerk of works can access the repair details on their phone while they are onsite
- The contractor or clerk of works updates the repair details on their phone and close the request if the work is done

A set of reports has also been designed with Housing staff to track the performance of the service

The Housing Repairs service will be made available online to Council tenants



PROMOTING AND SUPPORTING INNOVATION ACROSS THE COUNTY

DIGITAL SERVICES AND INFRASTRUCTURE HAVE THE ABILITY TO DRIVE INNOVATION ACROSS THE COUNTY IF THEY ARE DEVELOPED AND DELIVERED THROUGH PEOPLE. WE WILL SEEK OUT OPPORTUNITIES TO WORK WITH OUR PARTNERS TO DRIVE INNOVATION ACROSS THE COUNTY AND TO CREATE AND SUPPORT INNOVATION CLUSTERS IN THE PROCESS.

We will do this by -

- Leveraging the partnerships we have already across sectors and developing new relationships by building and facilitating networks of entrepreneurs, innovators and key enablers
- Exploiting the rich and highly developed industry clusters we have in the region, ensuring there is strong engagement with and between them
- Internationalisation of opportunities - facilitate growth, expansion and scaling of enterprises through international networking opportunities
- Deepening engagement for promotion and support of innovation in our stakeholders and potential stakeholders in how we plan and develop our socio-economic and physical infrastructure
- Stimulating demand and ensuring access by, and utilisation of, the innovation ecosystems e.g. development and use of Broadband Connection Points across the county under the National Broadband Plan, green procurement, SDG , Climate Adaptation Strategy

Promoting and supporting innovation across the county

High Level Actions	Measure or Outcome	Target
Build and facilitate networks of entrepreneurs, innovators and key enablers through existing partners and by developing new relationships across sectors	Increased membership of existing networks Number of new networks in place	Increased membership of existing networks Number of new networks in place
Develop, support and expand engagement and joint programmes between HEIs, research centres, <u>pharma</u>, <u>life-sciences</u>, <u>agri-tech</u> and tourism sectors	Joint projects and programmes implemented resulting in a combined and mutually beneficial growth of these physical, technological and academic environments and internationalisation of opportunities	Number of joint projects and <u>programmes underway</u>
Continue to build and expand international networking opportunities	Joint projects and programmes implemented resulting in a combined and mutually beneficial growth of these physical, technological and academic environments and internationalisation of opportunities	Number of joint projects and <u>programmes underway</u>
Establish an innovation network in Cork County Council to drive innovation across the Council and County	Network in place	Q3 2020
Develop an innovation and engagement strategy for the county to stimulate demand and ensure access by, and utilisation of, innovation ecosystems	Innovation strategy in place Engagement strategy in place Opportunities identified and developed from local, national and global strategies and trends like use of Broadband Connection Points across the county under the National Broadband Plan, green procurement, SDG , Climate Adaptation Strategy	Q2 2021
Establish a Learning Network of managers of Cork based Digital / Enterprise Hubs	A forum is in place to exchange best practice and apply learning, further development, innovation, referrals and linking of services across hubs	An active, mutually supportive, network
Promote innovation in relation to clusters / concentration of industries (eg <u>ICT</u>, <u>Cyber</u>, <u>Energy</u>)	Increased innovation will be linked to the development of a National Clustering Strategy and the implementation of	A process of continuous improvement, measurable against an

<p>in Cork</p>	<p>actions in the South-West Regional Enterprise Plan</p> <p>Effective clusters can promote economic growth through leveraging the innovation and business potential of a region. New employment opportunities, products and services, enterprises, R&D activities and IP can result from activities within a cluster</p>	<p>agreed suite of cluster management quality indicators</p>
<p>The SWREP contains an action to “assess the potential for a remote working initiative targeting particular sector/companies”</p> <p>Local Authorities are listed as being part responsible for this action</p>	<p>Assess the potential for a remote working initiative targeting particular sectors / companies</p> <p>Consideration might be given to linking to the SWREP or indeed other national policies in development to provide framework/guidance</p>	<p>A final report on the potential for a remote working initiative targeting particular sectors / companies</p>

CASE STUDY: WORKSHOPS WITH PARTNERS

We have held workshops with the Public Participation Network to help them to discover their objectives for 2019 -

<https://drive.google.com/file/d/1XnVQoVJUtzfQ3iXnTzMcqS1KbiPljn7E/view?usp=sharing>

We facilitated a workshop with Comhairle na nOg to examine what matters to young people in County Cork -

<https://drive.google.com/file/d/1Uk8JXBltXN8dQaf7mmUDtOD-rvNpM-Yq/view?usp=sharing>

We held a workshop with the Age Friendly Alliance to brainstorm what common areas of work the different groups might identify in the coming year -

<https://drive.google.com/file/d/1OwzBFgftYelanchjnGPaTR7nAfWtnTZU/view?usp=sharing>

We have an ongoing work placement programme with CIT where 4 third year students from their BIS programme work with the service transformation team for 8 months and help us to design services for Cork County Council, bringing their unique insights and perspectives on board



7. Monitoring the Strategy

The digital strategy will undergo quarterly monitoring by a digital strategy steering group and an annual review.

The quarterly assessment by the steering group will focus on the following areas -

- A review of the 5 priorities as currently identified in the digital strategy document to determine the relevance or currency of these priorities
- Discussion of the progress of the corporate plan and communications strategy and whether any new priority areas have surfaced during the implementation of these or other key local plans and strategies.
- Review of high level actions associated with each of the 5 priority areas to determine the status of each of these and whether new action items need to be added or existing items closed.
- A report of this quarterly review will be compiled and presented to senior management.

The annual review of the strategy will present an overview of the progress of the strategy over the year and make recommendations on any considerations or modifications that need to be made for the coming year.

An opportunity to jointly discuss and compare the progress on digital strategies with other local authorities in the region will also be taken as part of the South West Regional Enterprise Plan initiative.



**A DIGITAL FUTURE WITH AND FOR OUR CITIZENS,
BUSINESSES AND COMMUNITIES**

**ENSURING EASY ACCESS TO OUR
SERVICES AND INFORMATION**

REACHING PEOPLE WHERE THEY ARE

**SAFEGUARDING PEOPLE'S RIGHTS
THROUGH AND WITH TECHNOLOGY**

TRANSFORMING HOW WE WORK

**DRIVING AND SUPPORTING INNOVATION
ACROSS THE COUNTY**



**USING TECHNOLOGY TO MAKE PEOPLE'S
LIVES BETTER**