

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



**Please read the accompanying guidance before completing the form.**

This **Impact Assessment (IA)** toolkit incorporates a range of legislative requirements that support effective decision-making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

Service Area	Vision 2025 - Transformation Programme Digital Powys Programme	Head of Service	Diane Reynolds	Director	Ness Young	Portfolio Holder	Cllr Graham Breeze
Proposal		To deliver against the outcomes in the Digital Powys Strategy and Business Case.					
Outline Summary / Description of Proposal							

The way we work and live today is evolving fast, with digital technology having an impact on all our lives. Our resident's lives are changing and many public service users now expect access 24/7 to our services and that number is increasing all the time. It is widely recognised that public services need to radically transform to keep pace with the digital evolution and customer expectations as well as finding new ways to add value.

There is a strong case for transformation in Powys County Council. Demographic trends, rurality, financial pressures, a need to improve performance in key service areas are key drivers for change and all can to some extent be mitigated through the effective use of digital tools and technologies.

With reduced funding over the next 3 years and greater demand for services, we need to be innovative in the solutions we design for the future, harnessing the power of the data revolution and digital technology. Our Digital Transformation Programme will drive delivery of digital solutions whilst providing much needed financial savings. The programme has 5 key work streams (Customer Centred Digital solutions; Digital Workforce; Digital Infrastructure and Systems; Information Excellence and Digital Places)

This Impact Assessment is an aide in the decision-making process to move forward with the Councils "Digital Powys" Programme – Embracing digital technologies to improve our customers' experience. The programme is supported by the Digital Powys Strategy and a full Business Case. The programme aims to deliver the following:-

- We want to ensure our processes and interactions are designed around our customers and what they need.
- We want to develop our capability and capacity, creating leaders that are digitally focussed and develop the digital capability in our workforce and communities.
- We want to provide a fit, robust and safe infrastructure to support digital capability and an agile workplace.
- 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 want to work with stakeholders to create location – specific digital services across Powys to connect and support businesses, communities and individuals.
- We want to work with partners to maximise joint digital opportunities and improve data sharing capacity and capability for the benefit of our, businesses, communities and citizens.

Digital solutions will enhance our service offer alongside our traditional methods of access, which we will continue to offer, this will be important to many of our customers who perhaps do not have access to digital technology or would rather engage with us in person or over the phone.

Technology can enhance the lives of our residents, including the most vulnerable. As technology changes at pace we do not want to risk our residents becoming isolated and disadvantaged, we need to work with our communities to bridge this gap and ensure our residents and businesses are ready to maximise the potential of digital transformation.

The below statistics give an insight into digital trends.

**National stats:**

1. 90% of jobs nationally require digital skills to some degree
2. 65% of children entering primary school today will be working in roles that do not yet exist
3. 23% (12.6 million) of the UK population lacking basic digital skills. Of these, 49% are disabled, 63% are over 75 and 60% have no formal education qualifications
4. 58% of adults in Wales access the internet
5. Internet users in Wales spent an average of 21 hours online per week in 2016
6. 80.6% of Powys has superfast broadband coverage (lowest in Wales)
7. 28% of premises in Powys are unable to receive 10 mb/s (it would take an hour to download a HD quality movie)

**Powys CC stats:**

1. Reach 13.2k followers on our Twitter account
2. Reach 10.9k followers on our facebook account (69% women / 30% men, 25 – 54 is most popular age group)
3. 55% people access our website using a mobile device or tablet
4. 92,010 views for bin collections, 59,233 checking for emergency school closures, 47,629 school term dates and 45,608 searching for jobs (18/10/2018 - 18/10/19)
5. 26% people have a My Powys account (18 and over)

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
Draft 0.1	Kelly Watts	Customer Services Manager	30/10/2019

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
	£	£ tbc	£tbc	£ tbc	£tbc

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
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Public and Staff consultation required	<p>A stakeholder analysis and engagement plan has been drafted. <a href="#">ADD IN LINK</a></p> <p>As each of the work streams progresses into delivery, consultation will be considered for both internal staff and external stakeholders.</p> <p>Internally, any consultation will follow the Councils Management of Change process.</p>
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4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)  
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

The Digital Strategy and the supporting Business Case is a council wide document and will have potential implications all service areas.

The programme has an EMT Senior Responsible Owner (SRO) who is the owner of the overall project.

The project is chaired by the SRO and will include representatives from front-line and corporate services. The project will have a lead project manager. The project board will consist of officers only, with accountability to elected members through the Transformation Board, the scrutiny will be provided by this board and the council scrutiny arrangements.

See above link to stakeholder and engagement plan.

5. How does your proposal impact on the council's strategic vision?

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<p><b>The Economy</b>  <b>We will develop a vibrant economy</b></p>	<p><i>The Digital Powys Programme will support in delivering the council priority of :-</i></p> <ul style="list-style-type: none"> <li><i>Providing support for businesses to grow</i></li> <li><i>Improving skills and supporting people to get good quality jobs.</i></li> </ul> <p>The overall aim will be to work with stakeholders to create location-specific digital services across Powys to connect and support businesses, communities and individuals. We will do this by -</p> <ul style="list-style-type: none"> <li>Collaborating with universities, colleges and training providers to deliver digital technology focused courses</li> <li>Collaborating with businesses to develop – Digital care sector- Digital apprenticeships</li> <li>Working with partners to help those without broadband to connect to their home or business with the nearest mobile mast.</li> <li>Create opportunities through a digital academy</li> <li>Enable safe smart technology in schools and give pupils equitable access</li> <li>Encourage start-ups and attract entrepreneurs in the technology sector and develop relationships in the digital sector</li> <li>Support the creation of highly usable technology especially those linked with the carbon neutral technology</li> <li>Support communities to gain digital skills using community facilities and libraries</li> </ul>	<p>Very Good</p>	<p>N/A</p>	<p>Very Good</p>
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	<ul style="list-style-type: none"> <li>Encourage local companies to develop digital technologies that support our customers and tourism across the county</li> </ul> <p>Through the Mid Wales Growth Deal extend broadband across the region and make the infrastructure of our towns smart using 5g capabilities</p>			



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<p><b>Health and Care</b> We will lead the way in effective, integrated rural health and care</p>	<p>The Digital Powys Programme will support in delivering the council priorities of :-</p> <ul style="list-style-type: none"> <li>• Focussing on well-being</li> <li>• Early help and support</li> <li>• Providing joined up care</li> <li>• Developing a workforce for the future</li> <li>• Creating innovative environments</li> <li>• Developing digital solutions</li> </ul> <p>Our overall aim is to ensure that our processes and interactions are designed around our customers and want they need. We will do this by-</p> <ul style="list-style-type: none"> <li>• Making all council services (that can be) available online, with digital as the default service supported by an “assisted digital” offer and alternative channels still available for those who need more help</li> <li>• End to end re-design of our services to be customer focussed</li> <li>• Utilise new technology to provide 24-hour customer support</li> <li>• Work with our digital champions throughout the county to develop relationships with residents and communities</li> <li>• Provide digital solutions which support independent living and promote well-being, ensuring that our services are accessible for all</li> <li>• Work with partners to provide a seamless link to provide information</li> </ul>	<p>Very Good</p>	<p>N/A</p>	<p>Very Good</p>
<p><b>Learning and skills</b> We will strengthen learning and skills</p>	<p>The overall Digital Powys Programme will support in delivering the council priority:-</p> <ul style="list-style-type: none"> <li>• Improving digital technology</li> </ul>	<p>Very Good</p>	<p>N/A</p>	<p>Very Good</p>

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	<p><u>Digital Workforce</u></p> <p>Our aim is to develop our capability and capacity creating leaders that are digitally focussed and developing the digital capability in our workforce and communities. We will do this by-</p> <ul style="list-style-type: none"> <li>Increasing the number of leaders who are digitally focussed with networked, open collaborative behaviours and a passion to excel.</li> <li>Increasing the digital capability of our workforce by investing and aligning our resources around digital demand.</li> <li>Recruiting for digital excellence by developing a recruitment strategy that has a specific focus on digital capability</li> <li>Collaborating with digital experts, colleges and Universities to support our 'grow our own' philosophy</li> </ul> <p>Harnessing digital transformation ideas from across the organisation and provide support to embed these ideas</p> <ul style="list-style-type: none"> <li>Developing a network of Digital Champions within the organisation to help deliver training and embed change</li> </ul>			

<p><b>Residents and Communities</b>  <b>We will support our residents and communities</b></p>	<p><i>The Digital Powys Programme will support in delivering the council priority:-</i></p> <ul style="list-style-type: none"> <li>• <i>Improve our understanding of our residents and improve service delivery</i></li> </ul> <p>Through our <u>Customer Centred Digital services</u> work stream we will-</p> <p>We will -</p> <ul style="list-style-type: none"> <li>• Ensure all council services that could be made available online, are available online, with digital as the default service supported by an “assisted digital” offer and alternative channels still available for those who need more help</li> <li>• Design our services to be customer focussed</li> <li>• Utilise new technology to provide 24-hour customer support</li> <li>• Work with our digital champions throughout the county to develop relationships with residents and communities</li> <li>• Provide digital solutions which support independent living and promote well-being, ensuring that our services are accessible for all</li> <li>• Work towards standardising our services in line with the Government Digital Service (GDS)</li> <li>• Work with partners to provide a seamless link to provide information</li> </ul> <p>Through our <u>Information excellence</u> work stream we will-</p>	<p>Very Good</p>	<p>N/A</p>	<p>Very Good</p>
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	<ul style="list-style-type: none"> <li>• Use data to ensure our resources are deployed where they are needed</li> <li>• Integrate data where appropriate</li> <li>• Give citizen the tools and data they need <ul style="list-style-type: none"> <li>• Ensure personal data is processed in compliance with GDPR legislation.</li> </ul> </li> </ul> <p>Through our <u>Digital Places</u> work stream we will-</p> <ul style="list-style-type: none"> <li>• Collaborate with universities, colleges and training providers to deliver digital technology focused courses</li> <li>• Collaborate with businesses to develop – Digital care sector- Digital apprenticeships</li> <li>• Work with partners to help those without broadband to connect to their home or business with the nearest mobile mast.</li> <li>• Create opportunities through a digital academy</li> <li>• Enable safe smart technology in schools and give pupils equitable access</li> <li>• Encourage start-ups and attract entrepreneurs in the technology sector and develop relationships in the digital sector</li> <li>• Support the creation of highly usable technology especially those linked with the carbon neutral technology</li> <li>• Support communities to gain digital skills using community facilities and libraries</li> <li>• Encourage local companies to develop digital technologies that support our customers and tourism across the county</li> </ul>			
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	Through the Mid Wales Growth Deal extend broadband across the region and make the infrastructure of our towns smart using 5g capabilities			

**Source of Outline Evidence to support judgements**

- Medium Term Financial Plan (Budget Savings)
- Evidence of call reductions and benefit savings in processes that have already been transformed
- System Reboot: "Transforming Public Services through better use of digital" by Lee Waters, System Reboot
- Business requirements from our customers through engagement in our Well-being Assessment for Powys
- Listening to the requirements from our Service Leads Digital Progress
- Wales Digital First Strategy and latest findings from the current review of UK Digital Strategy
- Latest report from the professional network for digital leaders (SOCITM)
- Experts and Local Government (LG) Experiences through the LG Strategy Forum 2018
- Learning from private sector partners
- Smart Infrastructure paper
- Feedback from the digital strategy survey

6. How does your proposal impact on the Welsh Government's well-being goals?

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Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
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<p><b>A prosperous Wales:</b>  An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<p>The proposal will support the Prosperous Wales well-being goal by</p> <p><u>Economy</u>  New business start-ups and relocations will increase.</p> <p>Local businesses benefit from good advice and support that help them thrive.</p> <p>We want to increase broadband across the region. Which will support in attracting entrepreneurs in the digital sector.</p> <p><u>Learning and Skills</u>  High quality teaching and learning environments embrace new technology for the population.</p> <p>National statistics  90% of jobs nationally will require digital skills to some degree.  65% of children entering will be working in roles that do not exist yet.</p> <p>Therefore, our aims is to work with colleagues and universities to deliver the right courses, create opportunities.</p> <p><u>Environment</u>  Powys County Council is the largest county in Wales and covers 2,000 sq miles, with a population of 132.5K.  Reduce the requirements to travel to seek information and assistance.  Reduce waste and paper usage, for example forms, leaflets, questionnaires.</p>	<p>Very Good</p>	<p>The digital Powys Programme will not achieve the goals working in isolation, the programme will need to engage and link to other programmes e.g. Digital First (PTHB) and PSB so we can work towards joint outcomes.</p>	<p>Very Good</p>
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	<p>Minimise carbon emissions and pollution Through reducing paper based information, including production of, transport and storage and deletion of material.</p> <p>As well as support the creation of highly usable technology especially those linked with the carbon neutral technology.</p>			
<p><b>A resilient Wales:</b> A nation, which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<ul style="list-style-type: none"> <li>Support the creation of highly usable technology especially those linked with the carbon neutral technology</li> </ul>	Good		Good

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<p><b>A healthier Wales:</b>  A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p> <p><b>Public Health (Wales) Act, 2017:</b>  Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	<ul style="list-style-type: none"> <li>• People have good access to information, advice and assistance.</li> <li>• Technology enables people to care for themselves more easily and remain independent.</li> </ul>	Good	The digital Powys Programme will not achieve the goals working in isolation, the programme will need to engage and link to other programmes so we are working towards joint outcomes.	Very Good
<p><b>A Wales of cohesive communities:</b>  Attractive, viable, safe and well-connected Communities.</p>	<p><b>Changing how we work</b></p> <ul style="list-style-type: none"> <li>• Making best use of what we have and working in new, innovative ways to deliver our priorities for the benefit of the county's residents and communities.</li> <li>• Our Digital place workstream will improve our digital capability supporting in connected digital communities.</li> </ul>	Good	The digital Powys Programme will not achieve the goals working in isolation, the programme will need to engage and link to other programmes so we are working towards joint outcomes.	Very Good

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<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being. <b>Human Rights - is about being proactive (see guidance)</b> <b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.	It is considered that there will be no impact to Human Rights.	Neutral	The programme overall will have a positive impact.	Neutral
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
<b>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</b>	Any technology led changes will take into consideration the welsh language and ensure the same level of standards no matter when, where, or how you contact the council are the same whether that be in English or Welsh.	Very Good	We will need to ensure any changes will not have a detrimental impact on welsh language provision.	Very Good
<b>Opportunities to promote the Welsh language</b>	Welsh Language considerations will need to be factored into any changes for example IVR, Chat bots must be in available in Welsh, allowing our welsh speakers to have the same access channels available to them as English speakers.	Very Good	We will need to ensure any changes will not have a detrimental impact on welsh language provision.	Very Good
<b>Welsh Language impact on staff</b>	Any technology led changes will need to take into consideration welsh language standards and ensure adherence.	Very Good	Any internal processes will need to be available in welsh, for example data and analytics and any data accessible to our partners.	Very Good

Well-being Goal	How does proposal contribute to this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<i>People are encouraged to do sport, art and recreation.</i>	N/A	Choose an item.		Choose an item.
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<b>Age</b>	<p><u>DATA FROM THE OFFICE OF NATINAL STATISTICS</u></p> <ul style="list-style-type: none"> <li>•Virtually all adults aged 16 to 34 years were recent internet users (99%), in contrast with 41% of adults aged 75 years and over.</li> <li>•Recent internet use among women aged 75 and over had almost trebled from 2011.</li> </ul> <p>Although the data shows that internet usage drops in the older age categories, the proposal to digitally transform services and offer alternatives to traditional methods will mean that our staff have more time to spend with the residents that require additional support o access services.</p> <p><u>POWYS STATS</u> 10.9k followers on our face book account; (69%/30% men) <b>25-54</b> is most popular age group.</p>	Neutral	<p>Traditional methods of contacting the council will be maintained, for example telephony and face to face through our Library plus buildings.</p> <p>Digitally skilled face-to-face staff will be able to support those members of the population that may wish to utilise technology either in their own home or at our Library plus buildings.</p> <p>We will need to ensure we do not exclude any customers that have disabilities that will have a negative impact on them accessing Council services.</p> <p>We will need to think early about how users might access and use our services before we design or build anything.</p>	Very Good

<p><b>Disability</b></p>	<p>To meet government accessibility requirements, digital services must:</p> <ul style="list-style-type: none"> <li>• meet level AA of the web content Accessibility Guidelines (WCAG 2.1) as a minimum</li> <li>• work on the most commonly used assistive technologies - including screen magnifiers, screen readers and speech recognition tools</li> <li>• include people with disabilities in user research</li> <li>• have an accompanying accessibility page that explains how accessible the service is.</li> </ul> <p>Ensuring we meet government accessibility requirements, we will also then be meeting the new accessibility regulations that apply to public sector websites and apps.</p> <p>The full name of the new regulations is the Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018.</p> <p>New technology can create new pathways to communications. For example BSL (British Sign Language) could be accessed via video link for deaf users.</p> <p>Or, audio content facilitated through web technology for people with little or no sight.</p> <p>Or, text messaging facilities that remove the need to speak to someone.</p> <p>Age issues should be considered in relation to disability, as a significant number of people with</p>	<p>Neutral</p>	<p>Consideration will always be given to ensure we meet relevant accessibility requirements and that there is no detriment to access services for those that have a disability.</p> <p>Closer working with the right individuals to support in new design's for service delivery, for example the Sensory loss team, carers, social workers.</p>	<p>Very Good</p>
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	disabilities do so as part of the aging process, and conditions such as dementia can present new barriers to individuals.			
<i>Gender reassignment</i>	N/A	Unknown		Unknown
<i>Marriage or civil partnership</i>	The Governments Digital inclusion strategy suggests group defined as “never have, never will” are mostly in the older age category (although this reference is made in relation to employment), the ability to put mitigations in place may be limited if no family support is available.	Neutral		Neutral
<i>Race</i>	Internet access associated with race/ethnicity according to available data on the ONS web-site, in the general British population there appears to be slight differences. Data for Wales shows no figures for Asian, Black, Other with 89% being white.  Digital could therefore disadvantage some ethnicities over others.	Unknown		Unknown
<i>Religion or belief</i>	No evidence to support how this proposal would affect religion/belief.	Unknown		Unknown
<i>Sex</i>	The introduction of broadband to a wider population may have a positive impact on the ability to work from home. This could benefit those individuals with childcare or caring responsibilities. Likely to be women.	Neutral		Good

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<i>Sexual Orientation</i>	No evidence to support how this proposal would affect sexual orientation.	Unknown		Unknown
<i>Pregnancy and Maternity</i>	Digital accessibility and digital by design may influence the ability to work flexibly. Generally, those within this age category are predominately internet users and could increase internet usage looking for information on pregnancy and maternity, as well as reducing isolation.	Very Good		Very Good

**Source of Outline Evidence to support judgements**

- Digital Powys Programme risk register
- Government Digital Service
- EU Accessibility Directive
- Well-being Act
- Office of National Statistics

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<b>Sustainable Development Principle (5 ways of working)</b>				
<b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	The proposal supports future generations to meet their own needs through providing digital solutions to help them to remain independent for longer. Customers are able to access services from home.	Very Good		Very Good
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	The proposal has the potential to work in partnership with others e.g. PTHB	Neutral	Where necessary and dependant on the process working with others will be considered.	Good
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	End to end process re-design utilising transformation methodology and principles puts customers at the heart of everything we do, providing our customers with much improved customer journeys. Customers are asked for feedback on their experiences and as required changes will be made to ensure the best possible service.	Very Good		Very Good



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Principle	How does the proposal impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<b>Prevention:</b> <i>Understanding the root causes of issues to prevent them from occurring.</i>	By designing our processes to be intuitive and keep customers updated throughout their journey it will be less likely that customers will contact the council time and time again. By understanding customer requirements early and joining up customer information we will be able to have a holistic view of our customers and provide targeted prevention rather than wait until the customer reaches crisis point.	Very Good		Very Good
<b>Integration:</b> <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>	Where necessary integration with partners will need to be considered.	Neutral	Where necessary integration with partners will be considered.	Good
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	Our Digital places work stream will create opportunities for business start ups and ensuring individuals have the skills required to work in the digital sector, ensuring employment opportunities.  Supporting businesses with to develop digital technologies that support our customers and can help build tourism, providing more jobs and opportunities for development.	Very Good		Very Good
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account	Will need to take into consideration.	Neutral	It may be necessary to consult	Good

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Principle	How does the proposal impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who cannot protect themselves.	No methods of contacting the council will be removed, so all other options post, e-mail, phone, web, face to face will remain.  New methods for example text, improved web chat will allow time to be freed to deal quicker with more complex and concerning contacts.	Neutral	N/a	Neutral
<b>Impact on Powys County Council Workforce</b>	In order to achieve the budget savings, it may be necessary to reduce the workforce or change the way in which the workforce carry out their duties.	Poor	In order to mitigate any potential job losses, a voluntary redundancy process and reduced hours will be instigated, there could be potential to reallocate staff or retrain.	Good
<b>Source of Outline Evidence to support judgements</b>				
<ul style="list-style-type: none"> <li>Digital Powys Programme risk register</li> <li>Programme initiation document.</li> </ul>				

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
<b>Mitigation</b>		
The impact on our communities will be positive, consideration will be given to the councils priorities, well-being goals and principles, where mitigation to to reduce impact is required this will be considered on an individual basis based on the impact proposals above.		

9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Medium	Medium
<b>Mitigation</b> <p>Successful implementation will be dependent on a number of key factors.</p> <ul style="list-style-type: none"> <li>• <b>Financial</b> – the investment to support the change</li> <li>• <b>Resources</b> – The right skilled resources to progress the change</li> <li>• <b>Capacity</b> – the staff resources to deliver the change</li> </ul> <p>The risks to delivery are to be managed through the Programme Governance Structure. Powys Digital Programme will report to the Transformation Board.</p> <p>All risks are detailed below</p>		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Financial envelope to support project.	High	Business case drafted to articulate investment needs demonstrate return on investment.	High
Capacity within services to deliver changes.	High	Work with services to realise benefits.	Medium
Capability and capacity to deliver developments.	High	Upskill / Train staff / Buy-in resource.	Medium
Developed/Upskilled staff leave the authority.	High	Provide development and career opportunities.	High
Risk of delay, scope creep or duplication due to lack of clarity, vision, team roles, responsibilities, expectations.	Medium	Clear vision required and intended outcomes agreed at strategic level with partners and Board. PID clearly defined. Project scope considered at Transformation Delivery Board and agreed via formal project mechanism. Any changes to projects approved by Transformation Programme Board in line with change management approach.	Low

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Project overspends if costs are not understood early enough or controlled.	High	Expenditure approved in-line with procurement and financial management guidelines.	Medium
Project is stopped or proceeds in an adjusted manner due to lack of support from one or more of the partners involved.	Medium	Engagement Plan manages stakeholders to support decisions. Clear and agreed commitment from all partner organisations to the digital strategy and approach taken, as agreed in the project documentation. Regular effective briefings to partner organisations (PTHB, RPB). Ensure stakeholders are fully appraised of progress and developments.	Low
Project cannot deliver intended outputs or does not develop in-line with agreed timescales due to lack of resources to deliver all or part of the programme.	High	Project resource requirements articulated in the resource plan. Welsh Government funding and capital bid	High
Council's baseline budget does not support programme.	Medium	Ensure budget aligns in the next round of developing the MTFP.	Medium
Inefficient governance arrangements (delayed decision-making, or key meetings missed) can result in programme delay and additional costs.	Medium	Governance arrangements in place. Approval arrangements articulated and understood. Effective communication between partners and stakeholders to ensure project proceeds in-line with anticipated timescales. Effective, dedicated programme management support to ensure clarity of timescales and mechanisms required to deliver outputs.	Low
That digital technologies change at pace, delivery is slow and council is left behind.	Medium	Delivery of quick wins to build momentum and buy-in quickly. Ensure collaborative approach. Identify relevant individual's to support. Digital Champions.	Low
Identified efficiency savings not delivered through the Programme.	High	That "as is" baseline costs are established and budgets re-aligned to savings identified.	High
The organisation does not embrace the changes.	High	Engagement events at key points. Digital champions network to be established. Work-stream to deliver organisational change and support the programme.	High
The organisation needs to be clear on the level of ambition, too little ambition or trying to do too much will affect delivery.	High	The programme needs to be clear on delivery and exclusions. Development of Business case. Strategy document.	Medium
<b>Overall judgement (to be included in project risk register)</b>			

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Very High Risk	High Risk	Medium Risk	Low Risk
		Medium	

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	
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DRAFT

**Our Vision: *DIGITAL POWYS – Embracing digital technologies to improve our customers’ experience***

Digital Powys is the Council’s digital transformation programme, one of eight programmes within the Council’s Vision 2025 Transformation Programme. The Programme is underpinned by the Council’s Digital Powys strategy.

Like many councils, Powys County Council is facing significant challenges in meeting changing customer expectations, managing increasing demand for services and modernising working practices whilst delivering against an increasing financial constraint. In the face of these challenges the Council needs to transform the way it works to provide high quality services and digital technology has a significant role to play.

With reduced funding over the next 3 years and greater demand for services, we need to be innovative in the solutions we design for the future, harnessing the power of the data revolution and digital technology. Our Digital Transformation Programme will drive delivery of digital solutions whilst providing financial savings.

The programme has 5 key work streams (Customer Centred Digital solutions; Digital Workforce; Digital Infrastructure and Systems; Information Excellence and Digital Places) which will deliver our transformation aims of ensuring Powys is a place where people can connect, communicate and access public services they need and want 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 stay independent. Equality of access is important and for those unable to access digital technologies we will continue to provide the traditional methods of communication, as well as exploring other communication methods to support our most vulnerable.

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

The programme will follow four key guiding principles for the project – customer centred, Digital first, safe and secure and working with our partners.

How does the proposal impact on the following areas:-

Council priorities

The strategy supports and helps to deliver the councils Vision 2025 (Corporate Improvement Plan), which has four key themes – the economy, health and well-being, lifelong learning and residents and communities.

Welsh Government Well-Being Goals

The proposal overall will have a positive impact on the Well-Being goals.

The Council’s key guiding principles

The proposal overall will have a positive impact on the Councils key guiding principles.

11. Is there additional evidence to support the Impact Assessment (IA)?

**What additional evidence and data has informed the development of your proposal?**

12. On-going monitoring arrangements?

**What arrangements will be put in place to monitor the impact over time?**

The Impact Assessment be reviewed and updated bi-monthly or sooner where significant impact on future service delivery.

Where, there is impact on external customers and/or internal customers then on-going monitoring arrangements will need to be in place.

**Please state when this Impact Assessment will be reviewed.**

The Impact Assessment will continue to be reviewed and updated bi-monthly or sooner where significant impact on future service delivery is identified.

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Kelly Watts		01/11/2019
Head of Service:	Diane Reynolds		
Director:	Ness Young		
Portfolio Holder:	Graham Breeze		

14. Governance

Decision to be made by	Date required
Cabinet	

# FORM ENDS

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