

Digital Roadmap Report

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Electoral Divisions Affected	N/A	
Key Decision?	Not Key Decision	
Cabinet Forward Plan	N/A	
Report considered by	Cabinet – 5 August 2026	

1. Purpose of Report

- 1.1. Shropshire Council has approved a Digital Strategy which sets the strategic direction for how the Council will use digital, data, automation and technology to improve outcomes, redesign services and support long-term financial sustainability.
- 1.2. The Digital Roadmap 2026–2030 translates that strategy into a practical programme of delivery, setting out the specific capabilities, priorities, sequencing and outcomes required to achieve transformation across the Council.
- 1.3. The roadmap provides a single, prioritised programme for digital transformation, bringing together customer access, service redesign, data and insight, automation and artificial intelligence, workforce productivity, system modernisation and

organisational improvement into a coherent delivery plan. It consolidates digital, transformation and service improvement activity into a corporately governed roadmap aligned to the Council's priorities, delivery capacity and financial position.

- 1.4. The roadmap establishes a phased delivery approach through to 2030, providing clarity on investment requirements, governance arrangements, dependencies, benefits realisation and the capacity required to deliver change. It demonstrates how transformation activity will be prioritised, governed and delivered through a single corporate programme focused on customer experience, demand reduction, workforce productivity, service improvement and financial sustainability.
- 1.5. It also provides assurance that digital transformation will remain inclusive, maintaining the Council's commitment to a 'digital by choice, human when it matters' approach, ensuring that residents who cannot or do not wish to use digital channels continue to receive appropriate support and access to services.
- 1.6. The report seeks Cabinet approval of the Digital Roadmap 2026–2030 as the Council's strategic programme for digital transformation and organisational improvement, supporting delivery of the Corporate Plan, Improvement Plan and Financial Sustainability Programme.

2. Recommendations

Cabinet is recommended to:

- 2.1. Approve the Digital Roadmap 2026–2030, attached at Appendix A. Appendix B (plan on a page) provides details for each workstream the key activities during each phase of the roadmap and benefits over the life of the programme. This supports delivery of the Corporate Plan, Improvement Plan, Digital Strategy and Financial Sustainability Programme.
- 2.2. Endorse the phased delivery approach set out within the roadmap, comprising:
 - Phase 1 – Mobilise, Prioritise and Decide (2026/27)
 - Phase 2 – Foundations and Early Value (2027/28)
 - Phase 3 – Scale and Transform (2028/29)
 - Phase 4 – Optimise and Sustain (2029/30)
- 2.3. Note that the roadmap establishes the strategic direction, delivery priorities and initial funding envelope for digital transformation and that future investment decisions relating to major system replacements, platform licensing, implementation activity and associated procurements will be subject to separate business cases, governance approvals and procurement processes where required.
- 2.4. Delegate authority to the Service Director for Enabling Services and the Head of Service – Automation and Technology, in consultation with the Portfolio Holder for Transformation and Economic Growth, to make amendments to the roadmap, delivery sequencing and associated delivery plans, provided such changes do not materially alter the strategic objectives, scope or overall direction approved by Cabinet.

3. Background

- 3.1. Shropshire Council is operating in a period of sustained financial pressure, increasing service demand and rising expectations from residents for accessible, responsive and modern public services. The Corporate Peer Challenge, Improvement Plan and Financial Sustainability Programme have identified the need to improve organisational efficiency, strengthen governance, modernise service delivery and ensure that limited resources are focused on activities that deliver the greatest value and impact.
- 3.2. In July 2026, Cabinet approved the Digital Strategy 2026–2030, establishing the Council's strategic direction for digital transformation and setting out how digital, data, automation and technology will support service improvement, organisational resilience and long-term financial sustainability. The strategy recognised that technology alone will not transform services and that meaningful improvement requires coordinated service redesign, cultural change, workforce development, better use of data and disciplined programme delivery.
- 3.3. The Digital Roadmap 2026–2030 has subsequently been developed as the delivery plan for that strategy. It moves the Council from strategic intent into implementation, providing a practical and prioritised programme of activity that identifies what will be delivered, when it will be delivered, how it will be governed and how success will be measured. The roadmap provides the mechanism through which the Council will translate its digital ambitions into measurable outcomes for residents, staff, services and communities.
- 3.4. The need for a structured roadmap is driven by a combination of service pressures, ageing technology, growing cyber and information risks, increasing customer expectations and the Council's requirement to deliver transformation at scale whilst maintaining essential services. Across the organisation there is currently greater demand for change than available delivery capacity can support. Without a clear corporate approach, there is a risk of fragmented investment, duplication of effort, inconsistent customer experiences and failure to realise the full benefits of transformation activity.
- 3.5. To address this, the Council undertook a comprehensive review of digital, transformation and service improvement requirements from across the organisation. These included initiatives arising from service transformation programmes, customer access initiatives, the Digital Blueprint, the PwC customer programme, system lifecycle reviews, national policy requirements, technology roadmaps and service-led improvement proposals. More than 150 digital, automation and transformation initiatives were reviewed and assessed through a structured prioritisation process to determine what should be delivered, in what order and within what timescales.
- 3.6. The approach, approved through Leadership Board and the Digital Transformation Board, used a transparent prioritisation methodology designed to ensure that investment decisions are outcome-focused, explainable, evidence-led and aligned to the Council's strategic priorities. Each initiative was assessed against six prioritisation lenses: statutory and legal risk, financial impact, demand reduction potential, deliverability, dependency risk, and political or reputational sensitivity. The methodology was specifically designed to ensure that activity is prioritised

based upon organisational value, risk, affordability and deliverability rather than the volume of requests received.

- 3.7. The prioritisation framework recognised that there is currently more demand for transformation than the Council has capacity to deliver. Consequently, the roadmap focuses on doing fewer things well, sequencing activity according to risk, dependencies, organisational readiness and available capacity. This provides assurance that the roadmap represents a realistic and deliverable programme of change rather than a collection of disconnected projects, technology investments or service requests.
- 3.8. A summary of the prioritisation approach is provided at Appendix C, which demonstrates how digital, transformation and service improvement demand from across the Council was consolidated, assessed and prioritised before being incorporated into a single corporate roadmap.
- 3.9. The outcome is a corporately governed roadmap that brings together customer access, service redesign, data and insight, automation and artificial intelligence, workforce productivity, system modernisation and organisational improvement into a coherent delivery programme. The roadmap adopts a platform-led approach designed to improve customer experience, reduce avoidable demand, increase organisational productivity and support long-term financial sustainability.
- 3.10. The roadmap is structured across four delivery phases running to 2030. Phase 1 focuses on mobilisation, prioritisation, governance, baselining and key platform decisions. Phase 2 delivers foundational customer, data and integration capabilities together with early service improvements. Phase 3 scales transformation activity across services, embedding redesigned operating models and broader adoption of automation and digital capabilities. Phase 4 focuses on optimisation, continuous improvement, prevention and benefits realisation, establishing a more sustainable, intelligence-led operating model.
- 3.11. The roadmap is underpinned by the principle of “digital by choice, human when it matters”. Whilst greater use of digital services, self-service, automation and data-driven services will play an important role in improving efficiency and customer experience, the Council remains committed to ensuring that residents who are unable or unwilling to use digital channels continue to have access to appropriate support and alternative service routes. Digital inclusion, accessibility and assisted digital support will therefore remain integral elements of delivery.
- 3.12. Delivery of the roadmap will be supported through a structured governance framework, benefits realisation approach and phased investment model. It is intended to provide the delivery mechanism through which the Council can improve customer experience, reduce avoidable demand, increase workforce productivity, modernise critical technology platforms and support long-term financial sustainability whilst maintaining appropriate governance, cyber resilience and service continuity.

4. Summary of Main Proposals

- 4.1. The Digital Roadmap 2026–2030 provides the Council’s delivery plan for digital transformation, translating the ambitions set out within the approved Digital Strategy into a phased, prioritised and deliverable programme of implementation. It establishes a single corporately governed programme bringing together customer access, service redesign, automation and artificial intelligence, workforce productivity, data and insight, cyber resilience and system modernisation into a coherent programme of delivery.
- 4.2. The roadmap sets out a structured four-year programme through to 2030, focused on establishing the foundations required for transformation, delivering early improvements for residents and staff, scaling successful approaches across services and embedding a sustainable, intelligence-led and preventative operating model. Delivery will be supported through clear governance arrangements, phased investment, structured prioritisation and a formal benefits realisation framework.
- 4.3. This programme supports delivery capability, Customer Relationship Management (CRM), Contact Centre as a Service (CCaaS), integration capability, platform services and the specialist resources required to deliver the roadmap. Investment decisions, including core systems replacement and other significant system modernisation activity, will remain subject to separate business cases, options appraisal, governance approvals and procurement processes where required.
- 4.4. The roadmap is expected to generate recurring benefits through improved customer access, reduced avoidable contact, automation, workforce productivity, service redesign, system rationalisation, debt recovery and income optimisation. Benefits will be tracked through a structured benefits realisation framework with baselines established during Phase 1 and monitored throughout delivery.
- 4.5. The roadmap should be viewed as establishing the capability, governance, platforms and delivery capacity required to realise future transformation opportunities, rather than as a programme focused solely on technology investment. It provides the enabling foundations through which the Council can redesign services, reduce avoidable demand, improve productivity and deliver sustainable organisational change.
- 4.6. For residents and service users, the roadmap will deliver clearer access routes to services, stronger self-service capabilities, improved visibility of requests and case progress, better communication and reduced need to provide the same information multiple times. For staff, it will provide modern digital tools, improved access to information, greater automation of routine activity and increased capacity to focus on higher-value work. For services, it will provide improved workflow, better use of data and stronger capability to redesign services around prevention, outcomes and demand reduction.
- 4.7. The roadmap remains aligned to the Council’s principle of “digital by choice, human when it matters”. Whilst digital services and self-service capabilities will be expanded, assisted digital support, inclusive service design and alternative access routes will remain central to delivery, ensuring that residents who are unable or unwilling to use digital channels continue to receive appropriate support and access to Council services.

- 4.8. Approval of the roadmap will establish a clear, prioritised and deliverable programme for digital transformation, providing the governance, capability, investment framework and strategic direction required to improve customer outcomes, modernise service delivery, support organisational improvement and contribute to the Council's long-term financial sustainability.

5. Alternative Options

- 5.1. A number of alternative options have been considered in developing the Digital Roadmap 2026–2030:
- **Option 1 – Do nothing / continue with the current approach**
 - The Council could choose not to approve the roadmap and continue with existing approaches to digital investment and service transformation. While this would avoid the need for coordinated delivery in the short term, it would not address increasing demand, fragmented service delivery, duplicated investment or long-term financial sustainability challenges. This option is not recommended.
 - **Option 2 – Individual Service-Led Transformation Activity**
 - Services could continue to pursue separate transformation initiatives without a single corporate roadmap. While this may provide short-term flexibility, it is likely to increase duplication, reduce value for money and create inconsistent customer experiences. This option would also make benefits realisation and organisational prioritisation more difficult. This option is not recommended.
 - **Option 3 – Adopt the Digital Roadmap 2026-2030 (recommended option)**
 - This option provides a single, prioritised and corporately governed delivery plan. It aligns digital investment to organisational priorities, improves control and transparency, and establishes a clear route from strategy to implementation. It is the recommended option.
- 5.2. Overall, the recommended option is to adopt the Digital Roadmap 2026–2030, as it provides a coherent and scalable approach to transformation, aligned to the Council's priorities, financial position and statutory responsibilities.

6. Key risks and Opportunities

- 6.1. Key Opportunities:
- **Demand reduction, prevention and improved service efficiency.**

The programme supports the Council's ambition to move towards more preventative, intelligence-led and demand-managed services. Through improved customer journeys, automation, self-service capability, better use of data and service redesign, the roadmap provides opportunities to reduce avoidable demand, repeat contact and administrative burden across multiple services.
 - **Improved financial sustainability.**

The Digital Roadmap provides a structured and prioritised approach to transformation, supporting the Council's Financial Sustainability Programme

through a combination of customer access improvements, automation, service redesign, workforce productivity, data-driven decision-making and demand reduction.

- **Better customer experience and service accessibility.**
The roadmap will establish clearer and more consistent routes into Council services through improved digital channels, customer self-service, enhanced communication and greater visibility of requests and case progress. Residents will benefit from simpler access arrangements whilst maintaining alternative routes for those unable or unwilling to use digital services.
- **Increased workforce productivity and organisational capacity.**
Automation, artificial intelligence, integrated workflows and modern digital tools will help reduce routine administrative activity and improve access to information, enabling staff to focus more time on professional judgement, customer support and higher-value activities. The roadmap therefore provides opportunities to increase organisational capacity without a corresponding increase in staffing levels.
- **Improved governance, resilience and decision-making**
The roadmap provides an opportunity to modernise critical technology platforms, improve data quality and management information, strengthen cyber resilience and establish greater corporate oversight of digital investment. This supports improved decision-making, reduced operational risk and greater organisational resilience.

6.2. The roadmap presents significant opportunities to improve customer experience, increase workforce productivity, strengthen organisational resilience, modernise critical systems, improve data-led decision-making and support long-term financial sustainability.

6.3. The risks associated with delivery of the Digital Roadmap are cross-cutting and align to multiple risks within the Council's Strategic Risk Register. They contribute to:

- The risk of inability to contain overall expenditure within available resources, through dependency on digital transformation, automation, demand reduction and service redesign to improve productivity and reduce cost-to-serve.
- The risk of critical skills shortages impacting recruitment, retention and organisational capacity, reflecting the need to build digital capability, workforce productivity and organisational readiness across the Council.
- The risk of failure to protect systems and data from cyber-attack or service disruption, given the increasing reliance on digital systems and technology-enabled service delivery.
- The risk of failure to adhere to governance arrangements, including programme governance, data governance, information management, architecture standards and investment controls.

- Wider risks relating to service access, inequality and demand management, particularly where services remain fragmented, difficult to access or reliant on reactive operating models rather than preventative approaches.

6.4. Delivery of the roadmap therefore represents a key mitigating response to these corporate risks and provides a structured mechanism through which the Council can realise transformation opportunities in a controlled, prioritised and governed manner.

Risk	Mitigation	Link to Strategic Risk
Failure to deliver planned transformation and benefits	Delivery through a single, prioritised digital portfolio with strong governance, benefits realisation and performance monitoring arrangements.	Inability to contain overall committed expenditure within available resources
Insufficient adoption of new systems and ways of working	Structured change, communication, engagement, training and adoption approach supported by service ownership and leadership accountability.	Critical skills shortage impacting on retention, recruitment and succession planning Inability to deliver organisational objectives / economic and service delivery outcomes
Cyber security incident or system failure	Secure-by-design approach aligned to the Cyber Assessment Framework (CAF), Cyber Strategy 2026–2030 and enhanced resilience capabilities.	Failure to protect from and manage the impact of a cyber-attack on ICT systems
Data quality, information governance or decision-making failures	Implementation of Data Quality Strategy, strengthened governance arrangements, Architecture Review processes and benefits assurance frameworks.	Failure of officers and members to adhere to governance arrangements (including data governance and decision-making controls)
Digital exclusion impacting residents and service users	Inclusive design, assisted digital support and retention of alternative non-digital access routes through a “digital by choice, human when it matters” approach.	Impact of increased waiting lists / service access pressures (linked to capacity and equitable access to services)
Dependence on legacy systems and technical debt	Planned system modernisation, platform rationalisation, improved integration and replacement of unsupported technologies where justified through business cases.	Failure to protect from and manage the impact of a cyber-attack on ICT systems Inability to deliver organisational objectives / economic and service delivery outcomes

Fragmented delivery, duplication of effort or uncontrolled investment	Corporate prioritisation, Leadership Board oversight, Digital Transformation Board governance and Digital Design Authority controls.	Failure of officers and members to adhere to governance arrangements (organisational alignment and decision-making)
Insufficient delivery capacity or competing organisational priorities	Phased delivery model, prioritisation framework, roadmap sequencing and ongoing portfolio management aligned to available capacity.	Inability to deliver organisational objectives and planned transformation outcomes

7. Council Priorities

- 7.1. The Digital Roadmap 2026–2030 supports delivery of the Council’s Corporate Plan, Improvement Plan and Financial Sustainability Programme. It provides the mechanism through which the ambitions set out in the Digital Strategy will be delivered and translated into measurable outcomes for residents, communities, services and staff.
- 7.2. The roadmap is a key enabler of the Council’s priority ambitions, with particular alignment to:
- **A financially sustainable council, with clear priorities and a workforce that is supported to excel**
 - This is the primary objective underpinning the roadmap. Through improved customer access, automation, service redesign, workforce productivity, data-led decision-making and demand reduction, the roadmap will support the Council’s long-term financial sustainability and organisational improvement objectives. It provides a structured and prioritised approach to transformation, ensuring that investment is focused on activities which deliver measurable organisational value and support the Council’s Medium-Term Financial Plan.
 - **Connected communities**
 - The roadmap supports greater accessibility to Council services through improved digital channels, assisted digital support, enhanced customer communications and more consistent customer experiences. By simplifying access routes and improving service visibility, it will help residents engage with Council services more effectively regardless of where they live within the county.
 - **Safe, inclusive places with homes that meet people’s needs**
 - The roadmap supports improved service integration, data sharing, customer access and early intervention across a range of services including housing, safeguarding, social care and community services. Digital improvements will help services identify need earlier, improve coordination and support more effective delivery of statutory responsibilities.
 - **Everyone has the opportunity to be healthy and to thrive at every stage of life**

- The roadmap underpins the transformation ambitions within Adult Social Care and Children's Services by supporting earlier intervention, prevention, triage, improved service access and better use of data. Over time, these capabilities will help services move towards more preventative and outcome-focused operating models that support improved resident wellbeing and reduce avoidable demand.
 - **An environment that supports wellbeing**
 - The roadmap will contribute to more sustainable service delivery through increased use of digital services, reduced reliance on paper-based processes, improved automation and more efficient ways of working. Whilst environmental benefits are not the primary driver of the programme, digital enablement provides opportunities to reduce waste, travel and unnecessary administration.
 - **A fair, thriving economy that benefits everyone**
 - The roadmap supports improved engagement with residents, businesses and partners through modern digital services, improved access to information and more responsive service delivery. It also strengthens the Council's ability to support economic growth through improved organisational efficiency, greater resilience and more effective use of resources.
- 7.3. The roadmap also directly supports delivery of the Council's Improvement Plan by providing a single, prioritised and governed programme for digital transformation and organisational improvement. Through structured prioritisation, benefits realisation and stronger governance arrangements, it responds to recommendations relating to organisational effectiveness, service improvement, governance, customer experience and financial sustainability.
- 7.4. Overall, the Digital Roadmap provides the delivery framework through which digital, data, automation and service redesign will contribute to the Council's strategic priorities, helping create a more efficient, resilient, customer-focused and financially sustainable organisation by 2030.

8. Financial Implications

- 8.1. Shropshire Council continues to operate in a challenging financial environment and remains focused on delivering its Financial Sustainability Programme, Medium-Term Financial Plan and wider Improvement Plan commitments. The Digital Roadmap 2026–2030 has been developed as a key enabling programme to support organisational transformation, improve productivity, reduce avoidable demand and contribute to the Council's long-term financial sustainability objectives.
- 8.2. Delivery of the roadmap supports programme delivery capability, Customer Relationship Management (CRM), Contact Centre as a Service (CCaaS), integration capability, platform services and the specialist resources required to deliver the roadmap
- 8.3. The roadmap is expected to generate recurring annual benefits through a combination of customer access improvements, channel shift, reduced avoidable contact, automation, workforce productivity improvements, service redesign, system rationalisation, debt recovery and income optimisation.

- 8.4. Benefits will be managed through a structured benefits realisation framework, with baselines established during Phase 1 and monitored throughout delivery. Benefit categories will include cashable savings, productivity gains, income generation, demand prevention and cost avoidance. Benefit ownership will remain with services, and performance will be tracked through the Council's established governance arrangements.
- 8.5. The roadmap should be viewed as an investment in the capability, governance, delivery capacity and enabling platforms required to realise future transformation opportunities, rather than as a standalone technology investment. Successful delivery is expected to contribute materially to improved organisational productivity, reduced demand, service modernisation and the Council's long-term financial sustainability objectives.
- 8.6. Approval of the Digital Roadmap does not constitute approval of future procurement activity, system replacement programmes, implementation expenditure or associated capital and revenue investment. The roadmap establishes the strategic direction, delivery framework and initial programme funding required to support digital transformation. Any future investment decisions relating to major system modernisation, replacement, platform licensing, implementation partners, integration requirements, software procurement or other significant expenditure will remain subject to separate business case development, options appraisal, affordability assessment, governance approval and procurement processes in accordance with the Council's financial regulations and decision-making arrangements

9. Legal and HR implications

- 9.1. The Digital Roadmap 2026–2030 does not in itself create new legal obligations or amend the Council's statutory responsibilities, rather it sets the framework through which the Council can ensure that it meets its statutory responsibilities.
- 9.2. Delivery of individual initiatives arising from the roadmap will be subject to appropriate legal review and governance, including compliance with procurement legislation, subsidy control requirements, data protection legislation, information governance requirements, public law obligations, accessibility requirements, cyber security standards and any service-specific statutory responsibilities.
- 9.3. The roadmap includes future procurement, contract management, platform selection and system modernisation activity. Legal and Information Governance support will therefore be required throughout delivery to ensure the Council meets its legal obligations and complies with Council's Contract Procedure Rules, Financial Regulations and Scheme of Delegation.
- 9.4. From a workforce perspective, successful delivery of the roadmap depends upon organisational readiness, workforce development and the adoption of new ways of working. The programme includes a significant focus on digital skills, leadership capability, change management and workforce productivity, recognising that transformation benefits will only be realised where changes in technology are accompanied by changes in behaviours, processes and service delivery models.

- 9.5. HR support will be required throughout the programme to support workforce planning, organisational change, skills development, recruitment activity, role design, change management and the development of future digital capability across the Council. The roadmap also recognises the need to ensure staff are appropriately supported to adopt new technologies, automation tools and data-led ways of working.
- 9.6. Any future workforce implications resulting from individual projects, organisational change activity or service redesign initiatives will be considered separately and managed in accordance with the Council's HR policies, procedures and consultation requirements.
- 9.7. Overall, the legal and workforce implications associated with the roadmap are considered manageable, provided that appropriate governance, legal oversight, information governance controls, workforce engagement and change management arrangements are maintained throughout delivery.

10. Electoral Division Implications

- 10.1. The Digital Roadmap 2026–2030 is a council-wide programme of transformation and does not have direct implications for any specific electoral division.
- 10.2. The roadmap is intended to support consistent, accessible and joined-up services across all areas of Shropshire, including rural and geographically dispersed communities. Through improvements in customer access, service delivery, digital inclusion, workforce productivity and organisational efficiency, the benefits of the programme are expected to be realised across the county rather than within individual electoral divisions.
- 10.3. The roadmap includes a commitment to maintaining a “digital by choice, human when it matters” approach to service delivery, ensuring that residents across all communities continue to have access to appropriate support and alternative service channels where required.
- 10.4. In line with the Local Member Protocol, consideration has been given to whether specific local member consultation is required. Given the strategic, corporate and county-wide nature of the proposals, consultation with individual local members is not considered necessary at this stage. Any future service changes, implementation activity or transformation initiatives arising from the roadmap that have specific local impacts will be subject to appropriate engagement, consultation and governance arrangements.

11. Health, Social (including “Child Friendly Shropshire”) and Economic Implications

- 11.1. The Digital Roadmap 2026–2030 supports the Council's Health in All Policies approach by providing the practical delivery framework through which improved access to services, earlier intervention, prevention and more joined-up service delivery will be achieved across health, social care and wider council services.

- 11.2. A key objective of the roadmap is to support the transition from reactive, crisis-led service models towards earlier intervention, prevention and demand management. Through improved customer access, digital front door capabilities, data and insight, automation and service redesign, the programme will support earlier identification of need and more timely intervention, particularly within Adult Social Care, Children's Services and safeguarding-related services.
- 11.3. The roadmap directly supports the Council's transformation ambitions for Adult Social Care through improved triage, prevention, community-based support, technology-enabled care, automation and better use of data. These capabilities are intended to help residents remain independent for longer, improve outcomes and support the long-term sustainability of care services.
- 11.4. The roadmap also supports the ongoing transformation of Children's Services through improved access routes, integrated workflows, stronger information sharing, enhanced performance management and the development of capabilities such as a digital front door and a more joined-up view of services supporting children, young people and families. These improvements are intended to support earlier help, improved safeguarding and better outcomes for children and families.
- 11.5. The roadmap supports improved integration with partners across health, care, education, community and voluntary sector organisations. By improving data sharing, coordination and digital capability, the programme will help enable more joined-up, place-based services and support wider system objectives relating to health, wellbeing and prevention.
- 11.6. From an access and inclusion perspective, the roadmap is intended to have a positive impact by improving the availability, consistency and usability of Council services. There is a recognised risk that increased digitisation could adversely affect those who are digitally excluded or who have complex needs. This is mitigated through the Council's commitment to 'digital by choice, human when it matters', accessible design principles, assisted digital support and the continued provision of non-digital access routes where appropriate.
- 11.7. The benefits of the roadmap are expected to be realised across all communities in Shropshire, including rural and geographically dispersed communities. Improved digital access, assisted digital support and clearer access routes to services provide opportunities to improve accessibility and reduce inequalities, whilst recognising that connectivity and access challenges may continue to vary across different parts of the county.
- 11.8. In relation to Care Leavers, the roadmap provides opportunities to improve communication, access to information and access to services through more consistent and integrated digital channels. As individual initiatives are developed, services will remain responsible for ensuring that appropriate support arrangements are in place to meet the specific needs of young people leaving care.
- 11.9. The roadmap supports the Council's ambition to become a Child Friendly Shropshire by promoting service design that is inclusive, accessible and centred around the needs of children, young people and families. The programme includes

specific activities supporting Children's Services transformation, earlier intervention, improved access to information and stronger safeguarding capability.

- 11.10. No specific adverse impacts on health, wellbeing or social outcomes have been identified at this stage. Any potential impacts relating to digital exclusion, data use, automation or service redesign will be assessed and managed through appropriate governance, impact assessment processes and service-level business cases as delivery progresses.
- 11.11. From an economic perspective, the roadmap supports a more sustainable, efficient and resilient Council capable of responding to future demand and financial pressures. Improved digital services, stronger data and insight, increased productivity and more efficient use of resources will support wider economic outcomes by creating a more responsive Council, improving engagement with residents and businesses and helping to protect frontline services through improved organisational efficiency.

12. Equality and Diversity Implications

- 12.1. An initial stocktake Equality, Social inclusion and Health impact Assessment (ESHIA) has been carried out, with further ESHIAs to be carried out during the implementation of the Digital Roadmap where warranted and proportionate to do so.
- 12.2. At this stage, the equality impacts are assessed as likely to be neutral to low positive across all nine of the Protected Characteristic groupings set out in the Equality Act 2010, with potential for this to rise to low to medium positive for the groupings of Age and of Disability.
- 12.3. For the local additional groupings for which we seek to take 'due regard' in our decision-making processes, our considerations are for the circumstances in which individuals and households may find themselves, at different times in their lives and in what may be a range of differing locations across our rural and sparsely populated county.
- 12.4. The impacts are likely to be neutral to low positive for the grouping of Veterans and Serving Members of the Armed Forces and their Families, for whom we give 'due regard' under the Armed Forces Act 2021, and for the grouping of Young People Leaving Care.
- 12.5. There is also potential for the equality impacts to be low to medium positive for our local groupings of Carers, and of Social Inclusion.
- 12.6. For all the above, this is in recognition of the specified priorities within the Digital Strategy in relation to digital inclusion and fair access, and connected and preventative services, with a focus upon "no wrong door" in accessing the services we provide or the services that others provide on our behalf.

13. Climate Change, Biodiversity and Environmental Implications

- 13.1. The Digital Roadmap 2026–2030 supports the Council’s environmental sustainability objectives through the delivery of more efficient, digitally enabled and data-driven services. By improving access to online services, increasing automation and reducing reliance on paper-based processes, the roadmap provides opportunities to reduce waste, streamline service delivery and improve organisational efficiency.
- 13.2. The roadmap supports wider opportunities to reduce unnecessary travel by enabling greater use of digital interaction, self-service, automation and remote access to services where appropriate. Improved customer access arrangements, digital channels and workforce productivity tools may contribute to reduced travel by residents, staff and partners whilst maintaining service accessibility.
- 13.3. Through the modernisation of technology platforms and infrastructure, the roadmap also provides opportunities to improve the efficiency, resilience and sustainability of the Council’s digital estate. This includes increased use of cloud-based services, platform consolidation, system rationalisation and improved use of shared digital capabilities, helping to reduce duplication and improve the efficient use of technology resources.
- 13.4. The roadmap is primarily a transformation and service improvement programme rather than a direct environmental programme. Consequently, any environmental benefits are expected to be indirect and achieved through changes to service delivery, operating models and technology adoption rather than through specific climate change or biodiversity initiatives.
- 13.5. No direct impacts on biodiversity have been identified as a consequence of approval of the roadmap. Any future projects, infrastructure changes, property-related activity or service redesign initiatives arising from the roadmap will be subject to appropriate environmental assessment and governance processes where required.
- 13.6. The roadmap includes a commitment to the responsible, secure and sustainable use of technology. Future technology procurement and implementation activity will continue to consider environmental impacts, supplier sustainability commitments, whole-life costs and opportunities to support the Council’s wider climate and environmental objectives where appropriate.
- 13.7. At this stage, no significant adverse climate change, biodiversity or environmental impacts have been identified. The overall effect of the roadmap is expected to be neutral to low positive through the delivery of more efficient, digitally enabled and sustainable ways of working across the organisation.

14. Background Papers

- Digital Strategy 2026
- Cyber Strategy 2026

15. Appendices

Appendix A – Digital Roadmap 2026-2030

Appendix B – Digital Roadmap Plan on a Page

Appendix C – From Demand to Delivery