



Denbighshire County Council's Digital Strategy

Supporting a Digital Future

2026 – 2031

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FOREWORD

Digital technology is now part of our everyday lives. We use it to stay in touch with family and friends, to manage our finances, to access services and to find information quickly and conveniently. It is therefore right that Denbighshire County Council continues to adapt and modernise the way we deliver our services.

Denbighshire County Council's Digital Strategy sets out our ambition for the next five years. It explains how we will use digital tools, better information and modern ways of working to improve services for residents, support our workforce and councillors and ensure we deliver value for money.

This strategy is not simply about introducing new systems. It is about making services easier to access, clearer to understand and more responsive to the needs of our communities. It is about reducing unnecessary duplication, using data to make better decisions and ensuring that our staff have the skills and confidence to deliver high-quality services.

Importantly, our approach recognises that digital transformation must remain inclusive. Not everyone has the same access to technology or the same level of confidence in using it. We remain committed to ensuring that alternative ways of accessing support will continue to be available where needed.

We also recognise the importance of protecting information and maintaining strong cyber security. As we adopt new technologies, including automation and artificial intelligence, we will do so responsibly, ethically and safely.

This strategy will help us build a more resilient, efficient and connected Council - one that is better equipped to respond to changing needs while supporting our wider priorities for climate and nature, community wellbeing and financial responsibility.

I am pleased to support this strategy and look forward to seeing the positive difference it will make for residents, staff, councillors and partners across Denbighshire.



Councillor Julie Matthews

Deputy Leader and Lead Member for Corporate Strategy, Policy and Equalities
Denbighshire County Council

A digitally confident Council - delivering inclusive, secure and efficient digital services designed around residents' needs.

Denbighshire County Council will use technology, trusted information and modern ways of working to make services simpler to access, easier to deliver and better aligned to the needs of our communities.

This means:

- Services that are simple, clear and easy to access, regardless of digital confidence or preferred contact method.
- Staff equipped with reliable tools and systems that help them collaborate and deliver high-quality services.
- Decisions supported by clear information and insight, enabling timely and informed action.
- Digital services that are secure, inclusive and supportive of our climate and nature goals.
- Technology that works consistently across the organisation, reducing duplication and improving efficiency.

Why this matters

Digital transformation is not only about introducing new technology; it is about improving everyday experiences for residents and enabling staff and councillors to work more effectively. By simplifying services, improving access to information, strengthening security, and supporting better decision-making, we can deliver more responsive, sustainable, and resident-focused services.

DIGITAL STRATEGY FOR WALES

The Welsh Government published its own Digital Strategy for Wales in 2021, which sets out its vision for a consistent standard of digital public service. It contains 6 missions below.

Mission 1: Digital Services

Deliver and modernise services that are designed around user needs and are simple, secure, and convenient.

Mission 2: Digital Inclusion

Equip people with the motivation, access, skills and confidence to engage with an increasingly digital world, based on their needs.

Mission 3: Digital Skills

Create a workforce that has the digital skills, capability and confidence to excel in the workplace and in everyday life.

Mission 4: Digital Economy

Drive economic prosperity and resilience by embracing and exploiting digital innovation.

Mission 5: Digital Connectivity

Services are supported by fast and reliable infrastructure.

Mission 6: Data and Collaboration

Services are improved by working together, with data and knowledge being used and shared.

Denbighshire County Council's Digital Strategy supports these goals by improving how the Council works internally and how residents experience our services externally.

KEY DIGITAL PRINCIPLES FOR THE COUNCIL

These 4 key principles will guide digital decisions, investments and delivery activity across the Council.

1

CUSTOMER-CENTRED AND INCLUSIVE BY DESIGN

- Services will be designed around the needs of residents and communities, not organisational structures.
- Digital first, but not digital only; digital services will build in inclusion from the outset.
- Data and information will be managed responsibly to improve services, inform decisions and support better outcomes for customers.

2

SIMPLE, SECURE AND SUSTAINABLE

- Technology, processes and service design should reduce duplication and remove unnecessary complexity.
- Standard, proven solutions will be adopted wherever practical.
- Security, privacy, resilience and sustainability will be embedded by design.

3

ONE COUNCIL, WORKING TOGETHER

- Digital solutions will support joined-up service delivery through collaboration across departments, partners and agencies.
- Common platforms, standards and approaches will be used wherever practical to simplify delivery, support and continuous improvement.
- The Council will collaborate with local authorities and public sector partners to share learning, capability and innovation.

4

GOVERNED, PRIORITISED AND OUTCOME-FOCUSED

- Digital investment will be aligned to corporate priorities and customer outcomes.
- Digital change will be governed through clear accountability, prioritisation and oversight.
- Staff will be supported through change to maximise adoption, benefits realisation and continuous improvement.

STRATEGIC OBJECTIVES

Denbighshire County Council's Digital Strategy sets out how digital technologies, information, and modern ways of working will help the Council deliver better outcomes for residents, improve efficiency, and support long-term organisational resilience. Built around nine connected objectives, the strategy establishes a clear framework for long-term digital transformation - supporting innovation, improving everyday experiences and preparing the Council for future challenges and opportunities.

1	DIGITAL ACCESS & CUSTOMER SERVICES	Making services easier to access and simpler to navigate is central to the strategy. Residents should be able to interact with the Council through digital, telephone, or face-to-face channels without unnecessary repetition, delays, or confusion. Services should feel joined up, accessible, and designed around real-life needs.
2	DIGITAL COUNCIL	Successful digital change depends on people. Staff and councillors need reliable tools, modern working practices, and the confidence to use technology effectively so they can collaborate more effectively, reduce manual work, and improve service delivery.
3	DIGITAL INFRASTRUCTURE	Modern platforms, connected systems and simplified technology provide the foundation for digital services. The Council will reduce duplication, improve integration, and modernise core systems to make technology more reliable and easier to use.
4	DATA, INSIGHT & PERFORMANCE	Good decisions depend on trusted information. The Council will strengthen how data is managed, shared, and turned into practical insights so that services can understand demand, monitor performance, and improve outcomes.
5	AI & AUTOMATION	Automation and artificial intelligence will be introduced carefully to reduce repetitive work, improve efficiency and support better decisions where they deliver clear value for residents and services.
6	DIGITAL SECURITY & TRUST	Strong cyber security is essential to maintaining trust in digital services. The Council will protect systems, data and critical services through secure technology, clear responsibilities and resilient ways of working.
7	DIGITAL SUSTAINABILITY	Digital services must consider their climate and nature impact and their contribution to climate risk resilience. Digital change that supports not only people and efficiency but also the planet is important.
8	DIGITAL INCLUSION	Digital services must remain inclusive. Residents should be able to access support in ways that suit their needs and considering the minimum digital living standard within the County.
9	DIGITAL DELIVERY & GOVERNANCE	Digital transformation requires clear leadership, prioritisation and accountability. The Council will strengthen governance and ensure digital investment is aligned to priorities and delivered with measurable benefits.

OBJECTIVE 1 - DIGITAL ACCESS & CUSTOMER SERVICES

Making it easier to access services

Residents should be able to contact the Council in the way that works best for them - whether online, by phone or face-to-face - without having to repeat information, navigate complex systems, or understand how the Council is organised internally.

Digital services should feel simple, connected and accessible, making it easier for residents to get the right support at the right time.

Why this matters

People often need to access more than one service at the same time, particularly when their circumstances change. A simpler, more joined-up digital experience reduces frustration, improves access, and helps residents receive support more quickly and consistently.

Key principles

- Services designed around real-life situations rather than internal council structures.
- Consistent experiences and continuity of experience across departments so residents do not have to start again.
- Clear language and easy-to-understand information.
- Digital first, but not digital only, ensuring alternative routes remain available and considering the minimum digital living standard across the County.

By 2031 we will

- Introduce a modern digital platform where residents can self-serve and interact with Council Services in one place.
- Work towards a single customer record so information does not need to be repeated.
- Improve accessibility through clearer content, Plain English / Cymraeg Clir and user-focused design.
- Expand self-service options, digital first but not digital only.
- Map and test the customer journey, and simplify service journeys to make interactions quicker and easier.
- Introduce mechanisms for capturing customer feedback on their customer contact.

Headline benefits

- One clear and consistent digital entry point for council services.
- Faster responses and clearer updates about requests and enquiries.
- Reduced duplication of forms, information and repeated contacts.
- More convenient access to services at a time that suits residents.

What success looks like

- Residents complete tasks online quickly and confidently.
- Fewer repeat contacts because information is shared appropriately across services.
- Improved satisfaction with council services and communication.
- Residents feel supported regardless of how they choose to contact the Council.
- Services are easier to navigate and more consistent across the organisation.

Service Areas Delivery Partners

- Corporate Support Services – People
- Corporate Support Services – Performance, Digital and Assets
- Housing and Communities Service
- All Services

OBJECTIVE 2 - DIGITAL COUNCIL

Empowering our people

Digital Denbighshire recognises that technology alone does not improve services - people do. Our workforce and councillors must have the confidence, skills and tools to use digital solutions effectively and to continuously improve how services are delivered.

Why this matters

When staff and councillors have access to, understand and trust digital tools, they can work more efficiently and focus on helping residents rather than managing complex processes.

Key principles

- Continuous learning and support for staff at all levels, roles and capabilities, upskilling our staff and councillors for the future.
- Modern working practices that reflect changing service demands.
- Sharing knowledge, skills and experience across teams.
- Encouraging innovation, experimentation and continuous improvement.
- Supporting staff and councillors through change with clear guidance and leadership.
- Empowering our people to use digital communication platforms.

By 2031 we will

- Provide clear digital skills learning pathways aligned to new systems and ways of working.
- Seek external funding opportunities in support of digital upskilling, working with partners and neighbouring local authorities.
- Enhance flexible and mobile working through modern devices, access and collaboration platforms.
- Encourage innovation by creating opportunities to test and share new ideas.
- Identify digital trailblazers across the Council who can support colleagues locally.
- Embed digital skills development into workforce planning and organisational change programmes.

Headline benefits

- Easier collaboration between teams, partners and locations.
- A range of digital solutions available for all staff relevant to their work.
- Increased access, confidence and capability in using digital tools.
- Reduced time spent on repetitive manual tasks and workarounds.
- Improved communication and knowledge sharing across the organisation.

What success looks like

- Staff and councillors feel supported and confident when new technology is introduced.
- Teams collaborate more easily across departments and services.
- Improved staff satisfaction, productivity and engagement.
- Greater confidence in delivering digitally enabled services.
- The staff and councillors are using digital solutions where appropriate on a day-to-day basis.
- Less user error.

Service Areas Delivery Partners

- Corporate Support Services - People
- Corporate Support Services - Performance, Digital and Assets
- Housing and Communities Service

OBJECTIVE 3 - DIGITAL INFRASTRUCTURE

Modern platforms that simplify work

Technology should make everyday tasks easier, not more complicated. By modernising core systems and improving how technology works together, we will make services more reliable, easier to use and better able to support staff and residents.

We will take a simplified and standardised approach to our technology estate, reducing duplication and ensuring core systems provide a strong, sustainable foundation for service delivery.

Why this matters

Outdated or disconnected systems slow down services, increase costs and create unnecessary work. When systems do not work together, staff must re-enter data, duplicate effort and rely on workarounds. Modern, connected platforms support smoother processes, better data sharing and more efficient services.

Key principles

- Simplify systems wherever possible, consolidating onto and maximising benefit from key platforms.
- Reduce duplication across the technology estate, including duplication of data and applications.
- Ensure systems work together through shared standards and integration.
- Align technology decisions to a clear Enterprise Architecture.
- Adopt flexible and scalable solutions that support changing needs.

By 2031 we will

- Upgrade core systems to improve reliability and performance.
- Remove legacy and duplicate systems through planned rationalisation.
- Improve how systems connect and share data securely.
- Expand user-friendly platforms that support service improvement.
- Align infrastructure investment with wider digital, corporate and service priorities (including carbon and nature).

Headline benefits

- Reduced manual administration across services.
- Faster processing times and more reliable service delivery.
- Better integration between systems and departments and alignment to wider DCC priorities.
- Reduced costs through removing duplicate or unnecessary tools.
- Improved resilience and availability of key systems.
- Stronger foundations for digital self-service and “tell us once” services.

What success looks like

- Staff spend less time navigating disconnected systems.
- Processes are faster, simpler and more reliable.
- Fewer errors caused by manual data entry or duplication.
- Systems are easier to use and better connected.
- Reduced costs and improved staff and councillor confidence in digital tools.

Service Areas Delivery Partners

- Corporate Support Services - Performance, Digital and Assets

OBJECTIVE 4 - DATA, INSIGHT & PERFORMANCE

Using data to improve outcomes

Good information helps the Council understand service performance, residents' needs, and where improvements are required. By turning data into clear, practical insight and linking relevant datasets, we can focus resources where they will make the greatest difference.

Why this matters

When decisions are based on accurate, trusted information, we can plan services better, allocate resources fairly and respond more quickly to community needs. Better insight helps us intervene earlier, reduce long-term costs and improve outcomes for residents. Clear, reliable data also increases transparency and confidence in decision-making.

Key principles

- Data and information are accurate, consistent, trusted and easy to understand.
- Decisions are evidence-based and focused on outcomes.
- Data quality is maintained throughout its lifecycle, recognising that insight is only as good as the data captured in the first place.
- Automation and self-service are built into processes by design.
- Security and ethical use of data underpin all activity.
- Data is collected once, for a clear purpose, reused, stored and shared appropriately.

By 2031 we will

- Assess data maturity, including quality, roles, responsibilities, and current and future tools and systems.
- Define business data owners and service data stewards, supported by a community of practice.
- Develop accessible dashboards for leaders and teams, automating reporting where possible.
- Create trusted single views of key entities, such as individuals, families and properties, and improve data sharing to reduce duplication.
- Use analytics to forecast demand, plan services and evaluate interventions.
- Provide tools and systems aligned to our target architecture.

Headline benefits

- Clear dashboards showing performance and improvement needs.
- Trusted single views of key information, reducing duplication.
- Predictive insight to support early intervention and prevention.
- Less time spent on manual reporting through automation and self-service.

What success looks like

- Understanding of data and insight roles and responsibilities.
- Managers can see service performance in an easily accessible and adjustable format.
- Staff understand how data supports better local services, increasing data stewardship and accuracy.
- Staff spend less time producing manual reports.
- Decisions are evidence-based using trusted data.

Service Areas Delivery Partners

- Corporate Support Services - Performance, Digital and Assets
- Corporate Support Services - People
- All Service areas

OBJECTIVE 5 - AI AND AUTOMATION

Using automation and artificial intelligence responsibly

Automation and artificial intelligence can improve efficiency, reduce repetitive work and support better decisions. Used carefully, they help staff focus more time on residents and improve how services respond to changing needs.

We will adopt automation and AI in a controlled, ethical and practical way, focusing on areas where they deliver clear value, mindful of the impact of increased AI use on social and environmental spheres.

Why this matters

Many council processes still rely on repetitive manual activity, which takes time away from higher-value work. Automation can remove unnecessary effort, while artificial intelligence can help identify patterns, strengthen decision-making and improve service responsiveness and outcomes for vulnerable residents. These tools must be introduced and monitored on an ongoing basis so they remain safe, transparent and trusted.

Key principles

- Apply automation where it creates clear service value.
- Use artificial intelligence safely, ethically and transparently.
- Maintain human oversight and a clear “human in the loop” approach for important decisions.
- Focus on practical outcomes rather than technology for its own sake.
- Align automation and AI to service priorities, resident benefit and measurable outcomes.

By 2031 we will

- Introduce automation tools to streamline repetitive tasks and reduce manual effort where possible and cost-effective.
- Prioritise processes where automation delivers clear efficiency gains.
- Explore artificial intelligence in carefully selected use cases, evaluating their impact within wider social and environmental considerations.
- Ensure staff and councillors understand how AI and automation tools are applied in practice.
- Apply governance and safeguards for safe, responsible use.

Headline benefits

- Reduced time spent on repetitive manual tasks.
- Faster handling of routine processes and transactions.
- Improved productivity across services.
- Better use of staff time for complex or resident-facing work.
- Earlier identification of trends, risks and opportunities.
- Responsible innovation that supports service improvement.

What success looks like

- Routine tasks are completed more quickly and consistently.
- Staff spend more time supporting residents and less time on repetitive activities.
- Automation reduces delays and improves service responsiveness.
- AI is used in clearly governed and trusted ways with implications understood.
- New tools support practical improvements without adding complexity.

Service Areas Delivery Partners

- Corporate Support Services - Performance, Digital and Assets
- All Service areas

OBJECTIVE 6 - DIGITAL SECURITY & TRUST

Secure and trusted digital services

As digital services expand, protecting information, systems and services becomes increasingly important. Residents, staff and councillors must be confident that digital services are safe, reliable and resilient.

Why this matters

The Council holds sensitive information and delivers critical services that residents depend upon every day. Strong cyber security, clear controls and responsible use of technology help protect data, maintain service continuity and build trust as digital services continue to evolve, without compromising or hindering access to systems and information.

Key principles

- Security designed into systems and services from the outset.
- Clear accountability for information security across the organisation.
- Responsible and ethical use of technology and data.
- Resilient systems that support service continuity.
- Awareness and shared responsibility across the workforce.

By 2031 we will

- Strengthen cyber security controls and monitoring across the Council.
- Improve staff and councillor awareness and digital security training.
- Ensure new systems meet appropriate security standards.
- Protect critical services through resilience and recovery planning.
- Adopt new technologies in a safe, controlled and proportionate way.

Headline benefits

- Strong protection of personal and sensitive information.
- More resilient systems and services.
- Greater confidence in digital services and online transactions.
- Reduced risk of disruption caused by cyber threats.
- Safe adoption of new technologies, including automation and artificial intelligence.

What success looks like

- Residents trust how the Council handles their information.
- Staff and councillors understand their role in protecting systems and data.
- Services are resilient during disruption.
- Security risks are identified and managed proactively.
- New technology is introduced safely and responsibly.

Service Areas Delivery Partners

- Corporate Support Services - Performance, Digital and Assets
- All Services

OBJECTIVE 7 - DIGITAL SUSTAINABILITY

Sustainable digital services

Digital services must work for everyone, including the planet. Digital choices should support the efficient use of resources and positively contribute to our goals for emission reduction, nature recovery and climate resilience.

Why this matters

The Council has declared a climate change and ecological emergency in response to the impact we are seeing on climate and nature locally, nationally and globally. Technology can help address the climate crisis, but it can also be a contributor to it. Maximising digital opportunities to contribute positively to our environmental goals and producing only digital services and solutions needed will be important to ensure environmental responsibility in an increasingly digital world.

Key principles

- Sustainable digital practices that support wider environmental objectives.
- Producing only the digital services needed.
- Sustainability risks and opportunities in digital change are understood, acted on and monitored.
- Considering our direct influence on emissions, but also our indirect influence through supply chain and vendor relationships.

Headline benefits

- Digital-enabled service and ways-of-working changes that reduce emissions, lessen impacts on nature and/or improve resilience.
- Reduced environmental impact through increased digitalisation, reducing paper use and the need for travel.

By 2031 we will

- Promote paperless working and remote service delivery where appropriate.
- Explore smart technologies that support sustainability and efficient service delivery.
- Explore digital solutions that reduce waste.
- Better understand environmental impact in digital decisions.
- Ensure we avoid digital for the sake of it, with digital initiatives prioritised that add organisational value.

What success looks like

- Digital initiatives contribute to environmental goals and reduce waste.
- Use of digital solutions purposefully, considering carbon and nature impact and providing corporate controls on use where needed.

Service Areas Delivery Partners

- Corporate Support Services - Performance, Digital and Assets
- All Services

OBJECTIVE 8 - DIGITAL INCLUSION

Inclusive and sustainable digital services

Digital services must work for everyone. As we modernise how services are delivered, we will ensure that residents who need additional support are not left behind.

Why this matters

Not everyone has the same access to technology, connectivity, digital confidence or ability to use online services independently and safely. Digital transformation must therefore remain inclusive, with services designed to support different needs and circumstances.

Key principles

- Inclusive design that reflects different needs and abilities.
- Accessible and inclusive for all residents, including those needing additional support.
- Clear communication and easy-to-understand content.
- Digital services designed to support both online and assisted access where needed.
- Being aware of the digital living standard across our County.

By 2031 we will

- Provide assisted digital support alongside accessible service design.
- Ensure alternative contact routes remain available where needed.
- Work with our Housing Tenants to support their digital skills.
- Support our visitors at our one-stop shops to be able to access Council Services digitally.
- Seek external funding opportunities in support of digital inclusion, working with partners.
- Share information across Council services on what is available for users to access on devices, connectivity, skills, and online safety advice.

Headline benefits

- Services accessible to more residents, regardless of digital confidence or personal circumstances.
- Greater confidence that council services remain fair and inclusive.
- Digital services that are easy to use and accessible through different channels.

What success looks like

- More residents feel confident using council services in a way that suits them.
- Residents experience fewer barriers when accessing support.
- Staff and councillors understand how to support inclusive digital access.

Service Areas Delivery Partners

- Housing and Communities Service
- Corporate Support Services - People

OBJECTIVE 9 - DELIVERY & GOVERNANCE

Delivering digital change effectively

Strong leadership, clear governance and structured delivery are essential to ensure digital investment delivers meaningful and measurable improvements. Digital transformation requires more than technology - it requires coordination, prioritisation and accountability across the organisation.

Why this matters

Without clear priorities, defined ownership, and consistent oversight, digital initiatives can become fragmented, overly complex, or misaligned with council objectives. Strong governance ensures that resources are focused on the right things, risks are managed appropriately, and benefits are realised.

Key principles

- Clear leadership, sponsorship and ownership at every stage.
- Structured and proportionate delivery approaches.
- Strong collaboration across departments and services.
- Transparent planning, reporting and performance monitoring.
- Benefits defined clearly at the outset and tracked throughout delivery.
- Decisions informed by strategic priorities and available capacity.

By 2031 we will

- Strengthen governance arrangements for digital programmes and investments.
- Introduce clearer prioritisation processes to focus on the highest-benefit initiatives and be clear on impact, risk and mitigation.
- Provide consistent guidance and standards for project planning and delivery.
- Improve visibility of programme performance, risks and outcomes.
- Support cross-service collaboration to maximise shared solutions.
- Align digital initiatives directly to the Corporate Plan and Medium-Term Financial Strategy.

Headline benefits

- Clear accountability for digital programmes and projects.
- Better coordination and reduced duplication across services.
- More consistent and reliable delivery of change initiatives.
- Stronger alignment between digital investment and Council priorities.
- Improved visibility of costs, risks and expected benefits.
- Greater confidence that digital initiatives will deliver real value.

What success looks like

- Digital projects deliver measurable improvements in service quality, efficiency or outcomes.
- Staff and councillors understand how digital initiatives contribute to wider council objectives.
- Progress, risks, benefits and disbenefits are clearly reported and understood, and any mitigations are tracked.
- Investment decisions are transparent and evidence-based.
- Increased organisational confidence in delivering digital change.

Service Areas Delivery Partners

- Corporate Support Services - Performance, Digital and Assets
- Senior Leadership Team

Supporting Information

How this Strategy was developed

This strategy was developed during 2025 and 2026. The following was used to inform the strategy.

- An IT survey was completed by staff and councillors to capture current experiences, priorities and improvement opportunities.
- A digital requirements survey and facilitated workshop were undertaken with the Senior Leadership Team to understand service needs, ambitions and strategic priorities.
- Financial and service performance benchmarking was carried out to compare the Council's IT service with peer organisations.
- An ITIL maturity assessment was undertaken to assess current service management capability and identify improvement priorities.
- Project commissioning and governance review.
- The Council's existing technology architecture was reviewed against sector standards and strategic objectives, informing the development of a target architecture and technology roadmap.
- The current IT capability landscape was analysed to identify the organisational, technical and delivery capabilities required to meet the Council's future digital requirements.

Technical Documents that support the delivery of this strategy

This Digital Strategy is supported by a separate Strategic Plan, which sets out in more detail how the strategy will be delivered over time. This supporting document includes:

- The evolving direction of the IT and digital service.
- Governance arrangements for overseeing delivery.
- Key performance indicators to measure progress and outcomes.
- Key projects to deliver the Digital Strategy Objectives, phasing and ownership.

Monitoring and Review

Delivery of this strategy will be monitored on an ongoing basis by the Chief Digital Officer and the Head of Corporate Support Services – Performance, Digital and Assets, with:

- Priority projects and change initiatives.
- Provisional investment estimates.

Progress updates will be provided annually to the Senior Leadership Team and Cabinet.

A basket of key performance indicators will be used to monitor delivery and outcomes, with progress reported through the Council's Performance Management System at least once each year.

Although this strategy covers the period to 2031, it will be formally reviewed during year three to ensure it remains aligned with Corporate Priorities, reflects delivery progress, and responds to emerging practices, opportunities, and technologies across the sector.

The accompanying Strategic Plan document will also be formally reviewed during year three.

Finance and Investment

Delivery of the strategy will depend on sufficient funding and appropriate prioritisation. Existing service budgets and reserves will contribute towards delivering elements of the strategy where possible. This includes budgets held corporately for corporate-wide initiatives and assumes that business-led projects within services will be funded by those services.

Additional investment will be considered where required to support delivery of the Council's digital ambitions. This will be brought forward through the Council's budget-setting cycle at the appropriate time. Where capital investment is needed, full business cases will be developed and considered through the Capital Scrutiny Group in line with the Council's Constitution, including the requirement for all council decisions to have regard to tackling climate and ecological change.

