

# Economy, Residents, Communities and Governance Scrutiny Committee

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Meeting Venue  
**By Zoom**

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Meeting Date  
**Monday, 1 March 2021**

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Meeting Time  
**10.00 am**

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For further information please contact  
**Wyn Richards, Scrutiny Manager and  
Head of Democratic Services**  
wyn.richards@powys.gov.uk



County Hall  
Llandrindod Wells  
Powys  
LD1 5LG

22-02-2021

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Mae croeso i chi siarad yn Gymraeg neu yn Saesneg yn y cyfarfod. Rhwch wybod pa iaith rydych am ei defnyddio erbyn hanner dydd, ddau ddiwrnod gwaith cyn y cyfarfod.

You are welcome to speak Welsh or English in the meeting. Please inform us of which language you wish to use by noon, two working days before the meeting.

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## AGENDA

<b>1.</b>	<b>APOLOGIES</b>
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To receive apologies for absence.

<b>2.</b>	<b>DISCLOSURES OF INTEREST</b>
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To receive any disclosures of interests by Members relating to items to be considered at the meeting.

<b>3.</b>	<b>DECLARATION OF PARTY WHIPS</b>
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To receive disclosures of prohibited party whips which a Member has been given in relation to the meeting in accordance with Section 78(3) of the Local Government Measure 2011.

(NB: Members are reminded that under Section 78 Members having been given a prohibited party whip cannot vote on a matter before the Committee.)

<b>4.</b>	<b>DIGITAL STRATEGY 2021 - 2025</b>
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To scrutinise the draft Digital Strategy 2021 – 2025.

(Pages 3 - 18)

<b>5.</b>	<b>SCRUTINY WORK PROGRAMME</b>
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To note that future meetings of the Committee are scheduled as follows.

12-04-21	10.00 - 12.00	Q4 Budget - efficiency savings (TBC)
03-06-21	10.00 - 12.00	Performance Q4 + Risk
12-07-21	10.00 - 12.00	Performance Q1 + Risk (TBC) Freedom Leisure (provisional) Q1 budget - efficiency savings (TBC)
06-09-21	10.00 - 12.00	Freedom Leisure (provisional)
18-10-21	14.00 - 16.00	Performance Q2 + Risk Q2 budget - efficiency savings (TBC)
29-11-21	10.00 - 12.00	

# Digital Powys 2019 – 2025

## A digital transformation strategy



# Foreword

Cllr Graham Breeze

**Cabinet Member for Digital Powys**

“The way we work and live our lives today is changing rapidly and will continue to do so into the future. Digital technologies are having a big impact on the way we connect with each other, receive information and access a variety of services. From mobile phone applications that help us to see our bank balance at a glance or order goods online, to the growing scope of artificial intelligence to answer basic customer enquiries, the range of digital options presents us with exciting opportunities to deliver for our residents.

**Our vision:** Digital Powys: embracing new technologies to improve our customers’ experience.

This will see us embark on ambitious projects to ensure residents who are able to access broadband or mobile signals can access information and services 24 hours a day.

We will be working hard to ensure Powys is a place where people can connect, communicate and access the council services they need both quickly and efficiently.

We will be working with our partners to support the more vulnerable in our society to use digital tools and technologies that can help them to be independent, stay safe, keep well and be able to summon help easily.

Equality of access is important and for residents unable to access services via digital technologies the traditional channels will continue to be provided.

We will also work hard with partners to improve connectivity across the county so that both our local communities and our businesses can thrive.”



# Introduction

## Where are we now?

Powys has been progressing digital transformation over the past few years with changes to the way customers interact with us via the website and investment in systems to support employees to work in ways that are more efficient.

## What are we trying to achieve?

It is widely recognised that public services need to radically transform to keep pace with both the digital evolution and to meet growing customer expectations. There is a strong case for transformation in Powys County Council.

Demographic trends, rurality, financial pressures and a need to improve performance in service areas are key drivers for change. With reduced funding and greater demand for services, we need to be innovative in the solutions we design for the future.

Technology can enhance the lives of our residents, including the most vulnerable, and we need to embrace the transformation this can bring. However, the council recognises and will continue to provide traditional channels for those unable to access these technologies.



# The Digital Picture for...

..the UK

23%

of the UK population



(12.6 million people)

**lack basic digital skills**

Of these



49% are disabled

60% have no formal qualifications

63% are over 75

90%

of jobs nationally **require digital skills** to some degree

..Wales

58%

of adults in Wales access **the internet**



Internet users in Wales spent an average of

**21 hours online per week**

..Powys

81%

of Powys has superfast broadband coverage  
**(lowest in Wales)**



28%




of premises in Powys are **unable to receive 10 mb/s**

(an hour to download a HD quality movie)

# Delivering Vision 2025

The strategy supports and helps to deliver the council's **Vision 2025** (our **Corporate Improvement Plan**), which has four key themes –



**ECONOMY:** developing a vibrant economy



**HEALTH AND CARE:** leading the way in effective, integrated rural health and care



**LEARNING AND SKILLS:** strengthening learning and skills



**RESIDENTS AND COMMUNITIES:** supporting our residents and communities

It also aligns to Step 4 of **Towards 2040 (the Powys Well-being plan)** 'to work with and influence others to ensure improved digital infrastructure for Powys' and contributes to the **Powys Health and Care Strategy Digital First** framework.

The delivery of the strategy will be driven through the Digital Powys Programme. This is one of eight strategic programmes in the Council's Vision 2025 Transformation Programme designed to secure the future sustainability of the council and deliver improved outcomes to our residents. The Digital Powys programme is overseen by our Transformation Delivery Board comprising members of our Cabinet and Executive Management Team.

## Our Principles

We have four key guiding principles for the project. These are:



**Customer Centred Digital Solutions**



**Digital First**



**Safe and Secure**



**Working with our partners**

# Digital Powys

Embracing new technologies to improve our customers' experience



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## The benefits

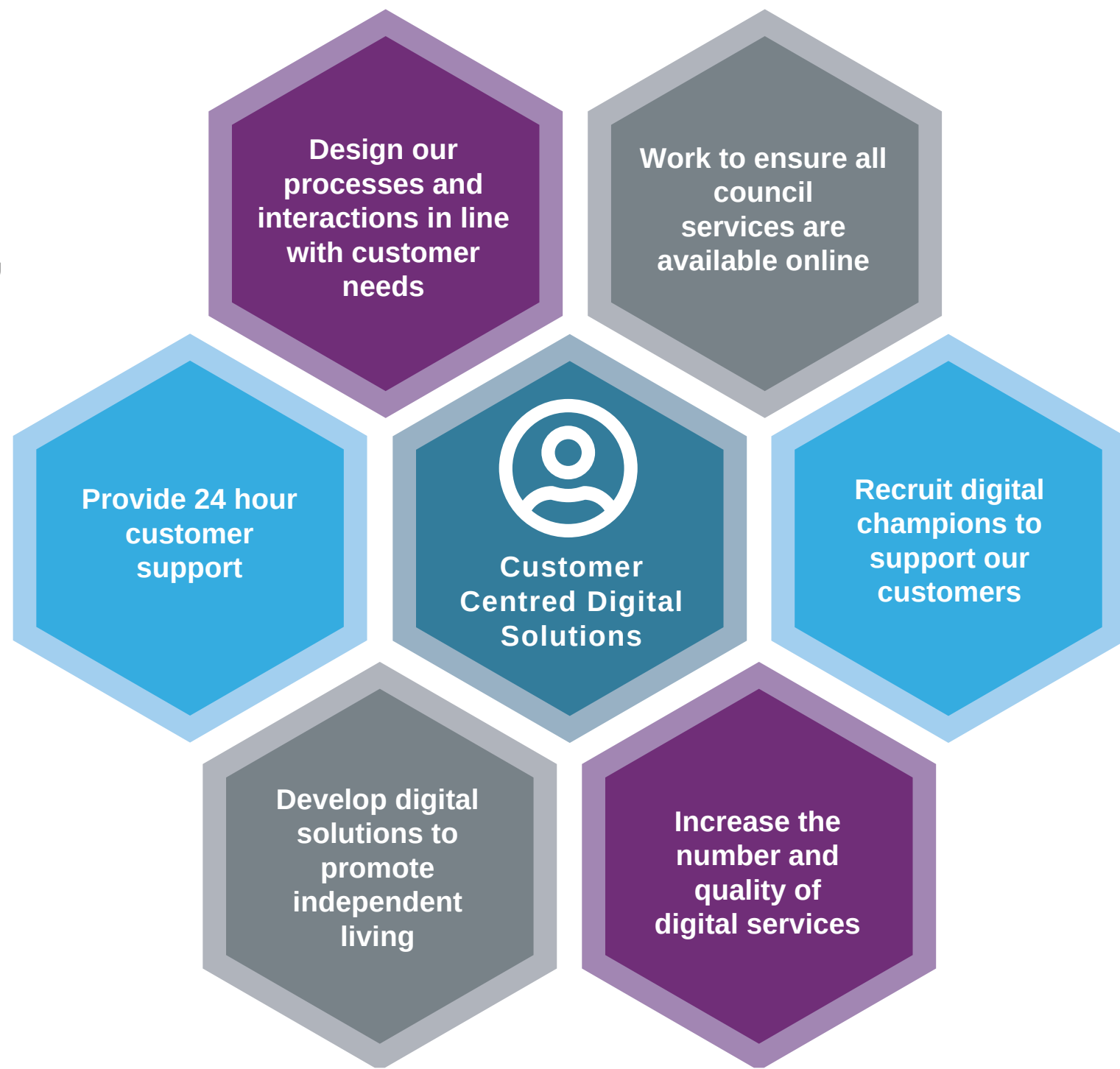
- ✓ Customer interaction with the council will become quicker and easier
- ✓ Support will grow for people to live independently in their communities using new online tools
- ✓ There will be better working with partners to safeguard our most vulnerable people
- ✓ Business communities will be supported to thrive in the digital age
- ✓ Services will be joined up through shared information and technology
- ✓ We will focus our limited resources on providing services that improve well-being



# Customer Centred Digital Solutions

We want to ensure our processes and interactions are designed around our customers' needs. **We will...**

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## Our Measures of Success

- 👤 The number of adult clients supported in their own home through assistive technology increases from 390 to 780 by March 2020
- 👤 The number of automated processes available to our customers increases from 17 to 93 by March 2022
- 👤 The number of residents with a My Powys Account increases from 28,000 to 50,000 by March 2022

# Digital Workforce

We want to develop our capability and capacity, creating leaders that are digitally focussed and growing the digital skills of our workforce to maximise efficiency and effectiveness. **We will...**

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## Our Measures of Success

-  The number of staff attaining digital core skills (bronze level) will reach 100% by March 2022
-  The percentage of our leaders who are digitally capable and reach the Gold Standard will increase to 100% by March 2022

# Information Excellence

We want to use digital capabilities in decision making to enable value-driven choices, working closer with our partners and making our information open and accessible wherever possible. **We will...**

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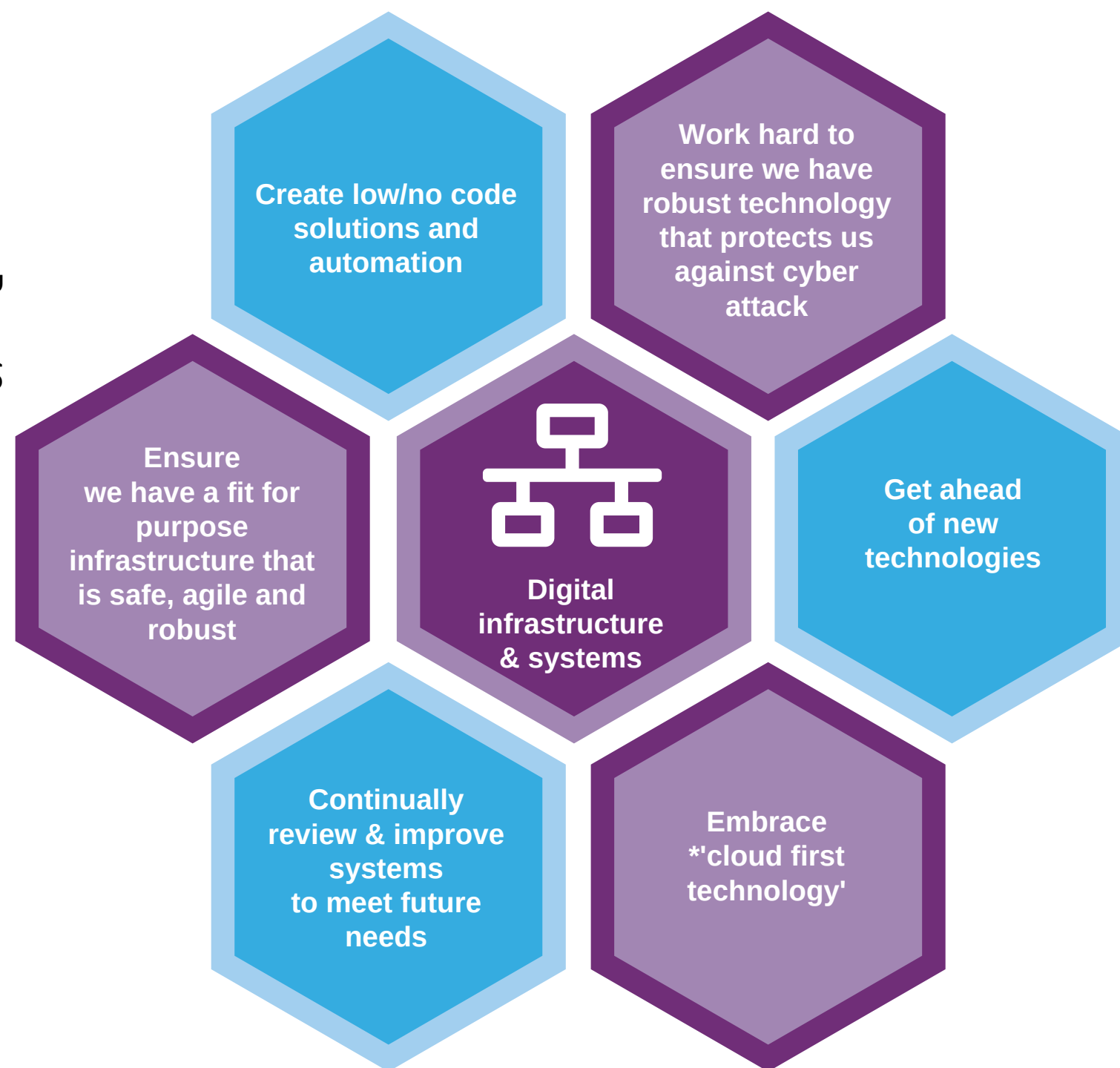
## Our Measures of Success

- ① All managers will have access to on-line management information by March 2020
- ① We will improve open access to data regularly sought through Freedom of Information requests by improving our Powys Wellbeing Information Bank from our current 36 dashboards to 72 by March 2021
- ① We will create the capability to share data with our partners where this can improve customer outcomes


# Digital infrastructure & systems


We want to provide a fit, robust and safe infrastructure to support digital capability and an agile workplace. **We will...**

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## Our Measures of Success

 The number of ICT processes automated in the help desk service will increase by 25% by March 2022 to improve efficiency and speed up internal interactions

 100% of Powys schools will have the digital infrastructure in place by March 2021 to enable learners, teachers and staff to embrace the digital learning options that improved Wi-Fi, broadband and improved speeds bring

# Digital Places

We want to work with stakeholders to create location-specific digital services across Powys to connect and support businesses, communities and individuals. **We will...**

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## Our Measures of Success

-  To increase the number of communities supported through advice and assistance regarding community broadband solutions
-  The number of visitors to midwalesmyway.com website will increase from 15,867 to over 17,500 per year by March 2021
-  To increase the number of technically skilled jobs and economic growth as a result of securing investment funding from the Mid Wales Growth Deal
-  Broadband take-up for fibre to the cabinet (Open Reach telephone exchanges situated on streets and in villages) will improve from 53% to 75% by March 2024

# Future aspirations

If we are successful in our plans and projects to transform Powys as a **digitally enabled county by 2025**, these are some of the examples of what life could be like for our residents, service users and staff.

## Support network for Mrs Jones

A movement monitoring system in our customer's own home has alerted us that Mrs Jones is not up and about at her normal time today, prompting a call from her case worker.

Mrs Jones is feeling a bit tired and although she does not normally need daily support, as she feels safe with the home monitoring system, today she would like someone to call in.

We contact her strong community network through social media and find someone who can visit straight away. Later in the day, a home care support officer pops round just to double check Mrs Jones is ok.



# Future aspirations

## Bot to basics

All basic customer change of addresses are dealt with by the Artificial Intelligence bot, who can amend all systems where the customer record is held within minutes. This will free up staff time to support our less digitally enabled customers.

## Thriving Powys communities

An enterprise park in Powys is thriving with on-line sales and the local WiFi enabled pavement cafés along with a new housing estate of homes built using sustainable resources, which has in turn attracted entrepreneurs to the county. This Powys community is now a bustling market town with fantastic little shops and eateries that also attract many tourists making the economy thrive. Families are now moving in to previously vacant homes.

## Partners in digital sync

Mr Evans has a health condition, which means he regularly has to be admitted to hospital but he no longer worries about this happening. Through the digital exchange he knows that everyone has been informed and the home care will start again on the day he returns. In addition, the community connector has let his neighbours know so they are looking after his cat.



# Glossary

**Digital champion** – someone who is digitally experienced and can help and support others to improve their digital skills set.

**Digital academy** – a learning centre for improving digital skills and knowledge

**Mobile app** – a software application developed for use on smart phones or tablets

**Dashboard** – a connected, focused and interactive set of data on a particular topic which provides evidence based insights and information to inform decision making

**Artificial intelligence** – the ability of a digital computer or computer-controlled robot to perform tasks commonly associated with intelligent beings

**Bots** - an autonomous program on a network (especially the internet) which can interact with systems or users

**Cloud Services** - any service made available to users on demand via the Internet from a cloud computing provider's servers as opposed to being provided from a company's own on-premises servers

**Low code or no code** – business users who can build functional but generally limited apps without having to write a line of code. (Low-Code) in contrast, centres on professional developers, streamlining and simplifying their work – delivering applications with little or no hand-coding

**Predictive analytics** - uses many techniques from data mining, statistics, modelling, machine learning, and artificial intelligence to analyse current data to make predictions about future





# Evidence to support the strategy

- ✓ Well-being of Future Generations Assessment for Powys
- ✓ Wales Digital First Strategy
- ✓ Society for innovation, technology and modernisation
- ✓ Local Government Strategy Forum
- ✓ Digitalisation for smarter cities

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