



Shropshire
Council

DIGITAL ROADMAP

2026 – 2030



CUSTOMER FOCUSED

Putting residents,
businesses and
communities first



DATA DRIVEN

Using insight and
intelligence to make
better decisions



WORKFORCE ENABLED

Empowering staff with
the tools, skills and
support to thrive



PLATFORM LED

Building on shared
platforms, standards
and integration



SECURE & TRUSTED

Protecting data,
managing risk and
building resilience

Transforming services. Empowering people. Improving outcomes.

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1. Executive Summary

Shropshire Council is facing sustained pressure from rising demand, increasing service complexity and continued financial constraint. Across both Adults and Children's services, the current operating model is largely reactive, fragmented and heavily reliant on intervention at the point of escalation. This drives unnecessary demand, increases cost-to-serve and limits the Council's ability to improve outcomes for residents.

At the same time, the Council is becoming increasingly dependent on digital systems and data to deliver critical services. Without a coordinated, prioritised approach to digital transformation, there is a significant risk that investment becomes fragmented, duplicated and unable to deliver the scale of change required. This position is not sustainable.

This roadmap sets out a clear and deliverable plan to 2030. It translates the ambitions of the Digital Strategy and Cyber Strategy into a practical sequence of action, aligned to service transformation, workforce development, financial sustainability and organisational improvement. It provides the framework for how the Council will use digital, data, automation and artificial intelligence to improve outcomes, manage demand and modernise service delivery.

1.1 Our approach

The Council will deliver digital transformation through a disciplined, platform-led operating model rather than a collection of disconnected projects.

The target architecture is built around a series of integrated layers that create a joined-up customer experience while enabling services to operate through shared corporate capabilities.

The model is based on:

- Multiple entry points providing access through digital, telephone, assisted digital, partner and face-to-face channels
- A channel and experience integration layer connecting customer interactions, routing demand and supporting consistent service experiences
- A corporate CRM platform managing customer interactions, cases, workflows and service coordination
- An enterprise integration layer connecting systems, data and processes through standardised APIs and integration services
- Specialist line-of-business systems supporting statutory and operational services
- Shared data, automation and intelligence capabilities enabling insight, prediction, reporting and continuous improvement

Together these capabilities create a single joined-up customer view, multiple access routes and an integrated digital foundation that reduces duplication, improves visibility, increases resilience and enables transformation at scale.

The approach reflects a simple principle:

Services should remain tailored to statutory and operational requirements, but be delivered through shared platforms, common standards, integrated data and consistent customer experiences.

1.2 Culture, Skills and Ways of Working

Successful digital transformation is not solely dependent on technology. It requires changes in culture, leadership, skills and ways of working across the organisation.

While this roadmap sets out the digital platforms and capabilities required, benefits will only be realised where services embrace new approaches, use data to inform decisions, adopt standardised processes and continuously improve how services are designed and delivered.

Delivery will therefore be aligned with the Council's People Plan and workforce development ambitions, ensuring that staff have the skills, confidence and support required to operate effectively within a more digital, data-enabled and outcomes-focused organisation.

Leaders will play a critical role in championing change, encouraging innovation and ensuring that digital transformation becomes part of everyday service improvement rather than a separate technology initiative.

By 2030, the Council's ambition is to operate as a digitally enabled organisation where data informs decisions, routine administrative activity is increasingly automated, services are designed around resident needs and staff are empowered to focus on high-value activities that improve outcomes for residents and communities.

1.3 What will change

This roadmap supports a fundamental shift in how services are designed and delivered:

From crisis-led to preventative services

- Adults services move from Care Act-led assessment at crisis to prevention, triage and reablement pathways
- Children's services move to earlier help, multi-agency working and integrated pathways
- Data and insight support earlier identification of need and more effective intervention

From fragmented access to joined-up customer experiences

- Residents access services through clear and consistent routes
- Information is captured once and reused across services where appropriate
- Customers experience more seamless journeys regardless of channel or service boundary

From limited visibility to empowered customers

- Residents can track requests, cases and service interactions through consistent digital channels
- Proactive updates improve transparency and customer confidence
- Improved visibility reduces avoidable contact, complaints and information requests

From isolated systems to integrated platforms

- Services continue to use specialist systems where required, but operate within a common architecture
- Systems share information through standardised integration and data services
- Existing capability is optimised before new technology is introduced

From reactive delivery to intelligence-led transformation

- Better reporting, performance management and demand insight support prioritisation and decision-making
- Resources are focused on areas where impact will be greatest
- Investment decisions are increasingly informed by evidence and measurable outcomes

From manual administration to digitally enabled work

- Automation removes routine and repeatable activities
- AI assists with triage, drafting, summarisation and decision support
- Staff spend more time on professional judgement, resident engagement and value-adding activities

1.4 Delivery approach

The roadmap is structured into four phases to ensure delivery is realistic, sequenced and manageable:

- **Stabilise and Decide** – address immediate risks, establish baselines, confirm platform decisions and align governance
- **Foundations and Early Value** – deliver core customer-facing capabilities, integration foundations and demonstrate early improvements
- **Scale and Transform** – expand platform adoption across services and embed redesigned service models

- **Optimise and Prevent** – use data, automation and insight to reduce long-term demand and continuously improve outcomes

Alongside technology delivery, the Council will implement workforce, culture and change activities to ensure services are ready to adopt new capabilities and realise benefits.

This phased approach reflects the Council's current capacity, existing commitments and the need to balance transformation activity with ongoing service delivery.

1.5 Key dependencies and risks

Delivery of this roadmap depends on several critical factors:

- A clear decision on the future CRM platform and associated customer management approach
- Alignment between service transformation, digital delivery and workforce development
- Strong links to the Council's People Plan and Medium-Term Financial Plan
- Effective management of existing commitments, including infrastructure, cyber security and ERP activity
- Maintaining governance discipline and avoiding fragmented digital investment

Successful delivery will also require targeted investment in platforms, integration capability, workforce capacity, change management and organisational development.

Failure to address these dependencies will:

- Limit the pace and scale of transformation
- Increase the risk of fragmented or duplicated investment
- Reduce the Council's ability to realise demand reduction and financial benefits
- Prevent the cultural and behavioural changes required to sustain transformation

1.6 Outcomes

Successful delivery of this roadmap will result in:

- Reduced demand and lower cost-to-serve through earlier intervention, prevention and automation
- Improved and more consistent resident experience across all channels
- Greater transparency through customer tracking, progress updates and self-service capability
- Better intelligence, reporting and demand insight supporting decision-making and service redesign
- More effective service delivery enabled by shared data, integration and process automation

- Increased workforce productivity and capacity through the removal of manual administration
- A more digitally confident and capable workforce
- A modern, secure, resilient and lower-risk digital estate aligned to national standards
- A sustainable operating model capable of responding to future demand pressures and financial constraints

2. Why This Roadmap Is Required Now

Shropshire Council cannot deliver its Digital Strategy ambitions, manage rising demand or achieve long-term financial sustainability without a clear, prioritised and disciplined approach to digital transformation. The current position across services, systems, workforce capacity and organisational capability means that change is no longer optional; it is essential.

At the same time, advances in digital platforms, integration, automation, artificial intelligence and data capabilities create opportunities to redesign services fundamentally, improve productivity, strengthen customer experience and deliver better outcomes at lower cost. This roadmap is therefore not simply a response to challenge; it is the pathway to a more sustainable, resilient and modern operating model.

This section sets out the factors that make transformation necessary now and explains why a coordinated, corporate approach is required.

2.1 Demand, Service Pressure and Financial Sustainability

Demand for Council services continues to increase in both scale and complexity, particularly within Adults and Children's services, where pressure on resources and budgets is greatest.

In Adults, demographic change, increasing complexity of need and rising care costs are creating sustained pressure on services. The current model frequently intervenes at the point of crisis, resulting in higher-cost support and long-term dependency rather than earlier, preventative intervention.

In Children's Services, transformation is required to support earlier help, integrated delivery and improved outcomes for children and families. Existing processes and pathways can result in fragmented experiences, duplication of effort and unnecessary escalation into higher-cost services.

Taken together, these pressures are financially unsustainable. Without a shift towards prevention, triage, automation and earlier intervention, demand is likely to continue increasing while resources remain constrained.

Digital, data and automation are critical enablers of this shift. They provide the mechanisms through which services can redesign pathways, increase productivity, improve decision-making and scale preventative approaches.

2.2 Current Operating Model Limitations

The Council's current operating model has evolved over many years and reflects different service requirements, legislative changes and technology investments. Whilst individual

systems and services continue to deliver important outcomes, the overall environment is characterised by fragmentation across customer access, information management and service delivery.

Residents often need to navigate multiple entry points, provide the same information repeatedly and interact with different parts of the organisation to resolve a single issue. Information is frequently held across multiple systems, limiting visibility and coordination between services. Processes are often manual, duplicated or reactive, increasing avoidable demand and administrative effort.

Customer expectations have also changed significantly. Residents increasingly expect the same level of convenience, transparency and responsiveness that they experience elsewhere. They expect to engage through multiple channels, receive proactive updates, track progress and avoid repeatedly providing the same information. Existing arrangements do not consistently meet these expectations.

These limitations contribute directly to:

- Avoidable contact and failure demand
- Delays in service response and resolution
- Increased administrative burden on staff
- Poorer experiences for residents, partners and businesses
- Reduced organisational efficiency and productivity

Both Adults and Children's transformation programmes reinforce the need to move towards joined-up pathways, consistent customer experiences and integrated service delivery. Without a coordinated roadmap, there is a significant risk that services attempt to address these challenges independently, creating further fragmentation and duplication.

2.3 Increasing Digital Dependency, Data Challenges and Risk

The Council is increasingly dependent on technology, digital services and data to deliver critical public services, including social care, safeguarding, finance, customer services and regulatory functions.

At the same time:

- The technology estate continues to grow in complexity
- Integration between systems remains inconsistent
- Legacy platforms create operational and support challenges
- Data is often fragmented across multiple applications and processes
- Reporting and insight capabilities vary across services

While the Council holds significant volumes of operational and service data, it is not always possible to obtain a complete, joined-up view of customer demand, service performance or

organisational outcomes. This limits the ability to target interventions effectively, predict future pressures and make fully informed decisions.

The future operating model described in this roadmap depends upon better integration, stronger data foundations and improved intelligence capabilities. To move towards prevention and proactive intervention, the Council must improve how information is connected, analysed and used throughout the organisation.

The Cyber Strategy is clear that digital transformation must also be secure, resilient and governed effectively. As dependency on digital systems increases, cyber resilience, data protection and operational continuity become increasingly important.

Without this, the Council faces:

- Increased risk of service disruption
- Exposure to cyber threats and data loss
- Reduced confidence in data and decision-making
- Constraints on its ability to transform safely and at scale

Digital transformation and cyber resilience are therefore inseparable. The objective is not simply to modernise services, but to do so in a way that reduces risk and improves organisational resilience.

2.4 Delivery Capacity, Priorities and Baseline Understanding

The Council is already delivering a significant portfolio of ICT, cyber, infrastructure and transformation activity, including infrastructure modernisation, cyber security improvements, AI and customer access initiatives.

This creates a clear constraint:

There is currently more demand for change than available capacity can deliver.

At the same time:

- Key platform decisions remain outstanding
- Services are progressing transformation activity at different rates
- There is a risk of investment decisions being made outside a common architecture and governance framework

In addition, whilst significant insight exists across services, further work is required in some areas to establish consistent baselines for customer demand, service costs, process performance and benefits realisation. Establishing these baselines will support evidence-based investment decisions and provide a robust foundation for measuring success.

Without a clear, corporately owned roadmap:

- Priorities will compete rather than align
- Capacity will become increasingly stretched
- Transformation programmes may diverge from a common direction
- Benefits will be harder to realise and demonstrate

The roadmap provides the mechanism through which capacity, investment and delivery can be prioritised against agreed organisational outcomes.

2.5 Workforce Readiness and Organisational Change

Technology alone will not deliver transformation.

Successful delivery of this roadmap depends on leadership, culture, skills and organisational readiness as much as it depends on systems and platforms.

As services increasingly use data, automation and artificial intelligence, staff will require new skills, confidence and support to work in different ways. Leaders and managers will need to make greater use of data and insight to inform decision-making. Services will need to embrace collaboration, continuous improvement and greater standardisation where appropriate.

Transformation benefits will only be realised where changes in technology are accompanied by changes in behaviours, processes and ways of working.

The roadmap will therefore be delivered alongside workforce development, organisational change and adoption activity aligned to the Council's People Plan. This will help ensure staff have the skills and confidence required to adopt new technologies, embrace innovation and maximise the value of digital investment.

Creating a digitally enabled organisation is not simply about implementing new systems; it is about enabling people to work differently and deliver better outcomes for residents.

2.6 Risk of Fragmented Investment and Missed Opportunity

Without a disciplined and coordinated approach, there is a significant risk of:

- Duplicated or overlapping digital solutions
- Investment in point solutions that do not scale or integrate
- Inconsistent customer experiences across services
- Increased support and maintenance costs
- Further fragmentation of information and processes

This risk has already been recognised within wider transformation activity and reinforces the need for coordinated governance, prioritisation and architectural oversight.

At a time of financial constraint, fragmented investment is not simply inefficient; it is unaffordable.

The Council must move from localised, service-led digital decision making to strategic, corporately governed investment in shared platforms, data and capabilities.

2.7 Summary: Why Action Is Required Now

The case for action is clear and immediate:

- Demand continues to rise faster than current operating models can sustain
- Services need to shift towards prevention, earlier intervention and self-service
- Customer expectations are increasing
- Digital dependency, cyber risk and operational complexity continue to grow
- Data and intelligence capabilities need to improve to support better decisions
- Capacity constraints require prioritisation and disciplined delivery
- Workforce skills, culture and ways of working must evolve alongside technology
- The risk of fragmented investment remains significant without corporate oversight

Equally, the opportunities are substantial. Advances in digital platforms, integration, automation, artificial intelligence and data provide the Council with the opportunity to redesign services fundamentally, improve customer experience, increase productivity and create a more sustainable operating model for the future.

Taken together, these factors mean that the Council cannot deliver its strategic objectives, manage demand or maintain financial sustainability without a clear, prioritised and corporately governed transformation roadmap.

This roadmap provides the mechanism to move from strategy to delivery, ensuring that transformation is coherent, affordable, measurable and achievable whilst creating the foundations for a more integrated, resilient and digitally enabled Council by 2030.

3. Service Outcomes

This roadmap is driven by the outcomes the Council needs to achieve, not by technology itself. Digital, data, automation and artificial intelligence are enablers of service transformation and must directly support how services are redesigned, how staff work and how customers experience services.

The outcomes set out below establish a clear line of sight between customer needs, service transformation, workforce development and organisational priorities. Together they define the future state that this roadmap will deliver by 2030.

3.1 Customer Outcomes

The primary objective of digital transformation is to improve how residents, businesses, partners and professionals interact with the Council.

The future state is built around simpler access, greater transparency and more joined-up services, ensuring customers can engage through the channel that best meets their needs while receiving a consistent experience.

Target Outcomes

Simpler access to services

- Multiple access channels operating within a single, joined-up customer experience
- Reduced complexity when accessing Council services
- Easier navigation to the right support at the right time

Greater visibility and transparency

- Customers can track requests, cases and service interactions
- Proactive updates reduce uncertainty and avoidable contact
- Improved confidence in service delivery

Joined-up experiences

- Information is provided once and reused where appropriate
- Reduced need for customers to repeat information
- Improved coordination across services and teams

Digital by choice, human when it matters

- Improved self-service and assisted digital support
- Appropriate non-digital routes remain available
- Vulnerable customers continue to receive personalised support where required

Implication for Digital

To deliver these outcomes, the Council requires integrated customer access channels, a common customer record, modern case management capability, effective workflow orchestration and consistent access to information across services.

3.2 Adults (Care & Wellbeing) – Prevention, Independence and Sustainability

Adults services are seeking a fundamental shift away from a crisis-led, assessment-driven model towards a preventative, community-based and digitally enabled approach.

Target Outcomes

Earlier intervention and prevention

- Residents are supported earlier through advice, guidance and community-based services
- Demand is managed before escalation into statutory services
- More people are supported to remain independent for longer

A redesigned front door

- The front door provides triage, navigation and self-assessment rather than automatically progressing to formal assessment
- Residents are directed to the most appropriate support pathway at the earliest opportunity
- Access is simpler, clearer and more consistent

Increased independence and reduced long-term dependency

- Short-term, goal-focused interventions are prioritised
- Community-based support is utilised wherever appropriate
- Technology-enabled care becomes part of everyday service delivery

Stronger community and multi-agency delivery

- Services operate more effectively alongside health, voluntary sector and community partners
- Local and place-based working supports early intervention and prevention

Improved financial sustainability

- Earlier intervention reduces demand for high-cost services
- Resources are targeted where they deliver the greatest impact

- Better intelligence supports commissioning and capacity planning

Implication for Digital

Digital capability must enable:

- Self-service and assisted digital support at scale
- Effective triage and routing at the point of contact
- Integration with community and partner services
- Better data capture, analytics and demand forecasting
- Improved visibility of customer journeys and outcomes
- Automation of routine activities to increase practitioner capacity

3.3 Children's Services – Early Help, Integration and System Redesign

Children's Services are delivering a whole-system transformation programme, moving away from siloed delivery towards family-centred, preventative and integrated services.

Target Outcomes

Earlier help and prevention

- Children and families receive support at the earliest opportunity
- Demand entering statutory services is reduced through stronger early intervention

Joined-up, multi-agency working

- Services operate as a coordinated system across partners
- Roles, pathways and decision-making are clearer and more consistent

Improved experience for children and families

- Fewer hand-offs between services
- Less repetition of information
- Simpler and more coherent access to support

A one-system approach to delivery

- Services are aligned around common pathways and objectives
- Workflows and processes are supported by integrated digital capabilities
- Information is shared more effectively where appropriate

Stronger assurance, performance and safeguarding

- Improved visibility of activity, performance and outcomes

- Better inspection readiness and governance
- Enhanced ability to identify risk, vulnerability and need earlier

Core Digital Enablers Required

The transformation programme requires:

- A digital front door for children, young people and families
- A Single View of the Child
- Integrated workflows and data sharing
- Stronger performance, reporting and intelligence capabilities

Implication for Digital

Digital capability must become a core enabler of Children's transformation, supporting integrated working, improved information sharing and better decision-making across services and partners.

3.4 Workforce Outcomes

Successful digital transformation must improve the working environment for staff as well as outcomes for residents.

The future operating model aims to reduce administrative burden, improve access to information and provide staff with the tools, data and confidence required to work effectively in a modern organisation.

Target Outcomes

Reduced administration and manual processing

- Less time spent on repetitive and transactional tasks
- Greater use of automation and workflow
- Reduced duplication of effort

Better access to information

- Staff can access the information they need more easily
- Improved visibility across services and customer interactions
- Better decision-making supported by data and insight

Increased productivity and capacity

- Automation and AI support routine activities
- Practitioners spend more time on professional judgement and customer interaction
- Resources are focused on higher-value activity

Improved digital confidence and capability

- Staff are equipped with the skills required to work effectively in a digital environment
- Continuous learning and improvement become part of everyday practice
- Innovation is encouraged within an appropriate governance framework

Improved collaboration

- Better information sharing across teams and services
- Improved coordination around customer needs
- Reduced organisational silos

Implication for Digital

Technology investment must be accompanied by workforce development, organisational change and adoption activity to ensure benefits are realised and sustained.

3.5 Corporate Outcomes – Consistency, Productivity and Control

Alongside service transformation, the Council requires a modern operating model that improves efficiency, strengthens governance and supports better decision-making across the organisation.

Connected Customer Experience

- A single view of customer interactions across channels and services
- Consistent access routes and service standards
- Greater transparency and visibility for customers

Higher Workforce Productivity

- Reduced administrative burden across services
- Greater automation of routine activities
- More effective use of professional expertise and capacity

Better Data and Decision-Making

- Improved reporting and management information
- Greater visibility of demand, performance and outcomes
- Evidence-based prioritisation and investment decisions

Smarter, More Preventative Services

- Earlier identification of emerging demand
- Improved targeting of intervention and support

- Greater use of predictive insight and analytics

Stronger Organisational Control

- Reduced duplication of systems and processes
- Better governance of digital and technology investment
- Greater consistency, resilience and compliance

3.6 Bringing This Together

Across Customer Services, Adults, Children's Services and corporate functions, there is a consistent direction of travel:

- Shift from crisis response to prevention and early intervention
- Design services around customer journeys rather than organisational boundaries
- Use digital, data, automation and artificial intelligence to improve outcomes and manage demand
- Improve workforce productivity while enhancing customer experience
- Strengthen organisational decision-making through better information and insight

While the needs of each service area differ, the underlying requirements are consistent:

- Simple and accessible services
- Joined-up information and customer experiences
- Integrated platforms and processes
- Skilled and empowered staff
- Better use of data and intelligence
- Strong governance and organisational control

3.7 Summary

The outcomes in this roadmap are not technology-led. They are customer-led, service-led and financially driven.

By 2030, the Council will provide:

- Simpler access to services
- Greater visibility and transparency for customers
- Better tools and information for staff
- Stronger insight for managers and leaders
- More integrated delivery across services and partners

Digital, data, automation and artificial intelligence will enable a shift from reactive service delivery towards a preventative, intelligence-led operating model that improves outcomes, reduces demand and supports long-term financial sustainability. This outcomes framework provides the foundation for the target operating model set out in the following section.

4. Target Operating Model (How We Deliver Change)

This roadmap will be delivered through a customer-centred operating model that combines service transformation, workforce enablement, data-driven decision making and shared digital platforms.

The target operating model is designed to create a single joined-up customer view, multiple access routes and integrated services, while enabling staff to work more effectively through better information, automation and modern digital tools.

The objective is not simply to implement technology. It is to create a more preventative, intelligence-led and sustainable operating model that improves outcomes, reduces demand and supports long-term financial sustainability.

Services will remain accountable for outcomes, but will be enabled through shared digital capabilities, integrated data, common standards and corporate governance.

This section sets out the principles, platform model and architectural approach that will underpin delivery.

4.1 Core Design Principles

The following principles will govern all digital, data and technology decisions. These principles apply across all programmes, projects and service areas.

Service-led, not technology-led

Transformation is driven by customer, service and organisational outcomes rather than system replacement.

Platforms, not projects

Capability will be delivered through shared and reusable platforms rather than isolated solutions.

Multiple entry points, one customer experience

Services may maintain appropriate access routes, but customers should experience a consistent and joined-up journey regardless of channel.

Optimise before we buy

Existing systems and capabilities will be fully utilised and improved before introducing new technology.

Data-informed and outcome-focused

Investment decisions, prioritisation and delivery will be guided by evidence, customer insight, service outcomes and measurable benefits.

Secure and resilient by design

Cyber security, privacy, resilience and compliance are embedded from the outset rather than added later.

Corporate ownership, not service isolation

Digital investment, prioritisation and sequencing are governed corporately to reduce duplication and maximise organisational value.

Configure, don't customise

Solutions will be implemented using standard functionality wherever possible. Bespoke development and customisation will only be undertaken where there is a clear business need and long-term value.

4.2 Target Platform Model

The target architecture is built around a series of integrated layers that collectively deliver a joined-up customer experience, connected services and improved organisational capability.

Rather than operating as isolated systems, each layer performs a distinct role within a single digital ecosystem. (*Target Architecture Diagram - Page 69*)

Layer 1 – Customers

Residents, businesses, partners and professionals sit at the centre of the operating model.

The Council's ambition is to provide:

- A joined-up experience across services
- Greater visibility of requests, cases and interactions
- Improved transparency and communication
- Better access to information and support
- Improved outcomes through more personalised and proactive services

The operating model is designed around customer needs rather than organisational structures.

Layer 2 – Access and Engagement Channels

Customers should be able to access services through the channel that best meets their needs.

This layer includes:

- Digital Front Door
- Contact Centre
- Email and correspondence
- Assisted digital channels
- Partner and third-party portals
- Face-to-face access points

Together these channels provide multiple entry points into Council services while maintaining a consistent and connected customer experience.

Customers should increasingly be able to:

- Report, apply, pay and track online
- Receive proactive updates and notifications
- Transition between channels without repeating information
- Access support through appropriate assisted and non-digital routes where needed

This supports the principle of digital by choice, human when it matters.

Layer 3 – Channel and Experience Integration

A dedicated integration layer will connect all customer-facing channels and services.

Its purpose is to create a consistent and seamless experience regardless of how customers engage with the Council.

This layer provides:

- Authentication and identity management
- Customer interaction capture
- Routing and orchestration
- Channel management and monitoring
- Demand visibility and performance insight

This capability enables the Council to manage customer demand more effectively, improve routing and triage, and ensure consistent experiences across all channels.

Layer 4 – CRM Platform (Customer and Case Management)

The CRM platform provides the corporate coordination layer of the target architecture.

Its purpose is not to replace specialist systems, but to provide a common capability for managing customer interactions, workflows and service coordination.

Core capabilities include:

- Single customer record
- Customer interaction history
- Case management
- Workflow and triage
- Status tracking
- Performance reporting

This layer enables:

- Reduced duplication
- Improved visibility across services
- Better coordination of customer requests
- Consistent management of cases and workflows

A clear decision on the CRM platform remains a critical dependency for the roadmap.

Layer 5 – Enterprise Integration and Data Platform

The enterprise integration platform forms the digital backbone of the organisation.

Its purpose is to connect CRM, business systems, data platforms and services through standardised integration capabilities.

Core capabilities include:

- API management
- Data transformation and mapping
- Event processing and messaging
- Synchronisation and master data management
- Monitoring, audit and logging
- Data quality and governance

This approach reduces point-to-point integrations, improves resilience and enables information to flow consistently across the organisation.

The integration platform also provides the foundation for future innovation, automation, analytics and artificial intelligence capabilities.

Layer 6 – Line of Business Systems

Specialist systems remain critical for delivering statutory and operational responsibilities.

This includes systems supporting:

- Adults Social Care
- Children's Services
- Finance and Corporate Services
- Registrars
- Highways
- Planning, Housing and Assets
- Other specialist service functions

The roadmap does not assume wholesale replacement of these systems.

Instead, the focus is on:

- Maximising value from existing investment
- Improving integration and interoperability
- Removing duplication
- Aligning platforms to common standards
- Minimising bespoke customisation

These systems will operate as part of a connected enterprise architecture rather than as isolated technology silos.

Layer 7 – Workforce Enablement

Digital transformation is ultimately delivered through people.

The final layer of the operating model focuses on enabling staff, practitioners, managers and leaders with the tools, information and capabilities required to deliver services effectively.

This includes:

- Improved access to information
- Better reporting and decision support
- Workflow automation
- AI-assisted productivity tools
- Integrated customer and case information
- Modern collaboration capabilities

The goal is to reduce administrative burden and enable staff to focus more time on professional judgement, customer interaction and value-adding activities.

4.3 Data, Insight and Intelligence

Data is a strategic asset and a core enabler of the target operating model.

The Council's ambition is to move from fragmented information and retrospective reporting towards integrated insight that supports operational, tactical and strategic decision making.

Key outcomes include:

- A joined-up customer view
- Improved management information
- Better visibility of demand and performance
- Enhanced benefits tracking
- Population and service insight
- Demand forecasting and trend analysis
- Stronger evidence-based decision making

These capabilities will support service redesign, prioritisation and earlier intervention across the organisation.

Over time, the Council will establish the foundations for:

- Single View of the Customer
- Single View of the Child
- Predictive analytics
- Preventative service models
- Organisational performance management

4.4 Automation and Artificial Intelligence

Automation and artificial intelligence will be embedded across all layers of the operating model rather than deployed as standalone initiatives.

The objective is to improve customer experience, increase productivity and support better decision-making.

Priority areas include:

Customer experience

- Automated status updates and notifications
- Improved triage and routing
- Faster response and resolution

Workforce productivity

- Workflow automation
- Drafting and summarisation
- Reduced manual data processing
- Improved access to information

Operational effectiveness

- Demand identification and forecasting
- Performance monitoring
- Capacity planning
- Service optimisation

Decision support

- AI-assisted analysis and recommendations
- Identification of emerging risks and trends
- Improved insight for operational and strategic decisions

Automation and AI will be implemented in accordance with the Council's governance, security, ethical and data management frameworks.

The aim is not to replace professional judgement, but to free skilled staff to focus on complex work, customer interaction and improved outcomes.

4.5 Cyber Security, Privacy and Resilience by Design

Cyber security and resilience are fundamental components of the operating model.

All platforms and services will be designed and operated in accordance with secure-by-design principles.

This includes:

- Alignment to the Cyber Assessment Framework (CAF)
- Privacy by design
- Secure identity and access management
- Resilient infrastructure and recovery capability
- Monitoring, detection and response
- Data protection and compliance controls

This ensures that digital transformation reduces organisational risk while increasing operational resilience.

4.6 What This Means in Practice

The target operating model represents a fundamental shift in how the Council delivers services and manages digital investment.

Services will no longer develop isolated solutions or operate independently of the wider digital ecosystem.

Instead:

- Customer access will be delivered through joined-up channels
- Services will be connected through shared platforms and integration capabilities
- Data will support better operational and strategic decisions
- Automation and AI will reduce manual effort and improve productivity
- Investment will be prioritised against corporate outcomes and organisational value
- Workforce development and adoption will be embedded within transformation activity

Where services identify new requirements, they will be assessed against existing capabilities, aligned to the target architecture and prioritised through corporate governance processes.

4.7 Summary

The target operating model moves the Council from fragmented systems and service-specific delivery towards an integrated, customer-centred and intelligence-led organisation.

Services remain accountable for outcomes, but are enabled through shared platforms, integrated data, common standards and modern digital capabilities.

By 2030, the Council will operate through a connected digital ecosystem that improves customer experience, enables workforce productivity, strengthens decision-making and supports a preventative approach to public service delivery.

This operating model provides the foundation for the roadmap and delivery plan set out in the following section.

5. The Roadmap: What We Will Deliver to 2030

This roadmap sets out a phased and deliverable approach to digital transformation across the Council to 2030. It translates the target operating model into a realistic sequence of delivery, reflecting current service pressures, existing commitments, organisational capacity, financial constraints and the need to realise measurable benefits.

Delivery of each phase will progressively implement the target architecture, moving the Council from fragmented systems, inconsistent processes and reactive service models towards an integrated, customer-centred, workforce-enabled and data-led operating model.

The roadmap is intentionally phased to:

- Deliver early and visible improvements for residents, staff and services
- Establish the core platforms, integration and data foundations required for transformation
- Support service redesign across priority areas
- Improve workforce productivity and digital confidence
- Avoid over-commitment and unrealistic delivery expectations
- Ensure investment is sequenced, controlled and aligned to organisational value

This approach ensures delivery remains achievable and prioritised, rather than attempting to deliver all change simultaneously. (*Digital Roadmap Diagram - Page 68*)

5.1 Delivery Phasing Overview

Transformation will be delivered across four phases.

Phase	Focus	Outcome
Phase 1: Stabilise and Decide	Address immediate risks, establish baselines, confirm platform decisions and prepare the organisation for delivery	Clear direction, reduced risk, agreed priorities and delivery-ready foundations
Phase 2: Foundations and Early Value	Implement core customer, platform, integration, data and workforce capabilities	Visible improvements in access, demand management, productivity and customer experience
Phase 3: Scale and Transform	Extend platform use, embed redesigned service models and scale integration, automation and insight	Services operating in more joined-up, preventative and digitally enabled ways

Phase 4: Optimise and Prevent	Use data, automation, AI and continuous improvement to reduce demand and improve outcomes	A sustainable, intelligence-led operating model focused on prevention, productivity and long-term value
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Each phase builds on the previous one. Progression will depend on clear decision-making, prioritisation, investment, service readiness and the Council's capacity to absorb and embed change.

5.2 Phase 1: Stabilise and Decide

The first phase establishes the conditions for successful transformation while delivering targeted early improvements in access, demand management, risk reduction and organisational readiness.

This phase focuses on confirming key platform decisions, establishing evidence-based baselines, initiating procurement, strengthening governance and preparing services and staff for future delivery.

Key Delivery Areas

5.2.1. Critical Platform Decisions and Procurement

The Council will confirm and progress the core platform decisions required to enable transformation.

This includes:

- Confirming the future CRM approach
- Confirming the direction for the contact centre platform
- Procuring CRM and CCaaS capability
- Procuring APIs and integration capability required to support the target architecture
- Completing option appraisal, market engagement, procurement and contract award
- Developing mobilisation plans for implementation in Phase 2

This will ensure that the Council has clear direction on the core platforms required to support customer access, case management, workflow, demand visibility and service coordination.

Procurement activity will be supported by the approved business case through the Business Transformation and Change Panel, ensuring that delivery can proceed in line with agreed funding and governance.

5.2.2. Customer and Service Baseline

A robust baseline is essential to demonstrate whether transformation is delivering the intended benefits.

Phase 1 will therefore establish the evidence base for future delivery, including:

- Current customer demand across priority channels and services
- Cost-to-serve across high-demand and high-cost processes
- Volumes of avoidable contact and repeat contact
- Current processing times, backlogs and failure demand
- Existing customer journeys and pain points
- Current reporting, data and performance limitations
- Baseline measures for benefits realisation

This will provide a clear starting point against which future improvements can be measured and will support evidence-based prioritisation throughout the roadmap.

5.2.3. Immediate Risk Management and System Stabilisation

The Council will address key lifecycle, resilience and operational risks across critical systems, particularly where these support statutory or high-risk services.

This includes:

- Stabilising priority systems
- Addressing known lifecycle and resilience issues
- Reducing operational and cyber risk ahead of wider transformation
- Ensuring existing platforms remain safe and supportable during transition

This activity is essential to ensure that transformation is built on stable foundations rather than adding further complexity to an already pressured environment.

5.2.4. Digital Front Door: Initial Deployment

Phase 1 will begin improving how residents access and interact with Council services.

This includes:

- Introducing priority service access through clearer digital routes
- Implementing initial triage and routing capability
- Improving consistency across “report, apply, pay, refer and track” journeys
- Identifying opportunities for customer status updates and proactive communication
- Testing approaches for improved customer visibility and self-service

This represents the first step towards a more joined-up customer experience and supports the shift towards earlier intervention and reduced avoidable demand.

5.2.5. Channel and Experience Integration Foundations

Phase 1 will establish the foundations for the first integration hub, focused on connecting customer-facing channels to the CRM and wider customer management capability.

This includes:

- Defining the channel and experience integration approach
- Establishing standards for routing, orchestration and customer interaction capture
- Confirming authentication and identity requirements
- Defining how customer contact will be captured, managed and monitored across channels
- Preparing for integration between entry points, CRM and customer communication channels

This ensures that new access routes do not become additional silos but operate as part of a joined-up customer experience.

5.2.6. Targeted Automation and AI Pilots

Automation and AI will be tested in controlled, practical and high-impact areas.

Initial pilots will focus on:

- High-volume and high-cost processes
- Routine administrative activity
- Assisted drafting and summarisation
- Triage and routing support
- Customer status updates and proactive notifications
- Insight to identify demand patterns and improvement opportunities

These pilots will be designed with clear measures of success, governance controls and a view to scaling where value is demonstrated.

The objective is not experimentation for its own sake. It is to identify where automation and AI can reduce demand, improve productivity and free skilled staff to focus on higher-value work.

5.2.7. Workforce and Change Readiness

Digital transformation will only succeed if staff, managers and leaders are ready and able to adopt new ways of working.

Phase 1 will therefore include:

- Digital skills and confidence assessment
- Change readiness assessment across priority services
- Leadership engagement on the target operating model
- Development of workforce and adoption plans aligned to the People Plan
- Identification of training, communications and support requirements
- Early engagement with managers, practitioners and frontline teams

This will ensure that transformation is delivered with services, not simply to services.

5.2.8. Architecture and Governance Alignment

Phase 1 will confirm the operating controls required to keep transformation aligned and deliverable.

This includes:

- Confirming the target architecture and platform model
- Establishing architectural standards and design principles
- Embedding the role of the Digital Design Authority
- Aligning the roadmap to Digital Transformation Board prioritisation and sequencing
- Confirming how new demand enters the corporate pipeline
- Defining the benefits measurement and reporting approach

This will ensure that future delivery is controlled, prioritised and aligned to organisational outcomes.

5.2.9 Phase 1 Outcomes

By the end of Phase 1, the Council will have:

Clear direction and momentum

- Key CRM and CCaaS decisions made
- Procurement completed and mobilisation planning underway
- Integration and API requirements defined
- Platform direction aligned to governance and funding

Reduced immediate risk

- Priority system risks identified and addressed
- Key lifecycle and resilience issues stabilised
- Stronger foundations for future delivery

Improved understanding of demand and cost

- Baselines established for customer demand, service demand and cost-to-serve
- High-volume and high-cost processes identified
- Benefits framework and measures agreed

Early improvements in access and demand handling

- Priority services available through clearer digital routes
- Initial triage and routing capability in place
- Early customer visibility and tracking opportunities identified

Early efficiency gains through automation

- Targeted automation and AI pilots delivered
- Reduced manual handling in selected processes
- Initial productivity improvements evidenced

Workforce and organisational readiness

- Digital skills and change readiness assessed
- Workforce development activity aligned to the People Plan
- Services engaged in future delivery and adoption planning

Delivery-ready foundations

- Governance, architecture and prioritisation embedded
- Platforms ready for implementation in Phase 2
- Roadmap delivery aligned to capacity, funding and service priorities

5.3 Phase 2: Foundations and Early Value

The second phase delivers the core building blocks of the target operating model and demonstrates early value for residents, staff and services.

The focus of this phase is to move from decision-making and mobilisation into implementation, ensuring that the Council begins to realise tangible improvements in access, demand management, productivity and service coordination.

Key Delivery Areas

5.3.1. Expanded Customer Access and Front Door Capability

The Council will expand digital front door capability across priority service journeys.

This includes:

- Improved online access to priority services
- Consistent “report, apply, pay, refer and track” journeys
- Improved self-service capability
- Assisted digital support for residents who need help
- Proactive customer updates and status visibility where appropriate
- Better routing to the right service or pathway at the first point of contact

This will improve customer experience while reducing avoidable contact and repeat enquiries.

5.3.2. Contact Centre Transformation

The Council will implement the contact centre platform and use it to improve demand visibility, channel management and customer routing.

This includes:

- Implementation of CCaaS capability
- Improved handling of voice, chat, messaging and digital contact
- Better visibility of demand across channels
- Improved routing based on need, urgency and service pathway
- Stronger performance reporting and management information

This will support a more consistent, measurable and managed approach to customer demand.

5.3.3. CRM Implementation and Customer Coordination

The CRM platform will begin to operate as the corporate coordination layer for managing customer interactions, cases and workflows.

This includes:

- Initial customer and case management capability
- Customer interaction history
- Workflow and triage
- Case tracking and status visibility
- Integration with priority access channels
- Reporting on customer demand and service performance

CRM implementation will focus on priority services where the benefits of improved coordination, visibility and workflow are greatest.

5.3.4. Integration and Data Foundations

Phase 2 will establish the first core integration and data foundations required to support the target architecture.

This includes:

- Implementing initial API and integration capability
- Connecting priority channels, CRM and selected line-of-business systems
- Improving data capture and reporting
- Establishing initial data quality and governance controls
- Supporting the development of single-view capabilities over time

This will reduce reliance on manual workarounds and support more consistent information flows across services.

5.3.5. Workforce Enablement and Adoption

Phase 2 will begin to embed new tools, skills and ways of working across priority services.

This includes:

- Digital skills development
- Training and adoption support for new platforms
- Support for managers and leaders to use data and insight
- Rollout of productivity and automation tools
- Change support for redesigned customer and service journeys

This phase is critical to ensuring that new technology is adopted effectively and delivers practical benefits in service delivery.

5.3.6. Early Automation and Productivity Improvements

Automation will be expanded beyond initial pilots into selected priority processes.

This includes:

- Automation of high-volume, repeatable tasks
- Reduction in manual data entry and duplication
- Workflow automation within CRM and service processes
- Use of AI-assisted tools for drafting, summarisation and information retrieval
- Improved staff productivity and reduced administrative burden

Automation activity will be prioritised where there is clear evidence of demand reduction, productivity improvement or service benefit.

5.3.7 Phase 2 Outcome

By the end of Phase 2, the Council will have visible improvements in access, customer experience, demand visibility and workforce productivity.

Residents will begin to experience clearer access routes, improved communication and better visibility of progress. Staff will begin to benefit from improved tools, reduced manual effort and better access to information. Services will have stronger foundations for redesign, integration and demand management.

5.4 Phase 3: Scale and Transform

The third phase focuses on scaling digital capability across services and embedding redesigned operating models.

By this stage, the Council will have established its core platforms, initial integrations, customer access improvements and data foundations. Phase 3 extends these capabilities across a wider range of services and uses them to support deeper transformation.

Key Delivery Areas

5.4.1. Expansion of Platform Usage

The CRM, CCaaS and digital front door capabilities will be extended across priority services.

This includes:

- Wider use of CRM for customer and case coordination
- Expansion of digital and assisted access routes
- Increased use of workflow, routing and triage
- Greater consistency of customer journeys across services
- Improved visibility of customer interactions across channels

The aim is to move from isolated service improvements to a more consistent corporate customer experience.

5.4.2. Enterprise Integration at Scale

The second integration hub will mature during this phase, connecting CRM, line-of-business systems and data platforms more consistently.

This includes:

- Wider use of API-first integration patterns
- Improved data flows between specialist systems
- Event-based integration where appropriate

- Improved synchronisation and master data management
- Stronger monitoring, audit and logging
- Reduced reliance on manual rekeying and point-to-point integration

This will allow services to continue using specialist systems while operating within a joined-up enterprise architecture.

5.4.3. Service Transformation at Scale

Priority service models will be redesigned and embedded using the capabilities established in earlier phases.

This includes:

- Adults pathways supported by prevention, triage, reablement and community-based support
- Children's transformation supported by digital front door, single-view capabilities and integrated workflows
- Improved coordination across corporate services
- Greater alignment between customer access, service processes and statutory responsibilities
- Reduction in duplication, hand-offs and avoidable contact

This phase is where the roadmap moves beyond platform implementation and into meaningful operating model change.

5.4.4. Single-View and Data-Led Capabilities

The Council will develop stronger single-view and intelligence capabilities to support service delivery and decision-making.

This includes:

- Improved customer interaction visibility
- Foundations for single view of the customer
- Foundations for single view of the child
- Better performance dashboards and management information
- Improved demand forecasting and trend analysis
- Stronger benefits tracking and outcome reporting

These capabilities will support earlier intervention, more effective prioritisation and improved organisational assurance.

5.4.5. Automation and AI Embedded Across Services

Automation and AI will be scaled across multiple services and workflows.

This includes:

- Automated routine transactions
- AI-assisted drafting, summarisation and decision support
- Customer updates and notifications
- Demand analysis and forecasting
- Workflow optimisation
- Reduction in administrative burden

The emphasis will remain on supporting staff, improving consistency and enabling better use of skilled workforce capacity.

5.4.6. Workforce Productivity and Culture Change

Phase 3 will embed digital ways of working more widely across the organisation.

This includes:

- Increased digital confidence across services
- Improved use of data by managers and leaders
- Greater adoption of standardised processes
- Service-led continuous improvement
- Stronger collaboration between ICT, services, data, change and organisational development teams

At this point, digital transformation should increasingly become part of everyday service improvement rather than a separate programme of activity.

5.4.7 Phase 3 Outcome

By the end of Phase 3, services will be operating in more redesigned, integrated and digitally enabled ways.

The Council will have stronger customer coordination, more mature integration between systems, improved data and insight, wider automation and a workforce increasingly supported by modern tools and digital ways of working.

5.5 Phase 4: Optimise and Prevent

The final phase focuses on optimisation, prevention and continuous improvement.

By this stage, the Council will have established the core digital, integration, data and workforce foundations required to operate in a more preventative and intelligence-led way.

The focus will shift from implementation to optimisation and sustained value.

Key Delivery Areas

5.5.1. Predictive and Preventative Services

The Council will make greater use of data and insight to identify demand, risk and need earlier.

This includes:

- Demand forecasting
- Early identification of emerging pressures
- Population and service insight
- Improved targeting of intervention and support
- Greater focus on prevention and long-term demand reduction

This supports the Council's ambition to move away from crisis-led intervention towards earlier, more proportionate and preventative support.

5.5.2. Intelligent and Optimised Services

Services will use data, automation and AI to continuously improve performance and outcomes.

This includes:

- Ongoing optimisation of workflows and processes
- AI-assisted analysis and decision support
- Automated routine transactions
- Improved performance management
- Continuous refinement of customer journeys
- Benefits realisation embedded into service management

The aim is to create a learning organisation where improvement is continuous and evidence led.

5.5.3. Empowered Customers

Customers will have greater control, visibility and confidence when interacting with the Council.

This includes:

- Improved tracking of requests, cases and service interactions
- More proactive updates and notifications
- Increased self-service where appropriate
- Reduced avoidable contact and repeat enquiries

- Clearer, more consistent experiences across channels

Digital services will continue to operate on the principle of digital by choice, human when it matters.

5.5.4. Enabled Workforce

Staff will be supported by mature digital tools, automation and insight.

This includes:

- Reduced routine administration
- Improved access to information
- Stronger digital confidence and capability
- More time focused on professional judgement, complex issues and customer outcomes
- Better tools for managers and leaders to understand performance, demand and capacity

The workforce benefit is central to the roadmap: transformation should make work better, not simply move existing pressures into new systems.

5.5.5. Mature Data, Integration and Governance

The Council will continue to mature its data, integration and governance capabilities.

This includes:

- Improved data quality and governance
- Expanded single-view capabilities
- Mature integration between priority systems
- Stronger audit, monitoring and assurance
- Continued alignment to cyber, privacy and compliance standards
- Ongoing rationalisation of duplication and technical debt

This ensures the digital estate remains sustainable, secure and capable of supporting future change.

5.5.6 Phase 4 Outcome

By the end of Phase 4, the Council will be operating through a more sustainable, preventative and data-enabled model.

Services will be increasingly informed by evidence, supported by automation and designed around customer need. Staff will have better tools and information, while leaders will have stronger insight to support decision-making, prioritisation and financial sustainability.

5.6 Transformation Outcomes by 2030

By 2030, successful delivery of the roadmap will result in measurable improvements for residents, staff, services and the organisation.

For residents, businesses, partners and professionals

- Simpler and more consistent access to services
- Improved ability to report, apply, pay, refer and track
- Greater visibility of progress and status
- Reduced need to repeat information
- Faster and more coordinated responses
- Continued access to human and assisted support where needed

For staff

- Reduced administrative burden
- Better access to information and insight
- More effective tools for managing work
- Greater digital confidence and capability
- Increased capacity to focus on complex and value-adding activity
- Improved collaboration across teams and services

For services

- Reduced avoidable demand and repeat contact
- Better triage, routing and prioritisation
- Improved coordination across pathways
- Greater use of automation and workflow
- Better performance information and demand insight
- Stronger ability to redesign services around prevention and outcomes

For the organisation

- Lower cost-to-serve across priority services
- Improved productivity and workforce capacity
- Stronger control of digital investment
- Reduced duplication and technical debt
- Improved cyber resilience and operational risk management
- Better evidence for financial planning, prioritisation and benefits realisation
- A more modern, integrated and sustainable operating model

5.7 Key Delivery Principles

The roadmap will be delivered in line with the following principles.

Prioritise high-impact services first

Delivery will focus first on areas with the greatest demand, financial pressure, statutory risk and resident impact.

Sequence delivery based on dependency and capacity

Transformation will be phased to avoid overloading services, ICT teams and enabling functions.

Optimise existing capability before new investment

Existing systems, contracts and platforms will be assessed and improved before new solutions are introduced.

Adopt before adapt

Standard platform capability will be used wherever possible. Customisation and bespoke development will only be undertaken where there is a clear statutory, operational or financial justification.

Deliver iteratively, not through large-scale “big bang” change

Delivery will focus on incremental, measurable improvement, with lessons applied as the roadmap progresses.

Align all delivery to the target architecture

New requirements must align to the agreed platform model, integration approach, data standards and governance framework.

Embed change and adoption from the start

Technology delivery must be accompanied by workforce engagement, training, communications and service redesign.

Measure benefits consistently

Benefits will be defined, baselined, tracked and evidenced throughout delivery.

Govern corporately, not locally

Prioritisation and sequencing will be managed through corporate governance to ensure activity delivers whole-organisation value rather than isolated service benefit.

5.8 Summary

This roadmap provides a deliverable path from strategy to implementation, balancing ambition with realism.

It ensures that:

- Transformation is phased, prioritised and achievable
- Early benefits are delivered while long-term capability is built
- Investment is focused on areas of greatest impact
- Customer experience, workforce productivity, data insight and service outcomes are improved together
- The Council moves towards a preventative, integrated and sustainable operating model

The roadmap does not simply implement technology. It establishes the conditions for a more modern, resilient, efficient and digitally enabled Council by 2030.

6. Dependencies, Constraints and Trade-offs

The delivery of this roadmap is dependent on a number of critical decisions, resources and constraints. These must be explicitly recognised and actively managed to ensure that transformation remains deliverable and aligned to organisational priorities.

This section sets out the key dependencies, the constraints within which delivery must operate, and the trade-offs that will be required.

6.1 Critical Dependencies

Successful delivery of the roadmap relies on the following:

Core platform decisions and procurement

- A clear decision on the CRM platform, which underpins corporate coordination and case management
- Procurement and mobilisation of both CRM and CCaaS platforms within Phase 1
- Timely contract award and implementation readiness to avoid delays to Phase 2 delivery

These are foundational dependencies; delays will directly impact the overall roadmap.

Funding and investment

Transformation at this scale cannot be delivered within existing budgets alone and will require targeted, prioritised investment.

The initial funding requirement for Phase 1 (including CRM, CCaaS and additional delivery capacity) is being progressed through a separate business case to the Business Transformation and Change Panel, in line with the Council's governance processes.

This roadmap establishes the strategic direction and sequencing of investment. Detailed costings and funding approvals will continue to be developed through individual business cases, including for integration capability, API licensing and further platform development as requirements become clear.

This ensures that investment decisions are phased, controlled and aligned to delivery maturity, rather than committed in advance of defined need.

Capacity and capability

Delivery of this roadmap will require additional capacity and specialist capability across ICT and services.

The current level of resourcing is not sufficient to deliver both business-as-usual activity and the scale of transformation set out in this roadmap. Without additional capacity, delivery will be slower, more fragmented and less likely to achieve the intended outcomes.

The most critical capability areas required are:

- **Integration Engineers**
To design and deliver integration between platforms and systems, enabling joined-up services and data flows
- **Service Designers/Business Analysts**
To redesign end-to-end service journeys, ensuring transformation reduces demand rather than digitising existing processes
- **Developers**
To configure, implement and optimise core platforms (CRM, CCaaS, Digital Front Door)
- **Automation and Power Platform Specialists**
To deliver workflow automation and low-code solutions that reduce manual effort and improve productivity
- **Project and Programme Management**
To coordinate delivery across multiple platforms, services and dependencies, ensuring sequencing and governance are maintained

These roles may be delivered through a combination of internal recruitment, upskilling, apprenticeships and targeted external support, but a core level of internal capability will be required to ensure:

- Sustainable delivery over the life of the roadmap
- Reduced reliance on external suppliers
- Retention of knowledge and control of critical systems

Without this investment in capacity and capability, the pace and scale of transformation will be significantly constrained.

Service alignment and commitment

- Active engagement from Adults, Children's and corporate services
- Alignment of service transformation programmes with the digital roadmap
- Willingness to adopt shared platforms and standardised approaches

Transformation will only succeed where it is jointly owned and delivered with services.

Governance and prioritisation discipline

- Strong Digital Transformation Board oversight, operating under delegated authority from Leadership Board
- Consistent application of Digital Design Authority standards
- A single, prioritised pipeline of work

Without this, delivery will become fragmented and benefits will not be realised at scale.

6.2 Key Constraints

Delivery must take place within a number of recognised constraints.

These include:

- Finite ICT, service and corporate capacity
- Existing infrastructure, cyber and BAU commitments
- Legacy technology and contractual limitations
- Procurement and regulatory requirements
- Financial constraints and affordability considerations
- Availability of specialist skills and expertise
- The organisation's ability to absorb and sustain change

In addition, customer expectations continue to evolve.

Residents increasingly expect:

- Online access to services
- Clear communication and transparency
- Status tracking and visibility
- Faster responses and resolution

Transformation must therefore balance long-term delivery objectives with increasing expectations from residents, businesses and partners.

These constraints mean that not all transformation activity can be delivered simultaneously and that prioritisation remains essential.

6.3 Trade-offs and Delivery Choices

To remain realistic and deliverable, the roadmap requires a number of explicit trade-offs.

Prioritisation Over Parallel Delivery

- High-impact areas will be prioritised first

- Lower-priority activity will be sequenced into later phases
- Capacity will be focused on areas of greatest organisational value

Standardisation Over Local Optimisation

- Shared platforms and common approaches will be adopted wherever possible
- Service-specific solutions will only be implemented where there is a clear and justified requirement

Optimisation Over Replacement

- Existing investment will be maximised before systems are replaced
- Replacement will only occur where a clear strategic or operational case exists

Phased Delivery Over Big-Bang Transformation

- Capabilities will be delivered incrementally
- Early value will be balanced with long-term capability building
- Risk will be managed through staged implementation

Controlled Innovation Over Unmanaged Experimentation

- Automation and AI will be deployed in high-value, governed use cases
- Innovation will be encouraged within an agreed governance framework
- Security, ethics and compliance will remain paramount

Adoption Over Deployment

- Technology implementation alone does not create value
- Services must have time and capacity to adopt, embed and realise change
- Delivery pace may be governed by organisational readiness rather than technical readiness

Corporate Direction Over Service Divergence

- Services retain ownership of outcomes
- Technology, data and architecture decisions must align to corporate standards
- Investment decisions must support whole-Council outcomes rather than isolated service benefit

6.4 Risks if Dependencies Are Not Met

If these dependencies are not addressed, the Council faces:

- Delays to platform implementation and service transformation
- Continued fragmentation of systems and customer experiences
- Reduced ability to manage demand and cost
- Increased operational and cyber risk
- Poor adoption of new capabilities
- Reduced workforce confidence and engagement
- Failure to realise productivity improvements
- Reduced customer satisfaction and trust
- Inability to establish more preventative service models
- Failure to realise the benefits identified within the Digital Strategy and this roadmap

These risks reinforce the need for sustained leadership, investment, governance and organisational commitment throughout delivery.

6.5 Summary

This roadmap is deliverable, but only where the Council maintains clear priorities, strong governance and sustained organisational commitment.

Successful delivery requires:

- Technology investment to be matched by organisational change
- Workforce capability to develop alongside digital capability
- Services to adopt common platforms and standards
- Leadership to maintain prioritisation discipline
- Data and information to be treated as strategic assets
- Transformation to be delivered corporately rather than in isolation

The greatest risk is not the complexity of the technology. It is the failure to align people, processes, culture, data and delivery around a common vision for transformation.

By recognising and actively managing these dependencies, constraints and trade-offs, the Council can deliver a realistic, controlled and sustainable transformation programme that achieves the outcomes set out in this roadmap.

7. Risks and Mitigation

Delivery of this roadmap carries a number of strategic, organisational, operational and technology-related risks.

The greatest risks to successful delivery are not purely technical. They relate to leadership commitment, organisational readiness, workforce adoption, governance discipline, data quality and the Council's ability to sustain transformation over multiple years.

These risks are recognised and will be actively managed through the Council's governance framework, including Leadership Board, the Digital Transformation Board and Digital Design Authority.

The table below summarises the principal risks and proposed mitigations.

7.1 Strategic Transformation Risks and Mitigations

Risk	Description	Impact	Mitigation
Insufficient leadership commitment and prioritisation	Competing organisational priorities reduce focus on transformation and delay key decisions.	Delayed delivery, fragmented investment, reduced benefits realisation and loss of momentum.	Strong Leadership Board sponsorship, delegated oversight through the Digital Transformation Board, clear accountability and regular reporting on progress, risks and benefits.
Failure to adopt new ways of working	New technology is implemented but services do not change behaviours, processes or operating models.	Reduced adoption, limited productivity gains and failure to realise intended benefits.	Workforce development, organisational change activity, leadership engagement, adoption planning and alignment to the People Plan.
Service misalignment or lack of ownership	Services do not fully align to shared platforms, standards or transformation priorities.	Continued fragmentation, reduced benefits and duplication of investment.	Early service involvement, co-design, clear ownership of outcomes and strong corporate governance.
Insufficient organisational capacity and capability	The Council lacks sufficient delivery, technical, change and transformation capability.	Slower delivery, increased reliance on suppliers and reduced transformation impact.	Targeted investment in specialist capability, workforce planning, portfolio management and blended internal/external delivery models.

Funding constraints	Funding is insufficient to support platforms, integration, workforce capability and delivery requirements.	Delays, reduced scope or inability to deliver planned outcomes.	Phased investment, robust business cases, benefits-led prioritisation and ongoing financial governance.
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7.2 Data, Information and Technology Risks

Risk	Description	Impact	Mitigation
Poor data quality and governance	Inaccurate, incomplete or inconsistent data limits the effectiveness of reporting, automation, AI and decision-making.	Reduced confidence in information, poor decisions and lower value from digital investment.	Data ownership, governance frameworks, data standards, stewardship responsibilities and continuous improvement of data quality.
Legacy system constraints	Existing systems limit integration, process redesign or service transformation opportunities.	Increased complexity, higher costs and slower delivery.	Optimisation-first approach, structured integration strategy and targeted replacement where justified.
Delay to core platform procurement and implementation	Delays in procurement or mobilisation of CRM, CCaaS or integration capability affect overall sequencing.	Delays to roadmap delivery and associated benefits.	Defined decision timelines, prioritised procurement, clear ownership and escalation routes.
Cyber security and resilience risk	Increased digital dependency creates greater exposure to cyber threats, service disruption or data loss.	Operational disruption, reputational damage and regulatory risk.	Cyber security embedded by design, alignment to CAF, strengthened monitoring, resilience planning and incident response capability.
Uncontrolled or inappropriate use of AI and automation	AI is deployed without sufficient governance, oversight, quality assurance or transparency.	Data, compliance, reputational and decision-quality risks.	Ethical AI governance, human oversight, prioritised use cases, security controls and robust assurance processes.

7.3 Customer and Service Risks

Risk	Description	Impact	Mitigation
Failure to improve customer experience	Technology investment does not deliver simpler journeys, better visibility or improved service experience.	Continued avoidable demand, reduced satisfaction and lower confidence in transformation activity.	Service design, customer research, journey mapping, performance monitoring and regular customer feedback.
Failure to reduce demand and cost-to-serve	Transformation activity is delivered but does not materially reduce demand or improve efficiency.	Reduced return on investment and ongoing financial pressure.	Benefits-led prioritisation, demand analysis, automation, service redesign and preventative approaches.
Customer expectations exceed delivery pace	Residents expect faster improvements than can realistically be delivered within available resources.	Reduced confidence, increased complaints and reputational risk.	Clear communications, phased delivery and transparent reporting on progress and outcomes.
Over-commitment and delivery overload	Attempting to deliver too many initiatives simultaneously exceeds organisational capacity.	Delayed projects, reduced quality and lower adoption.	Strict prioritisation, phased delivery, portfolio management and active capacity planning.

7.4 Benefits Realisation Risks

Risk	Description	Impact	Mitigation
Benefits are not realised or evidenced	Transformation activity is delivered, but anticipated benefits cannot be demonstrated or sustained.	Reduced confidence, future funding challenges and reduced organisational support.	Establish baselines, define benefit profiles, assign ownership, embed benefits tracking and regularly review outcomes through governance structures.
Poor adoption of new capabilities	Staff and services underutilise platforms, automation or digital tools.	Lower productivity gains and reduced value from investment.	Training, communications, change support, leadership engagement and continuous improvement activity.
Workforce capability does not keep pace with transformation	Skills, confidence and organisational capability develop more slowly than planned.	Reduced effectiveness of new technologies and slower adoption.	Workforce development plans, digital skills investment, mentoring and ongoing learning support.

7.5 Risk Management Approach

Risk management will be embedded throughout delivery of the roadmap.

This includes:

- Regular review through the Digital Transformation Board
- Escalation of strategic risks through Leadership Board and portfolio governance
- Ongoing monitoring of programme, operational and technology risks
- Alignment with corporate risk management processes
- Routine review of dependencies, assumptions and emerging risks
- Monitoring of mitigation effectiveness and delivery confidence

Risks will be reviewed throughout each phase of the roadmap and adjusted as delivery maturity increases and circumstances change.

7.6 Summary

The primary risk is not implementing technology. The primary risk is failing to sustain organisational transformation.

Successful delivery depends on maintaining:

- Strong leadership commitment
- Workforce engagement and adoption
- Corporate prioritisation and governance discipline
- Investment in capability and organisational change
- Effective use of data and information
- Alignment between services, technology and organisational outcomes

Where these conditions are maintained, the risks identified within this roadmap remain manageable and proportionate to the benefits that transformation can deliver.

This risk framework provides the basis for managing uncertainty while maintaining delivery confidence and ensuring that transformation remains focused on delivering measurable outcomes for residents, staff, services and the wider organisation.

8. Governance and Delivery Model

Delivery of this roadmap requires clear, consistent and corporate governance, supported by a delivery model that brings together services, digital, data, organisational change and workforce development.

This is not a technology programme. It is a long-term organisational transformation programme enabled through digital, data, automation and service redesign.

Governance must therefore ensure alignment between:

- Customer outcomes
- Service transformation
- Workforce transformation
- Financial sustainability
- Digital delivery
- Data and technology investment

The governance model is designed to ensure that technology investment translates into measurable organisational outcomes and that transformation remains aligned to corporate priorities throughout delivery.

8.1 Governance Framework

Digital transformation will be delivered through a single integrated governance model that aligns organisational priorities, service transformation, workforce development and digital delivery.

The framework provides:

- Strategic direction and oversight
- Prioritisation and sequencing
- Design and architecture control
- Benefits realisation and performance management
- Risk and dependency management
- Assurance and accountability

8.1.1 Strategic Oversight and Assurance

Improvement Board

The Improvement Board provides external challenge, scrutiny and assurance.

Its role is to:

- Review progress against transformation objectives
- Provide independent assurance
- Challenge delivery performance
- Ensure alignment to the Council's wider improvement ambitions

Leadership Board

Leadership Board retains ultimate accountability for organisational transformation and major investment decisions.

Its responsibilities include:

- Setting strategic direction
- Approving major investment decisions
- Managing strategic risks and dependencies
- Ensuring alignment with corporate priorities, the Improvement Plan and the Medium-Term Financial Plan
- Sponsoring organisational transformation

Leadership Board has delegated authority to the Digital Transformation Board (DTB) for the prioritisation, sequencing and oversight of digital transformation activity.

8.1.2 Portfolio and Programme Governance

Support and Enabled Workforce Portfolio Board

The Portfolio Board provides executive oversight of delivery activity within the portfolio.

Responsibilities include:

- Portfolio performance
- Programme coordination
- Dependency management
- Benefits monitoring
- Risk escalation
- Resource and capacity planning

The Board ensures transformation remains aligned to organisational priorities and portfolio outcomes.

Digital Transformation Board (DTB)

The Digital Transformation Board is the primary decision-making body for digital transformation prioritisation, sequencing and governance.

Operating under delegated authority from Leadership Board, DTB is responsible for:

- Setting priorities and delivery sequencing
- Owning the corporate digital pipeline
- Managing capacity and competing demand
- Aligning investment to strategic outcomes
- Approving roadmap delivery priorities
- Monitoring programme performance
- Managing transformation risks and dependencies
- Providing delivery assurance

8.1.3 Benefits and Outcomes Governance

DTB is also responsible for ensuring transformation remains focused on outcomes rather than activity.

This includes:

- Approving benefit profiles and success measures
- Monitoring benefits realisation
- Reviewing customer, workforce and organisational outcomes
- Challenging underperforming initiatives
- Ensuring investment continues to deliver value

8.1.4 Organisational Change and Adoption Governance

DTB will oversee the organisational dependencies required to support successful delivery, including:

- Workforce readiness
- Adoption planning
- Change management activity
- Stakeholder engagement
- Communications and awareness
- Alignment to the People Plan
- Organisational development dependencies

This ensures that the governance framework focuses on adoption and behavioural change as well as technology delivery.

8.1.5 Architecture, Data and Design Governance

Digital Design Authority (DDA)

The Digital Design Authority provides enterprise design, architecture and technology oversight.

The DDA is responsible for maintaining the integrity of the target operating model and ensuring that all initiatives align to agreed standards and principles.

Responsibilities include:

- Owning and maintaining the target architecture
- Maintaining the platform model
- Defining integration standards
- Defining data standards and governance requirements
- Approving solution designs and technical approaches
- Promoting reuse of corporate capabilities
- Ensuring consistency of customer experience
- Enforcing interoperability, security and design standards
- Preventing duplication and unnecessary customisation
- Providing architecture assurance

No digital solution should proceed without alignment to the agreed architecture, platform principles and governance framework.

8.1.6 Service and ICT Leadership

Enabling Services Leadership Team (ESLT)

ESLT provides strategic leadership and coordination across enabling services.

Responsibilities include:

- Aligning delivery to corporate objectives
- Managing cross-cutting risks and dependencies
- Supporting organisational change activity
- Ensuring workforce and service readiness

Automation and Technology Board

The Automation and Technology Board provides operational leadership and governance for technology and digital services.

Responsibilities include:

- ICT service performance
- Technology delivery
- Workforce and resource planning
- Operational risks and issues
- Architectural implementation
- Technical oversight and coordination

The Board ensures that technology delivery remains aligned to the roadmap and wider organisational priorities.

8.2 Delivery Model

The roadmap will be delivered through a blended, service-led operating model combining central digital capability, service ownership and organisational change support.

Transformation is delivered through services, enabled by digital capability, not delivered to services.

8.2.1. Corporate Digital, Data and Technology Function

The Corporate Digital, Data and Technology function will:

- Deliver core platforms including CRM, CCaaS and Digital Front Door capabilities
- Provide architecture, integration, cyber security and data expertise
- Enable automation and AI deployment at scale
- Maintain standards, controls and assurance
- Operate and continuously improve shared platforms

This capability provides the digital backbone required to support transformation across the organisation.

8.2.2. Services

Services will:

- Own service outcomes
- Own benefits realisation
- Define business requirements and priorities
- Lead operational and behavioural change
- Support adoption of new capabilities
- Redesign services and customer journeys
- Work collaboratively with digital and transformation teams

Services remain accountable for outcomes and benefits.

Digital transformation succeeds only when service transformation succeeds.

8.2.3. Integrated Delivery Teams

Delivery will be undertaken through multidisciplinary teams bringing together:

- Service expertise
- Digital and technical specialists

- Data and insight capability
- Automation and AI specialists
- Architecture and integration expertise
- Project and programme management capability

This ensures solutions are:

- Grounded in service need
- Technically robust
- Scalable and reusable
- Focused on measurable outcomes

8.2.4. Change, Adoption and Workforce Development

Successful transformation requires dedicated organisational change support.

This capability will provide:

- Communications and engagement
- Stakeholder management
- Training and learning support
- Change management
- Adoption planning
- Benefits realisation support
- Workforce development activity

This ensures that technology implementation results in sustained organisational change.

8.3 Prioritisation and Pipeline Management

All transformation demand will be managed through a single corporately governed pipeline.

The Digital Transformation Board will be responsible for prioritisation and sequencing across the organisation.

This ensures that:

- Activity aligns to corporate priorities
- Resources are directed towards highest-value activity
- Capacity constraints are managed transparently
- Dependencies are understood and sequenced appropriately
- Duplicate initiatives are avoided

Not all demand can be delivered simultaneously.

Prioritisation is therefore essential.

8.3.1 Prioritisation Criteria

Requests for investment and delivery will be assessed against agreed criteria, including:

- Contribution to customer outcomes
- Demand reduction potential
- Financial impact and affordability
- Workforce productivity improvements
- Statutory and regulatory risk
- Strategic alignment
- Delivery feasibility and readiness
- Benefits realisation potential

This provides a transparent and consistent basis for decision-making.

8.4 Role of External Partners

External suppliers and delivery partners will be used selectively to:

- Provide specialist expertise
- Accelerate delivery
- Support platform implementation
- Augment internal capacity where required

However:

- Core capability and organisational knowledge will be retained internally
- Transformation will not become dependent on external suppliers
- All externally delivered activity must align to corporate governance, architecture and standards

The long-term objective is to build sustainable internal capability while using external support strategically where it provides value.

8.5 Assurance and Reporting

Transformation activity will be subject to regular monitoring, reporting and assurance.

Reporting will include:

Delivery Performance

- Roadmap milestones and progress
- Programme status
- Risks and issues

- Dependency management

Benefits and Outcomes

- Benefits realisation
- Customer outcomes
- Workforce outcomes
- Demand reduction performance
- Productivity improvements

Financial Assurance

- Investment performance
- Budget management
- Financial benefits and efficiencies

Governance and Compliance

- Architecture compliance
- Risk management
- Cyber and data governance
- Delivery assurance activity

This ensures that Leadership Board, Members, DTB and the Improvement Board maintain clear visibility of progress, delivery confidence and realised value.

8.6 Summary

This governance and delivery model ensures that transformation remains aligned to organisational priorities, customer outcomes and financial sustainability.

It provides:

- Clear accountability and delegated decision-making
- Strong architecture, data and design governance
- Explicit governance of benefits, adoption and organisational change
- Alignment between services, workforce transformation and digital delivery
- Transparent prioritisation and investment control
- Robust assurance and reporting arrangements

The model is designed to ensure that technology investment translates into meaningful and sustained organisational change, enabling the Council to deliver improved outcomes for residents, services and staff while maintaining appropriate control, accountability and value for money.

9. Benefits and Success Measures

This roadmap is designed to deliver measurable improvements in customer experience, workforce productivity, service delivery, organisational resilience and financial sustainability.

It is not a technology programme. It is a benefits-led transformation programme where investment in digital, data, automation and service redesign is expected to deliver clear and measurable outcomes for residents, staff, services and the wider organisation.

Success will not be measured by the volume of technology delivered. It will be measured by the extent to which the Council creates simpler services, improves outcomes, reduces unnecessary demand and becomes more sustainable, resilient and capable of meeting future challenges.

9.1 Benefits Framework

All activity within the roadmap will contribute to a common set of transformation benefits.

These benefits are grouped into four domains which reflect the outcomes the Council is seeking to achieve.

9.1.1 Customer Benefits

The roadmap will improve how residents, businesses, partners and professionals interact with the Council.

Expected Benefits

- Simpler and more consistent access to services
- Reduced need to repeat information
- Improved customer visibility and transparency
- Ability to track requests, cases and service interactions where appropriate
- Improved communication and proactive updates
- Reduced avoidable contact and failure demand
- Improved customer confidence and satisfaction

These benefits support the Council's ambition to provide more accessible, joined-up and customer-focused services.

9.1.2 Workforce Benefits

Digital transformation must improve the experience of staff as well as customers.

Expected Benefits

- Reduced administrative burden
- Increased automation of routine and repeatable activities
- Improved access to information and insight
- Greater workforce productivity and capacity
- Better tools for managing cases, workflows and customer interactions
- Increased digital confidence and capability
- Improved collaboration across teams and services
- More time focused on professional judgement, customer interaction and value-adding work

These benefits support the Council's People Plan and help ensure that staff are equipped to operate effectively within a modern, digitally enabled organisation.

9.1.3 Service Benefits

The roadmap supports service redesign and the shift towards prevention, earlier intervention and improved operational effectiveness.

Expected Benefits

- Reduced avoidable demand and repeat contact
- Faster response and resolution times
- Improved triage, routing and prioritisation
- Better coordination across services and partners
- Improved visibility of service performance
- Greater consistency of service delivery
- Improved ability to redesign services around prevention and outcomes
- Increased use of automation to improve efficiency and capacity

These benefits enable services to meet increasing demand while maintaining quality and effectiveness.

9.1.4 Organisational Benefits

The roadmap will strengthen the Council's ability to manage performance, investment, risk and future demand.

Expected Benefits

- Lower overall cost-to-serve across priority services
- Improved use of data, reporting and performance information
- Better decision-making supported by insight and evidence
- Improved forecasting and understanding of demand
- Reduced duplication of systems and processes
- Improved governance of digital and technology investment
- Greater cyber resilience and operational resilience

- Increased organisational digital maturity
- Stronger culture of continuous improvement

These benefits support long-term financial sustainability and organisational resilience.

9.2 Success Measures

Success will be monitored through a balanced set of customer, workforce, service and organisational measures.

The objective is to demonstrate outcomes rather than simply report activity.

Customer Measures

Examples include:

- Customer satisfaction
- Reduction in repeat contact
- Reduction in avoidable contact
- Increased digital uptake
- Improved use of self-service channels
- Customer visibility and tracking adoption
- Resolution at first point of contact
- Customer journey completion rates

These measures will help assess whether the roadmap is improving the customer experience.

Workforce Measures

Examples include:

- Reduction in manual processing activity
- Workforce productivity improvements
- Adoption of digital and automation tools
- Digital confidence and capability measures
- Time released through automation
- Reduction in administrative effort
- Staff satisfaction with digital tools and processes

These measures will demonstrate whether transformation is improving how staff work.

Service Measures

Examples include:

- Reduction in processing times

- Reduction in service backlogs
- Reduction in failure demand
- Improved workflow efficiency
- Increased automation of routine processes
- Earlier intervention outcomes
- Demand reduction in targeted service areas

These measures assess whether transformation is improving service effectiveness and efficiency.

Organisational Measures

Examples include:

- Cost-to-serve reduction
- Delivery of approved benefits
- Reduction in technology-related risks
- Cyber maturity improvement
- Reduction in duplicated systems or processes
- Improvement in reporting and management information capability
- Delivery of roadmap milestones and planned outcomes

These measures demonstrate whether the Council is achieving wider organisational objectives.

9.3 Benefits Realisation Approach

Benefits realisation will be embedded throughout delivery of the roadmap.

Benefits are not something that happen after implementation; they are an integral part of planning, investment, delivery and operational management.

For every major initiative:

- Expected benefits will be defined at the outset
- Baseline measures will be established
- Benefits will be quantified wherever possible
- Benefit owners will be identified within services
- Delivery plans will include benefit realisation activities
- Progress will be monitored through governance arrangements

Benefits remain owned by services, supported by digital and transformation teams.

This ensures that accountability for outcomes sits with those responsible for delivering service improvement.

Governance of Benefits

The Digital Transformation Board will:

- Approve benefit profiles
- Review benefits performance
- Monitor delivery against expected outcomes
- Challenge underperforming initiatives
- Ensure investment remains aligned to organisational priorities

Benefits will be reported alongside delivery progress, risks and financial performance.

This ensures that transformation remains focused on outcomes rather than activity.

9.4 Financial Sustainability and Value for Money

The roadmap directly supports the Council's financial sustainability objectives.

Benefits will be realised through a combination of:

- Demand reduction
- Earlier intervention and prevention
- Increased workforce productivity
- Improved automation and self-service
- Reduced duplication and inefficiency
- Better use of existing technology investment
- Avoidance of future technology and operational costs

The objective is not solely to generate savings.

The roadmap is designed to create a more sustainable operating model by improving productivity, reducing avoidable demand, increasing organisational capacity and enabling services to respond more effectively to future pressures.

Investment will continue to be managed through approved governance arrangements and business cases, ensuring that expenditure remains proportionate, justified and aligned to demonstrable outcomes.

9.5 Benefits by Phase

Benefits will be realised progressively throughout delivery of the roadmap.

Phase 1 – Stabilise and Decide

- Baselines established

- Governance strengthened
- Early access improvements delivered
- Initial demand visibility achieved
- Early automation and productivity gains identified

Phase 2 – Foundations and Early Value

- Improved customer access and communication
- Better demand visibility and reporting
- Initial customer tracking capability
- Increased workforce productivity
- Early automation benefits realised

Phase 3 – Scale and Transform

- Measurable reductions in demand and processing effort
- Improved service integration and coordination
- Expanded automation and workflow efficiency
- Improved customer experience and workforce productivity
- Data-driven service management and reporting

Phase 4 – Optimise and Prevent

- Predictive and preventative service models operating at scale
- Mature automation and AI capability
- Improved demand forecasting and insight
- Sustained productivity improvements
- Long-term reduction in demand and cost-to-serve

This phased approach ensures that value is realised throughout the roadmap rather than deferred to the end of delivery.

9.6 What Success Looks Like in 2030

Successful delivery of this roadmap will result in:

For Residents

- Simpler access to services
- Greater transparency and visibility
- Faster and more joined-up service experiences
- Reduced need to repeat information

For Staff

- Better digital tools and information
- Less time spent on administration
- Increased productivity and capacity
- Greater confidence in using digital, data and automation

For Services

- Reduced demand and improved efficiency
- Better use of information and insight
- More preventative and outcome-focused delivery models
- Improved coordination across teams and partners

For the Organisation

- Lower cost-to-serve
- Improved financial sustainability
- Stronger digital maturity
- Reduced operational and cyber risk
- Better evidence for decision-making
- A modern, integrated and resilient operating model

9.7 Summary

This roadmap is designed to deliver real and measurable improvements for residents, staff, services and the organisation.

Success will not be measured by the number of systems implemented, integrations completed or technologies deployed.

Success will be measured by whether residents experience simpler services, staff gain more time for value-adding activity, services become more efficient and preventative, and the Council becomes more financially sustainable, resilient and capable of meeting future demand.

By focusing on outcomes rather than activity, this roadmap provides a clear framework for ensuring that digital transformation delivers lasting organisational value and improved outcomes for the communities the Council serves.



Shropshire
Council

DIGITAL ROADMAP 2026–2030

Creating a Connected, Preventative and Data-Enabled Council



Transforming services.



Empowering people.



Improving outcomes.



Working together to build a digitally enabled Council that improves outcomes for all

SHROPSHIRE COUNCIL – TARGET DIGITAL ARCHITECTURE

One joined-up customer view. Multiple entry points. Integrated platforms.

