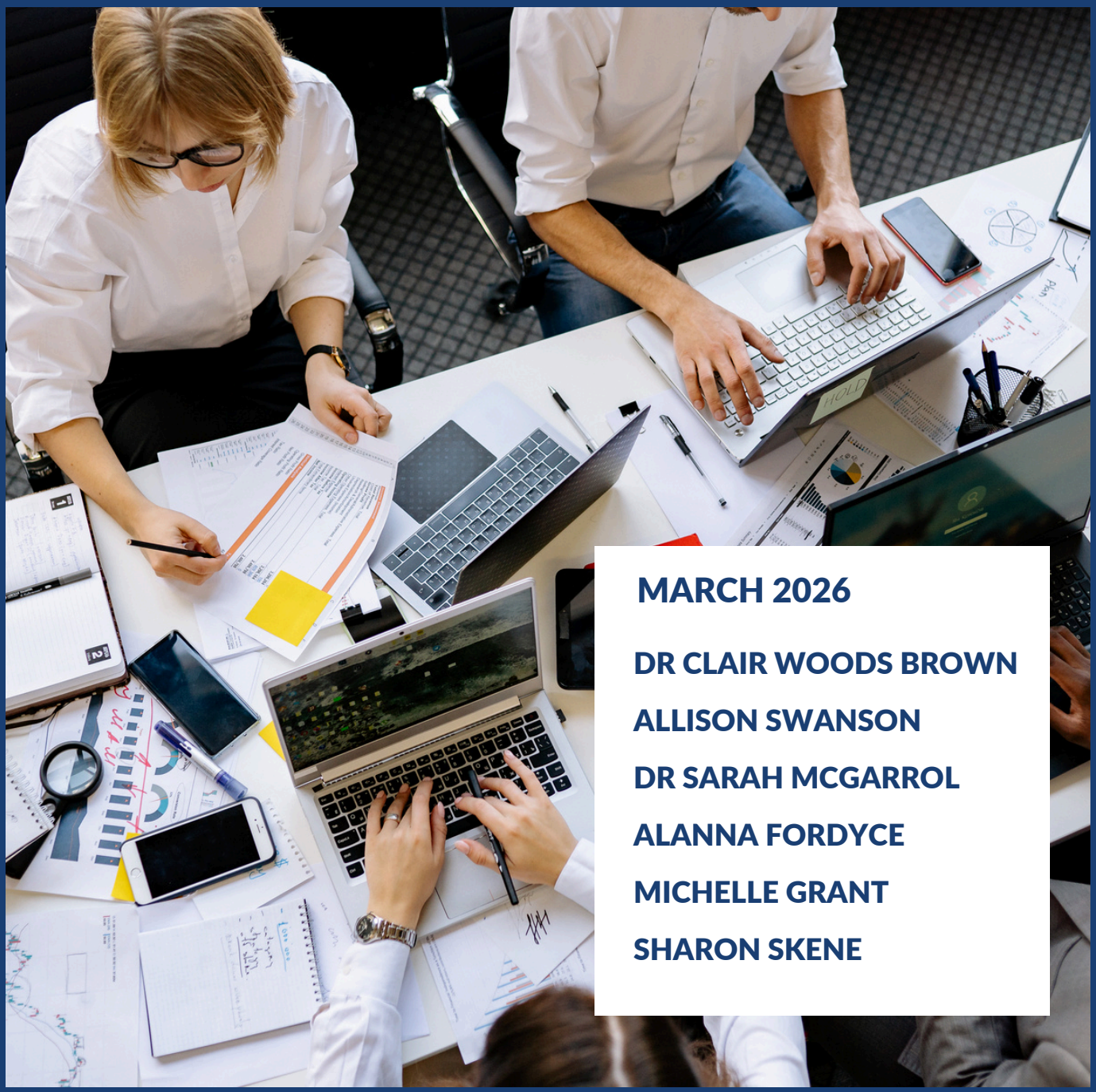
NIHR | Health Determinants Research Collaboration Aberdeen

UTILISING COPILOT FOR QUALITATIVE ANALYSIS OF CONSULTATION DATA

A Learning Guide



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BACKGROUND

This learning guide presents key insights, reflections, and practical lessons from the Health Determinants Research Collaboration Aberdeen (HDRCA) team's experience of using Microsoft Copilot to analyse qualitative data. In particular, we focus on the analysis of data from the 'Your Place, Your Plans, Your Future' (YPYPYF) community consultation. The project was delivered in partnership with Community Planning Aberdeen (CPA) and Aberdeen City Council (ACC). The team comprised of a Community Planning and Improvement Manager, two HDRCA researchers, and ACC officers from the Health and Social Care Partnership, Education and Strategic Place Planning. The project explored how Copilot could support the analysis of qualitative feedback from a large-scale engagement consultation under constraints of time, budget, and staffing while maintaining fidelity to community voices.

SCOPE

This guide is intended for those considering the use of Copilot to analyse the qualitative data generated from public engagement consultations. It distils the HDRCA team's experience into actionable learning outcomes, covering strategic context, methodology, prompt engineering, staff training, ethical considerations, and the broader implications for public engagement and decision-making. By sharing what worked and what was learned, this guide aims to support others in navigating the opportunities and challenges of Copilot-assisted qualitative analysis in this context.

LEARNING OUTCOMES

- Explain the rationale for using Copilot to analyse your data, including its fit with timescales, data types, staff capacity and strategic needs.
- Design a replicable methodology: scoping, data preparation, prompts, data analysis, review and dissemination, all aligned to ACC/HDRC governance.
- Craft and refine effective prompts using a structured approach (goal, context, expectations, source), and maintain a prompt library and change log.
- Run the end-to-end Copilot workflow (Word/Excel, theme-by-theme analysis, sub-themes and quotes) and integrate outputs into thematic matrices.
- Apply oversight, QA, and ethics to ensure fidelity to residents' voices, manage AI risks, and ensure transparent reporting.
- Reflect on and transfer learning, capture lessons, share assets (prompts, templates), and support organisational capability-building.

PHASE 1: INITIATION AND SCOPING

Establish Your Rationale

Begin by evaluating the nature of your consultation data and the challenges it poses. Ask practical questions about your dataset and project goals:

VOLUME AND TYPE OF DATA

- How much qualitative feedback do you expect? Is the volume so large that manual analysis would be unfeasible or too slow?
- Consider the diversity of responses e.g., short answers, long comments. How will you ensure consistent analysis?
- Is there the capacity/necessity to analyse all the data or is a sample sufficient? If so, do you need a representative sample, i.e. a small, carefully selected subset of a larger population that accurately reflects the key characteristics (such as age, gender, ethnic group, income level) of the whole group. Or, are you interested in the views of specific cohorts, e.g. all the same age of participants?

INSIGHTS NEEDED AND TIMEFRAMES

- What kind of insights or report outputs are required from this data, and how quickly? In our case, five major strategies needed actionable insights within 48 hours of the consultation closing.
- Are rapid, high-level thematic insights are acceptable? If fine-grained nuance is required and time is flexible, a manual approach or hybrid approach might be more appropriate.

RESOURCE CONSTRAINTS

- Assess your team's capacity and skills. Do staff have experience with Copilot? Is there time to train them?
- Who will oversee the analysis day-to-day? Designate a project lead and define responsibilities for prompt engineering, data management, and results validation.

DATA STORAGE AND SHARING

- How will qualitative data be collected, stored, and fed into Copilot? Will you use Excel, Word, or Teams to manage data? In the YPYPYF project, the team set up a Microsoft Teams site to securely share documents and track progress.
- Early in scoping, determine who should have access to raw data and whether a secure workspace or repository is needed for collaboration. Also, ensure data is cleaned and any personal identifiers removed if required by data protection policies.

PHASE 1: INITIATION AND SCOPING

Stakeholders and Defining Roles

STAKEHOLDER ENGAGEMENT

Involve all key stakeholders and experts from the start of the project. Plan what outputs will come from the project with stakeholders and the timescale for these. Our project was a partnership between Community Planning Aberdeen, Health Determinants Research Collaboration Aberdeen and Aberdeen City Council This ensured expertise at across various sectors but also meant multiple outputs were required with tight timescales.

TEAM ROLES

Clarify role – e.g., who will oversee Copilot use, who will validate the outputs, and who will ultimately use the findings? Shared understanding at the initiation phase helps align everyone's expectations and accountability.

Scoping Review and Pilot Testing

LITERATURE/SCOPING REVIEW

- If time permits, do a brief review of how AI has been used in similar contexts. Insight into AI capabilities and pitfalls, helps to set realistic expectations.
- Key findings from our literature review indicated that while AI can accelerate analysis, it may miss subtle nuances and requires robust human oversight (Woods-Brown C, 2025).

PILOT ON EXISTING DATA

- Test Copilot on a small, familiar dataset, such as prior consultation responses, to compare its output to earlier manual analysis, this was done with previous LOIP comments (McGarrol, 2023).
- We found Copilot provided valuable thematic summaries efficiently, but sometimes missed subtleties, combined separate points, or added unrelated information.
- Recognising risks early allowed the team to plan mitigating strategies in subsequent phases, enhancing prompt clarity and verification steps.

PHASE 1: INITIATION AND SCOPING

DOCUMENT THE RATIONALE

Summarise the rationale, approach, and expected benefits in a brief concept note or project initiation document. Highlight how Copilot will help meet goals. Emphasise the impact of using Copilot on resources, e.g., time, staff, Copilot part of existing Microsoft 365 package.

The 'Your Place, Your Plans, Your Future' (YPYPYF) consultation generated over 13,000 qualitative comments from more than 2,000 participants.

RATIONALE FOR USING COPILOT

Analysing this volume of data using traditional methods is too time-consuming and resource-intensive. Tight timescales with multiple strategies (Local Housing Strategy; Health and Social Care Strategic Plan; Community Learning and Development Plan; Local Development Plans for North, South, and Central localities; Visitor Levy Proposal) requiring outputs within 48hrs to 2 weeks of the the consultation closing, mean the adoption of manual analysis is impractical.

We, CPA and HDRCA, have trialled Microsoft Copilot, an AI tool included in the existing Microsoft 365 suite, on qualitative data from previous consultation and believe it will support rapid, scalable analysis of the qualitative comments from the YPYPYF consultation 2025.

A structured approach to using Copilot to analyse the qualitative comments from the consultation will be adopted: data will be organised using the Place Standard framework using Excel, and tailored prompts will be collaboratively developed to guide Copilot in generating thematic summaries and extracting key quotes. Outputs will reviewed by a cross-departmental team to ensure accuracy and preservation of nuance.

It is expected that Copilot will enable the team to meet tight deadlines, reduce manual workload, and analyse all responses comprehensively.

Benefit	Impact
Time Efficiency	Reduced analysis from weeks to days
Staff Resource Saving	Fewer staff needed than for manual-coding
Cost Neutral	No additional software costs (part of Microsoft 365)
Scalable and Inclusive	Enabled full analysis of all participant feedback
Maintain Quality	Enabled full analysis of all participant feedback

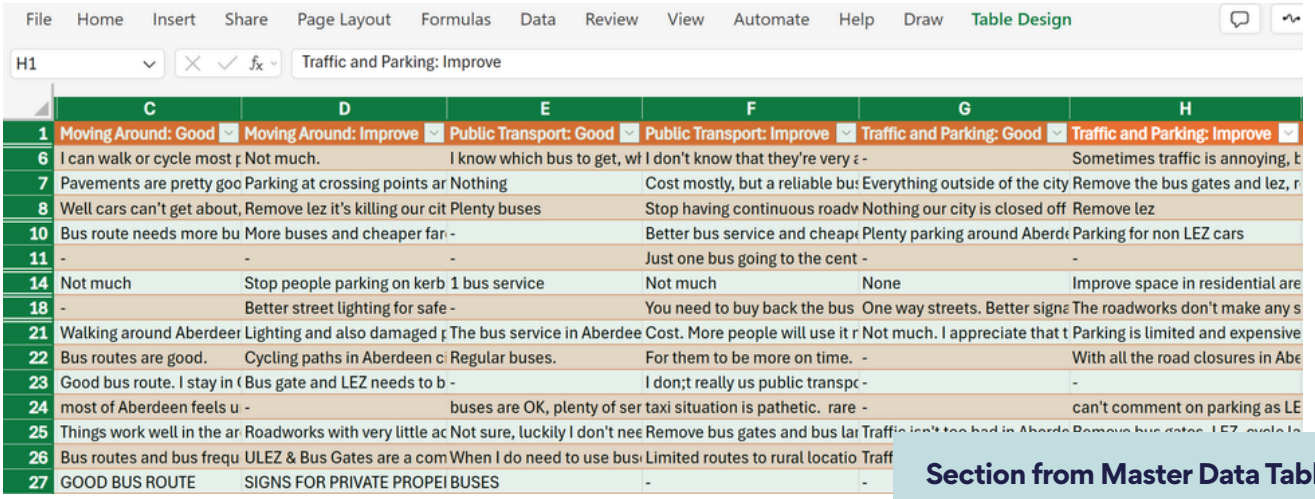
PHASE 2: PLANNING AND DESIGN

In this phase, you translate the project's vision into a concrete plan. This involves setting up the necessary tools and workspaces, designing the methodology, especially how Copilot will be used, preparing data structures, drafting AI prompts, and ensuring the team is ready through training.

SECURE COLLABORATION AND DATA SHARING

- Create a secure, dedicated space for your project that allows controlled access. For our work, we set up a Microsoft Teams site to host and distribute data files, documents—including analysis frameworks and logs—and provide communication updates.

- Decide how master data and post-Copilot analysis data will be organised and stored. We used Excel spreadsheets. For master data, rows denote the participant's assigned number and columns were thematic categories drawn from the 14 Place Standard themes and 18 strategic proposal topics. For post intervention data the thematic columns were populated with Copilot generated summaries on one row and relevant direct quote on another.

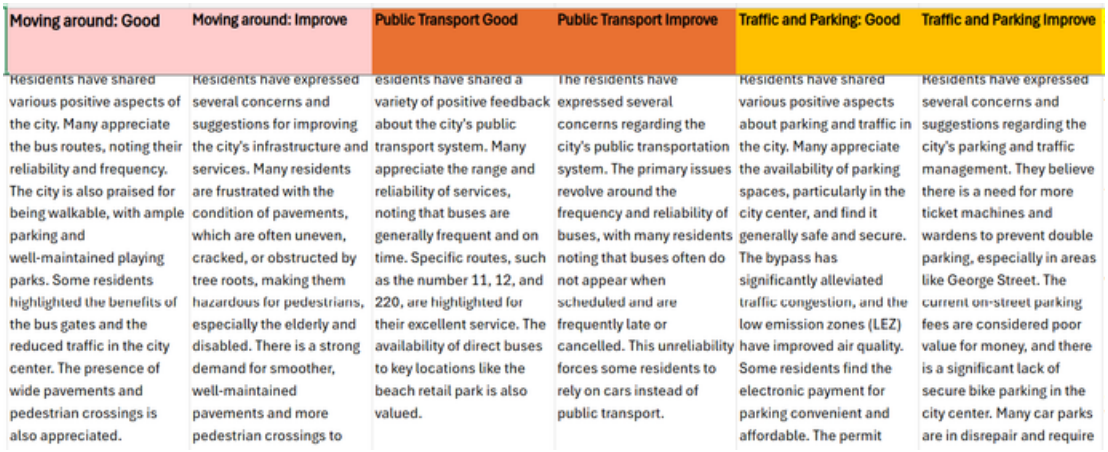


File Home Insert Share Page Layout Formulas Data Review View Automate Help Draw Table Design

H1 | Traffic and Parking: Improve

	C	D	E	F	G	H
1	Moving Around: Good	Moving Around: Improve	Public Transport: Good	Public Transport: Improve	Traffic and Parking: Good	Traffic and Parking: Improve
6	I can walk or cycle most p	Not much.	I know which bus to get, wh	I don't know that they're very a	-	Sometimes traffic is annoying, b
7	Pavements are pretty goo	Parking at crossing points ar	Nothing	Cost mostly, but a reliable bus	Everything outside of the city	Remove the bus gates and lez, r
8	Well cars can't get about,	Remove lez it's killing our cit	Plenty buses	Stop having continuous roadv	Nothing our city is closed off	Remove lez
10	Bus route needs more bu	More buses and cheaper far	-	Better bus service and cheap	Plenty parking around Aberde	Parking for non LEZ cars
11	-	-	-	Just one bus going to the cent	-	-
14	Not much	Stop people parking on kerb	1 bus service	Not much	None	Improve space in residential are
18	-	Better street lighting for safe	-	You need to buy back the bus	One way streets. Better signa	The roadworks don't make any s
21	Walking around Aberdeer	Lighting and also damaged p	The bus service in Aberdee	Cost. More people will use it r	Not much. I appreciate that t	Parking is limited and expensive
22	Bus routes are good.	Cycling paths in Aberdeen c	Regular buses.	For them to be more on time.	-	With all the road closures in Abe
23	Good bus route. I stay in (	Bus gate and LEZ needs to b	-	I don;t really us public transpo	-	-
24	most of Aberdeen feels u	-	buses are OK, plenty of ser	taxi situation is pathetic. rare	-	can't comment on parking as LE
25	Things work well in the ar	Roadworks with very little ac	Not sure, luckily I don't nee	Remove bus gates and bus lar	Traffic isn't too bad in Aberde	Remove bus gates, LEZ, cycle la
26	Bus routes and bus frequ	ULEZ & Bus Gates are a com	When I do need to use bus	Limited routes to rural locatio	Traff	
27	GOOD BUS ROUTE	SIGNS FOR PRIVATE PROPEI	BUSES	-	-	

Section from Master Data Table



Moving around: Good	Moving around: Improve	Public Transport Good	Public Transport Improve	Traffic and Parking: Good	Traffic and Parking Improve
Residents have shared various positive aspects of the city. Many appreciate the bus routes, noting their reliability and frequency. The city is also praised for being walkable, with ample parking and well-maintained playing parks. Some residents highlighted the benefits of the bus gates and the reduced traffic in the city center. The presence of wide pavements and pedestrian crossings is also appreciated.	Residents have expressed several concerns and suggestions for improving the city's infrastructure and services. Many residents are frustrated with the condition of pavements, which are often uneven, cracked, or obstructed by tree roots, making them hazardous for pedestrians, especially the elderly and disabled. There is a strong demand for smoother, well-maintained pavements and more pedestrian crossings to	esidents have shared a variety of positive feedback about the city's public transport system. Many appreciate the range and reliability of services, noting that buses are generally frequent and on time. Specific routes, such as the number 11, 12, and 220, are highlighted for their excellent service. The availability of direct buses to key locations like the beach retail park is also valued.	The residents have expressed several concerns regarding the city's public transportation system. The primary issues revolve around the frequency and reliability of buses, with many residents noting that buses often do not appear when scheduled and are frequently late or cancelled. This unreliability forces some residents to rely on cars instead of public transport.	Residents have shared various positive aspects about parking and traffic in the city. Many appreciate the availability of parking spaces, particularly in the city center, and find it generally safe and secure. The bypass has significantly alleviated traffic congestion, and the low emission zones (LEZ) have improved air quality. Some residents find the electronic payment for parking convenient and affordable. The permit	Residents have expressed several concerns and suggestions regarding the city's parking and traffic management. They believe there is a need for more ticket machines and wardens to prevent double parking, especially in areas like George Street. The current on-street parking fees are considered poor value for money, and there is a significant lack of secure bike parking in the city center. Many car parks are in disrepair and require

Section from Copilot Thematic Summaries Table

PHASE 2: PLANNING AND DESIGN

QUALITY ASSURANCE AND ETHICS PLAN

- Create a simple Quality Assurance plan, for example, have human reviewers cross-check a portion of Copilot summaries against raw comments and set clear acceptance criteria.

- Schedule regular team reviews to address any issues e.g., review Copilot outputs and adjust prompts as needed.

- Key ethical points include maintaining data privacy, being transparent about Copilot use, and addressing bias. All our findings were documented and labeled, and the team watched for unsupported claims or AI bias, correcting issues as needed.

TEAM TRAINING AND TRIAL RUN

- Conduct hands-on training sessions to practice using Copilot on a previous dataset, try out draft prompts, and review outputs in Word.

- Training should be shaped around the capacity of the team and their expertise with Copilot. While team members may be familiar with using Copilot in their day-today work, the application to the analysis of qualitative data is not common and should be explored with stakeholders and staff.

- By the end of the planning phase, each of our team members knew their role and had at least a basic comfort level with the tools and process.

PHASE 2: PLANNING AND DESIGN

Effective Prompt Design

Prompts were created using four parts: the goal, context, sources, and expectations, as recommended by Microsoft365. Prompts with command phrases such as “synthesise,” “analyse,” and “identify key quotes” were tested on previous Local Outcome Improvement Plan (LOIP) engagement data in various iterations to ensure they produced reliable and thematically rich outputs. We used the prompt in Microsoft Word in the side bar for text analysis, as it efficiently processes long documents and produces summaries.

GOAL

What is the specific outcome you need?

Analyse community engagement data to clearly and comprehensively represent what participants say is good and what needs improved about a specific aspect of the city.

CONTEXT

Why do you need it? How will it be used?

You have been provided with qualitative data gathered from a community engagement exercise. The purpose of the analysis is to understand current perceptions, experiences, and priorities expressed by participants. The output should be structured so it can inform planning, research, or decision-making.

SOURCES

Which information sources or samples should Copilot use?

Use the qualitative material supplied from the community engagement exercise as the sole source for your analysis

EXPECTATIONS

How should Copilot present the output?

Thoroughly analyse the data so it fully reflects participant perspectives.

Organise participant quotes under meaningful thematic headings.

Produce a detailed introduction for each thematic section and, where relevant, sub-sections.

Do not include:

- Copilot-style introductory or concluding remarks
- Reference numbers or citations

PHASE 3: EXECUTION

DATA PREPARATION

Compiling the data

- Gather all qualitative responses into a format Copilot can read. For YPYPYF, all comments were compiled into a master Excel file, segmented by theme. Depending on your approach, you might split the data by questions or topics into separate documents.

Cleaning:

- Remove any irrelevant text or duplicate entries that might confuse the Copilot analysis. Ensure that any personal data is anonymised if necessary.

Tip: If your consultation is not already structured around topical questions, you can segment data by other means (e.g., by geographical area, or simply split a very large set of comments into batches of a few thousand at a time).

APPLYING COPILOT TO DATA

Open a Word document, paste in the raw data for one theme, launch Copilot from the ribbon, and enter the prepared prompt in the sidebar.

Review Copilot's output. We wanted structured thematic summaries with subheadings, summary paragraphs, and bullet-pointed participant quotes.

Refine the output as needed—if a key point is missing or an error appears, adjust the prompt or provide follow-up instructions and re-run Copilot.

Copy Copilot output from Word into the Excel thematic matrix and close the document before processing the next theme to avoid context overlap.

Hold check-in meetings after processing batches of themes to review outputs; compare AI-generated themes and quotes against the original comments.

Reflect on and transfer learning, capture lessons, share assets (prompts, templates), and support organisational capability-building.

PHASE 3: EXECUTION

COPILOT PROMPT

Analyse community engagement data to clearly and comprehensively represent what participants say is good and what needs improvement about a specific aspect of the city.

You have been provided with qualitative data gathered from a community engagement exercise. The purpose of the analysis is to understand current perceptions, experiences, and priorities expressed by participants. The output should be structured so it can inform planning, research, or decision-making.

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- Organise participant quotes under meaningful thematic headings.
- Produce a detailed introduction for each thematic section and, where relevant, sub-sections.
- Do not include:
  - Copilot-style introductory or concluding remarks.
  - Reference numbers or citations.

PHASE 4: MONITORING AND CONTROL

AI tools support, but do not replace, human judgment: at least two team members collaboratively reviewed and, when necessary, adjusted Copilot's output to ensure accurate and relevant analysis for policy use.

QUALITY ASSURANCE CHECKS

- Randomly compare Copilot outputs to original participant comments to ensure community voices are accurately represented.
- Review outputs for generalisations, surprising claims, unsupported details or 'AI Hallucinations' where Copilot includes random irrelevant content.
- Thematic Integrity: Confirm sensible grouping of themes, correct classification of quotes

ETHICAL OVERSIGHT

- Final reports should clearly state the use of Copilot-assistance and describe the validation steps taken. This helps build trust with stakeholders through openness about the process.
- Data Security: Limit access to data and securely store/dispose of citizen information.
- Ensure that the voices of participants are respected by preserving nuances in thematic summaries.

DOCUMENT OVERSIGHT

- We kept a detailed activity log where we recorded each prompt used, any issues encountered, and how these were resolved, which allowed us to later write up the method for an academic publication and internal reports.
- This thorough oversight ensured that while Copilot significantly accelerated the analysis, the resulting insights were reliable and nuanced enough to inform policy.

PHASE 5: REFLECTION, REVIEW AND SHARING

PROJECT DEBRIEF AND REFLECTION

After completing the YPYPYF analysis, the HDRCA researcher organised a debrief focus group with all team members (ACC officers, CPA staff, etc.). In this session, team members discussed:

- What worked well.
- What challenges arose.
- Unexpected outcomes.
- Skills and knowledge gained.
- Ideas for next time.

REVIEW OUTPUTS

Post analysis the HDRCA Research Fellow and the Community Planning and Improvement Manager reviewed the Excel spreadsheet and used the Copilot generated thematic summaries to write up the findings of the consultation exercise. Findings from the 2025 'Your Place, Your Plans, Your Future' consultation were directly used to shape Aberdeen's key strategic plans. The community's feedback provided the foundation for the city's new Local Outcome Improvement Plan (LOIP) 2026–36 and the three Locality Plans 2026–36, ensuring that every LOIP stretch outcome and system change – as well as locality-specific priorities – reflected what residents said was most important. Insights from YPYPYF were also fed into other strategies.

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- We kept a detailed activity log where we recorded each prompt used, any issues encountered, and how these were resolved, which allowed us to later write up the method for an academic publication and internal reports.
- This thorough oversight ensured that while Copilot significantly accelerated the analysis, the resulting insights were reliable and nuanced enough to inform policy.

OVERVIEW OF METHOD IN FIVE PHASES

The five key project phases: Initiation and Scoping; Planning and Design; Execution; Monitoring and Control; and Dissemination are summarised below. This overview can be used as checklist for each phase.

PHASE 1	PHASE 2	PHASE 3	PHASE 4	PHASE 5
Initiation and Scoping	Planning and Design	Execution	Monitoring and Control	Reflection and Review
Establish the rationale: timescales, data type, staff capacity, and ACC strategic needs.	**Secure Teams space:** file plan and version control.	**Apply prompts**: Work within a fresh Word document to avoid Copilot 'remembering' other thematic content.	**Review Copilot outputs**: compare against raw comments for fidelity: look for hallucinations/ generalisations. Adjust prompts.	**Conduct a debrief/focus group;** capture lessons and update the prompt library.
Identify staff roles: HDRC, CPA, ACC services, other partners.	**Prepare documents:** Excel thematic matrices; quality assurance plan; prompt logs.	**Export results:** to Excel matrices; close the doc before the next theme.	**Maintain an activity log:** prompt versions, anomalies, fixes.	**Write-up:** Produce strategy-ready thematic summaries and quotes.
Pilot Copilot on prior data to gauge fit and risks.	**Draft prompts:** using a 4-part structure and create a prompt library.	**Ongoing review:** Hold short review huddles and iterate prompts as needed.	**Transparent reporting** of AI assistance.	**Share learning:** via CPA/HDRC channels and public summaries as appropriate.
	Training: schedule hands-on training workshops using prior data.			

PHASE 5: REFLECTION, REVIEW AND SHARING

PROJECT WORKFLOW

Workflow Stage	Time Scale	Tasks Completed
Scoping Phase	3-4 Weeks	**Literature Review:** HDRCA review of AI tools in qualitative research, focusing on local government and public sector contexts. **Initial Testing:** HDRCA analysis of data from a previous consultation to compare manual and AI-assisted analysis. Discussed with CPA manager.
Data Organisation	2 weeks	**Thematic Matrices:** HDRCA creation of colour-coded spreadsheets mapping responses onto thematic matrices based on the Place Standard tool's 14 themes and the 18 ACC strategic proposals. **Workshop for Refinement**: Matrices presented by HDRCA and co-refined with CPA manager and ACC staff.
Prompt Design and Refinement	2 weeks	**Initial Prompts:** HDRCA led development and testing of initial prompts for Copilot to synthesise, analyse, and identify key quotes. **Iterative Testing**: HDRCA led refinement of prompts based on the quality of outputs, maintaining a log of prompt variations and theircorresponding outputs. **Workshop for Refinement:** Prompts presented by HDRCA and co-refined with CPA manager and ACC staff.
Data Analysis	1-2 weeks	**Applying Prompts:** HDRCA and CPA led application of prompts - Copy data from the raw data Excel spreadsheet into a Word document, apply Copilot prompts, and export results into an analysis Excel spreadsheet. **Synthesis Phase:** Use Copilot to process organised data, identify main ideas, sub-themes, and priorities, and extract indicative quotes. **Collaborative Review**: Review outputs collaboratively to ensure they accurately reflect community sentiments.
Reporting and Integration	Ongoing	**Thematic Matrices:** HDRCA and CPA integrate final outputs into thematic matrices. **Strategic Planning:** CPA use these matrices to inform strategic planning and reporting across several ACC services.

LESSONS LEARNED

The HDRCA, CPA and ACC team identified several key insights about using Copilot for large-scale qualitative analysis. These lessons highlight a balanced approach: leveraging Copilot's strengths in speed and scale, while relying on human expertise for judgment, context, and ethical governance.

COPILOT ACCELERATES ANALYSIS BUT NEEDS CLEAR DIRECTION

Copilot dramatically sped up the analysis of thousands of comments, accomplishing in days what previously might take weeks. The consultation gathered data for several ACC strategies thus reducing workload on staff and avoided repeated consultations (lessening respondent fatigue). However, Copilot needed clear and precise human guidance to produce effective outputs from such diverse data.

EFFECTIVE PROMPT ENGINEERING IS CRITICAL

Well-crafted prompts using a replicable and clear structure like goal, context, sources and expectations (GCSE) yielded richer and more reliable thematic summaries. Investing time in prompt design – and iterating prompts based on trial runs – proved invaluable. A prompt library and prompt logs help in refining and reusing successful prompts.

HUMAN OVERSIGHT IS ESSENTIAL

Copilot does not eliminate the need for expert review. Human analysts were crucial for validating and refining Copilot's results. They caught errors such as missed nuances or hallucinated details, ensuring the final analysis stayed true to what participants actually said. Copilot should augment, not replace, human judgement at every stage

COLLABORATION, PLANNING AND TRAINING ARE KEY

Bringing together a cross-departmental team with different insights and levels of expertise was key. Joint planning and review sessions improved the analysis quality and upskilled staff involved. Hands-on training and doing the work collaboratively helped demystify Copilot, making staff more comfortable and confident in using the tools in their daily work.

EMBED ETHICS AND TRANSPARENCY THROUGHOUT

The team set data privacy controls, documented Copilot usage, and communicated openly about using it. By reporting methods and acknowledging Copilot's role, we model an approach that builds trust. It's important to consider potential biases and address them to ensure participant voices are fairly represented in outputs and thus Copilot is used responsibly in public engagement.

CONCLUSIONS

Microsoft 365 Copilot, when used thoughtfully, can be a powerful ally for local government officers facing the challenge of analysing extensive qualitative data from public consultations. The HDRCA, CPA, ACC pilot demonstrated that Copilot can extract meaningful patterns and narratives from thousands of comments in a fraction of the time required for manual analysis. This accelerated analysis enabled faster turnaround in integrating community feedback into policy and reduced the burden on both staff and citizens in the consultation process.

This learning guide has emphasised that success with Copilot can be achieved with careful planning and thorough oversight. By following a structured approach, in our case a five phase method of initiation and scoping; planning and design; execution; monitoring and control; and reflection and review, officers can leverage Copilot while upholding the accuracy and integrity of participants' views and experiences. We highlighted that Copilot should augment, not replace human judgement.

The experience from the YPYPYF consultation provides a reference model that other teams can adapt and replicate. It shows that even those with limited Copilot background can, with support and practice, leverage these tools to enhance their work. The approach aligns with ACC's commitment to evidence-based, responsive decision-making and reflects broader trends in the public sector embracing digital tools to better serve communities.

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