Strategaeth Ddigidol
Gwasanaethau Diwylliannol Powys

Powys Cultural Services
Digital Strategy

2021

AMMBA

Contents

Crynodeb

STORI DDIGIDOL POWYS – DIGITAL STORY OF POWYS

Mae Strategaeth Ddigidol Gwasanaethau Diwylliannol Powys yn rhoi'r ffocws ar ehangu a modelu gwasanaeth digidol canolog er mwyn cynnig arlwy diwylliannol sy'n rhychwantu'r holl sefydliadau. Mae'n nodi'r ffyrdd y gall y gwasanaethau gydweithio er mwyn cyd-gynhyrchu, arloesi, a rhannu.

Gweledigaeth

Darparu Gwasanaethau Diwylliannol digidol ar-lein ac oddi ar-lein, sy'n flaengar ac yn hygyrch i bobl Powys. Galluogi pobl ledled y byd i archwilio a rhyngweithio gyda holl asedau a gwasanaethau Powys, a hynny o bell

Cenhadaeth

Ymgorffori'r modd digidol yn y ffordd rydyn ni'n gweithio ac yn gweithredu, ac wrth gefnogi datblygiad proffesiynol yn ogystal ag o fewn y gwasanaethau a ddarparwn i ddefnyddwyr. Sefydlu darpariaeth ar draws y gwasanaethau sy'n ystyrlon, yn gynaliadwy, yn drawsbynciol ac a fydd yn y pendraw, yn ariannu ei hun.
.

CYNLLUN TRI CHAM

CYCHWYN – 6-9 mis: strategaeth ddigidol a chynllunio gweithgareddau
CYSYLLTU A CHYDWEITHIO – 6-18 mis rhoi'r 4 elfen ar waith
CYNNAL – 18+ mis: dysgu o'r camau blaenorol a gosod sail ar gyfer isadeiledd technoleg a strategaeth ddigidol tymor hir

Mae'r Strategaeth Ddigidol yn cynnig cyfleoedd i staff yn ogystal ag i ddefnyddwyr ac yn sicrhau y bydd cynaliadwyedd yn y dyfodol. Mae'n ffurfio un o brif elfennau strategaeth pum mlynedd y Gwasanaethau Diwylliannol.

CANFYDDIADAU YMCHWIL

Arolwg defnyddwyr

Dywed 80% eu bod yn teimlo'n gyffyrddus ac yn hyderus wrth ddefnyddio technoleg. Cael gafael ar wybodaeth yw'r prif ysgogiad dros ddefnyddio gwasanaethau ar-lein.

Arolwg staff

Dengys staff barodrwydd i ddefnyddio technoleg ddigidol ond maent yn credu bod eu diffyg sgiliau yn rhwystr iddynt ddefnyddio technoleg newydd.

Ymchwil o fewn y sector

Dengys ymchwil lleol, cenedlaethol a rhyngwladol fod llawer o amgueddfeydd, llyfrgelloedd ac archifdai wedi nodi bod y buddion a ddaeth yn sgil eu hymateb i'r pandemig Covid 19, yn fuddion cynhwysol, cynaliadwy hir dymor.

Elfennau'r Strategaeth Ddigidol

Dysgu ac addysgu

Presenoldeb digidol

Adnabod yr adnoddau

Gweithio'n glyfar
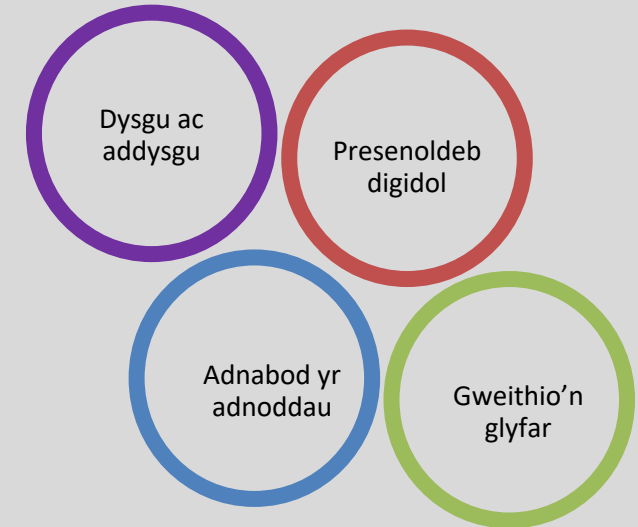
Y CAMAU NESAF

- Adolygu a chytuno ar argymhellion
- Sefydlu gweithgor
- Rhoi'r cynlluniau ar waith
- Datblygu cynllun gwaith ar gyfer pob elfen o'r strategaeth

Rhannu'r baich

Ehangu ein gwybodaeth

Executive Summary

Powys Cultural Services

STORI DDIGIDOL POWYS – DIGITAL STORY OF POWYS

The Powys Cultural Services Digital Strategy is focused on re-modelling and expanding the digital service offer into a central cultural offer spanning the organisations. It is about looking at ways the services can work together to co-produce, innovate, collaborate and share.

Mission

To provide the people of Powys with digitally advanced and accessible Cultural Services both online and offline, and to enable people around the world to explore and interact Powys' assets and services remotely.

Vision

To embed digital in the way that we work, operate, support professional development as well as within the services we deliver to users. To establish an offer that is meaningful, sustainable, cross-cutting and ultimately self-funding across the services.

THREE-STAGE ROADMAP

EMBARK – 6-9 months: digital strategy kick-off and activity planning

CONNECT AND COLLABORATE – 6-18 months: 4x delivery strands in-flight

SUSTAIN – 18+ months: learning from previous stages and embed longer term tech infrastructure and data strategy

The Digital Strategy brings opportunity for both staff and users and will ensure sustainability going forwards. It forms one of the priority strands for the over arching Cultural Services Strategy for the next 5 years.

RESEARCH FINDINGS

User Survey

80% of the respondents are confident and comfortable with technology. Access to information is the key driver for using online services.

Staff Survey

There is a willingness to adopt digital technologies, however, staff perceive that their lack of skills is a barrier to adoption of new technology.

Sector Research

Research across the sector; locally, nationally and internationally has shown the benefits of the Covid 19 response that many museums, libraries and archives were identifying has an inclusive, longer term and sustainable future.

Digital Strategy Strands

Learn and educate

Digital Presence

Search the assets

Going smart
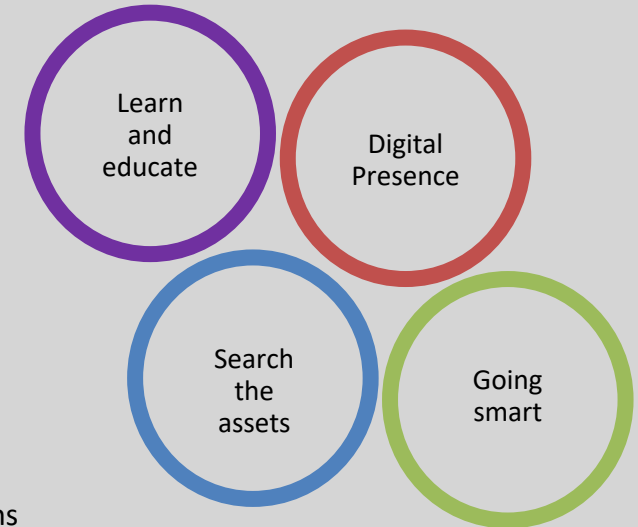
NEXT STEPS

- Review and agree recommendations
- Establish working group
- Roll-out of roadmap and implementation plan
- Develop activity plans for each strand of the strategy

Sharing the load

Building our knowledge
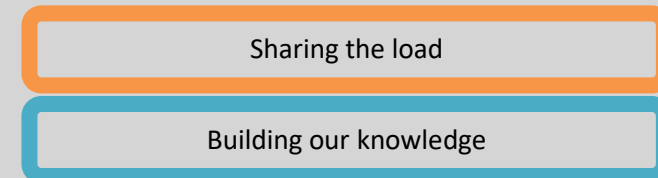
01 Introduction

Background Context

- Powys Cultural Services offer a wealth of services and expertise across their libraries, museums and the archive.

- As a service, delivery has until recently been primarily focused on a physical visit to, or transaction at, one of the libraries, museums or the archive. The experience of the pandemic over the last year, has demonstrated the potential for a much broader digital offering – both in-building and online.

- As a service, the audiences are spread across a wide geographical area. As one of our users in the research shared, ''anywhere is a bus ride in Powys''.

- Developing digital will not only support the offer to local communities across Powys but has the potential to reach a much wider Welsh, UK and even international audience.

- The team have huge ambition to broaden the range of digital service offers, to complement and extend the building offers, but in a way that is pragmatic with resource, capacity and capability.

- A strategic approach to digital is required, ensuring a shared understanding of what 'digital' means to Powys Cultural Services and planning out a roadmap for the development of new digital service offers for the libraries, museums and archive service across Powys.

What does digital mean to Powys
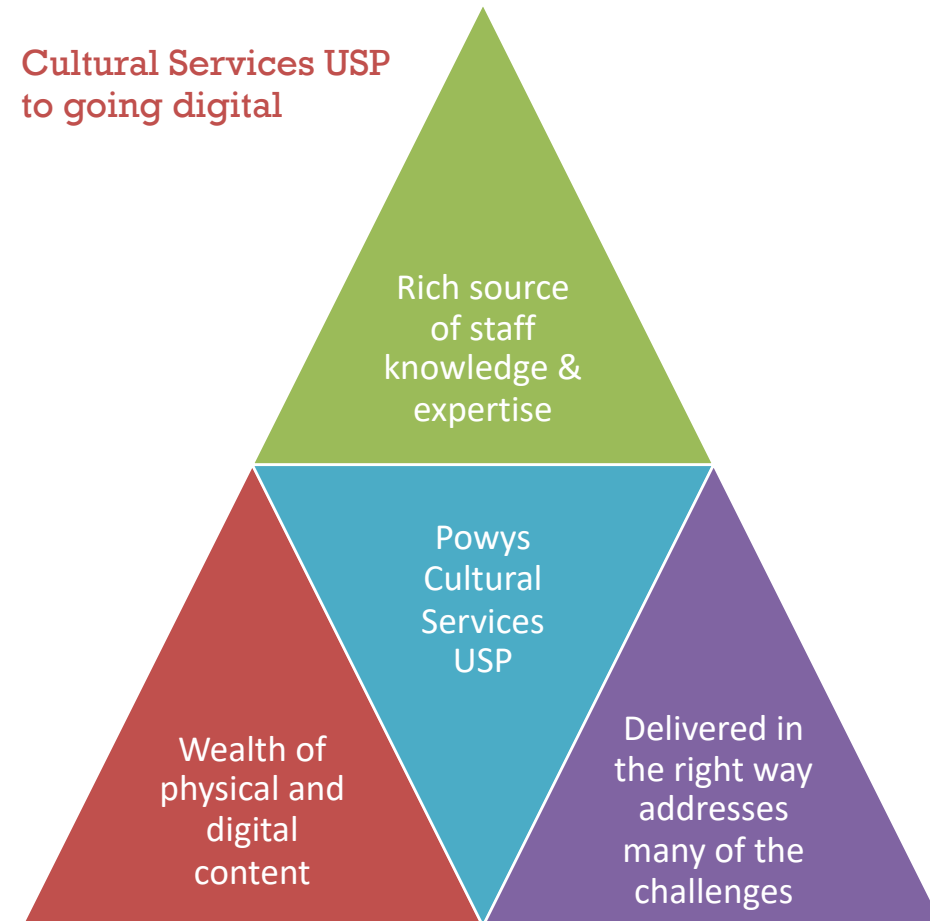
A shared vision for digital

Working with the staff from across Cultural Services, a shared vision of 'digital' has been established.

Digital will transpose across the cultural services, its users, services, processes, organisational aims and technology.
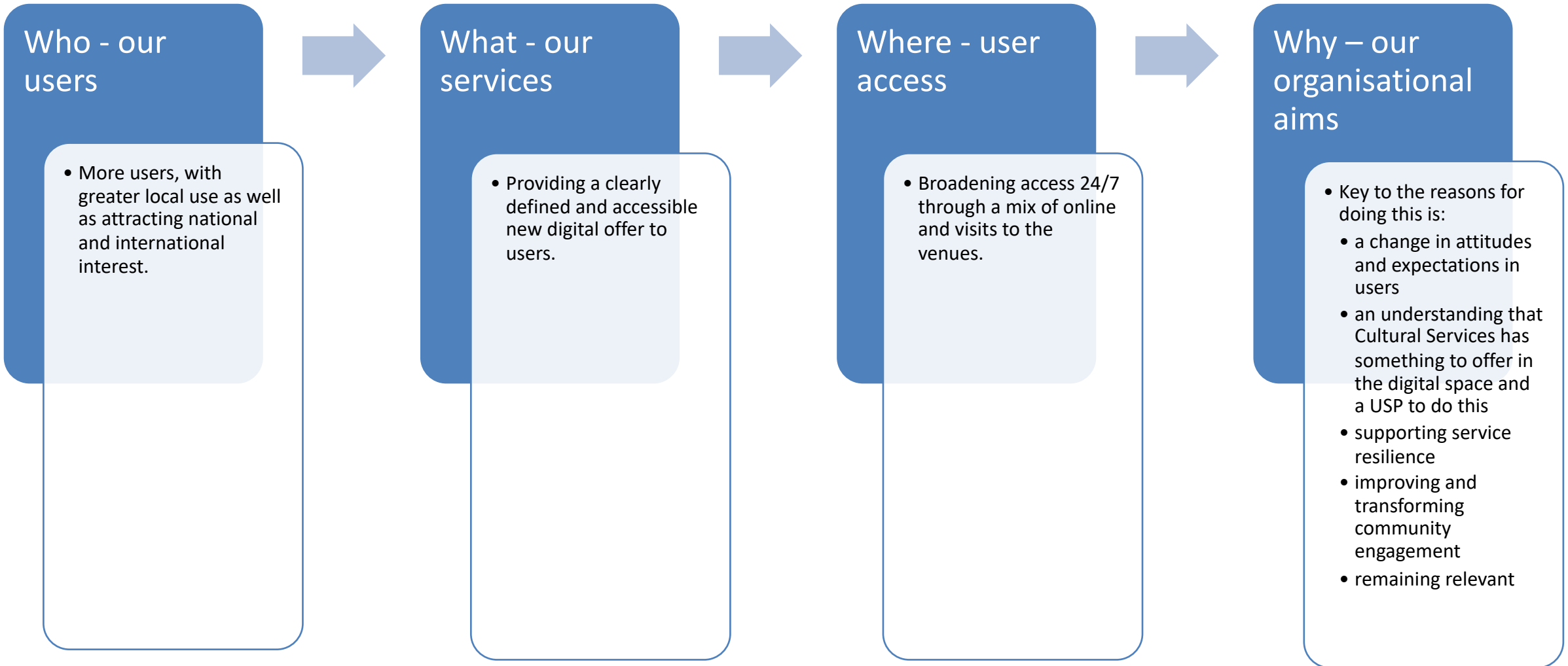
The shared vision defined the who, what, when and why.

See Appendix A for the outputs of the workshop session where the shared vision for digital was established.

Cultural Services USP to going digital

Rich source of staff knowledge & expertise

Powys Cultural Services USP

Wealth of physical and digital content

Delivered in the right way addresses many of the challenges

What does digital mean to Powys

Who - our users

- More users, with greater local use as well as attracting national and international interest.

What - our services

- Providing a clearly defined and accessible new digital offer to users.

Where - user access

- Broadening access 24/7 through a mix of online and visits to the venues.

Why – our organisational aims

- Key to the reasons for doing this is:
  - a change in attitudes and expectations in users
  - an understanding that Cultural Services has something to offer in the digital space and a USP to do this
  - supporting service resilience
  - improving and transforming community engagement
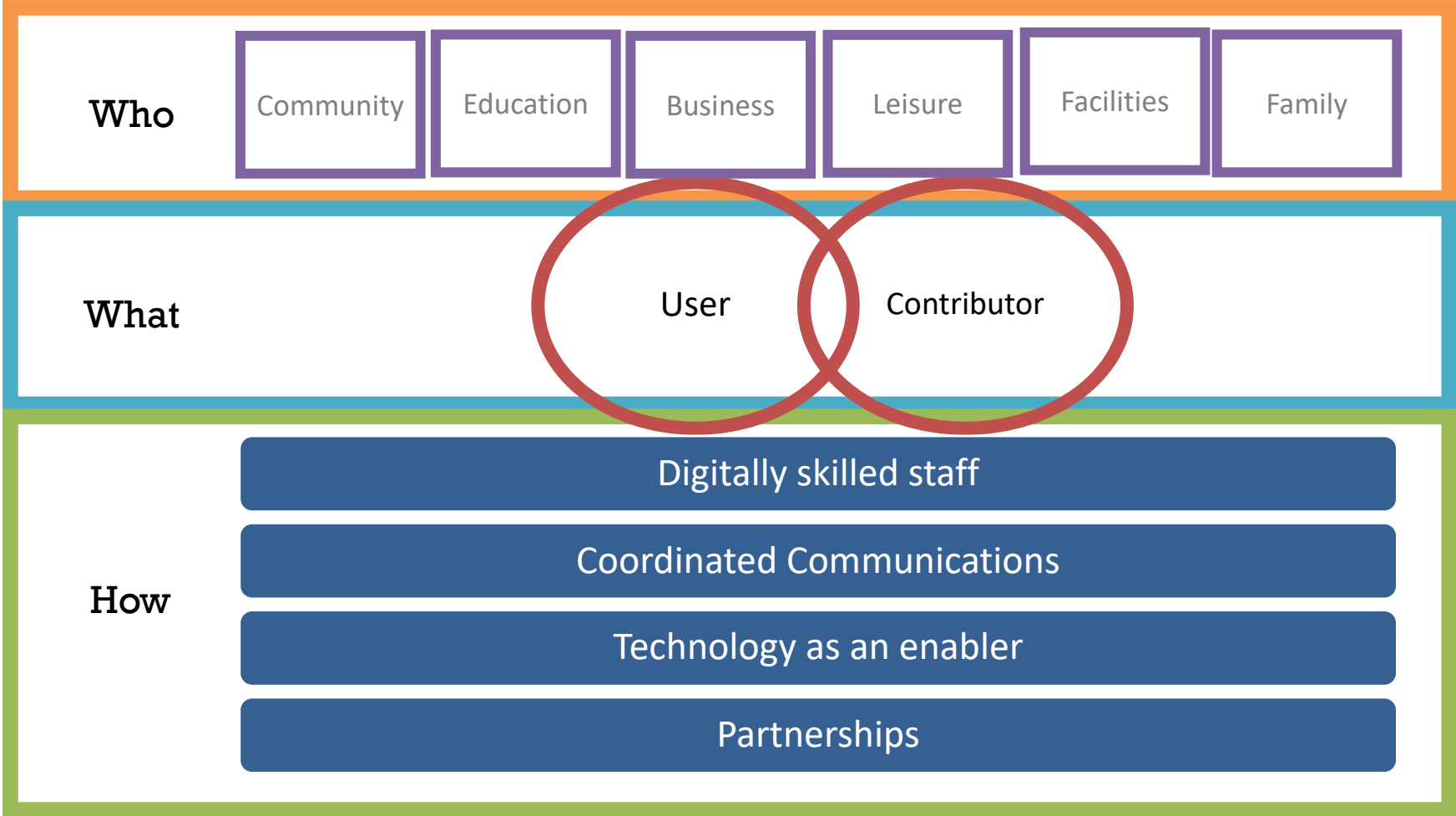 - remaining relevant

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A shared vision

During the development of the digital strategy, the cultural services team defined the who, what and how of delivery.

Who
During the development of the digital strategy, 6 core user groups have been defined.

What
Across each of these groups, each customer will be a 'user' of services, a 'contributor' to services or a combination of both.

How
Reaching these audiences will be unlocked through development in 4 key areas.

Who	Community	Education	Business	Leisure	Facilities	Family

What

User   Contributor

How

Digitally skilled staff

Coordinated Communications

Technology as an enabler

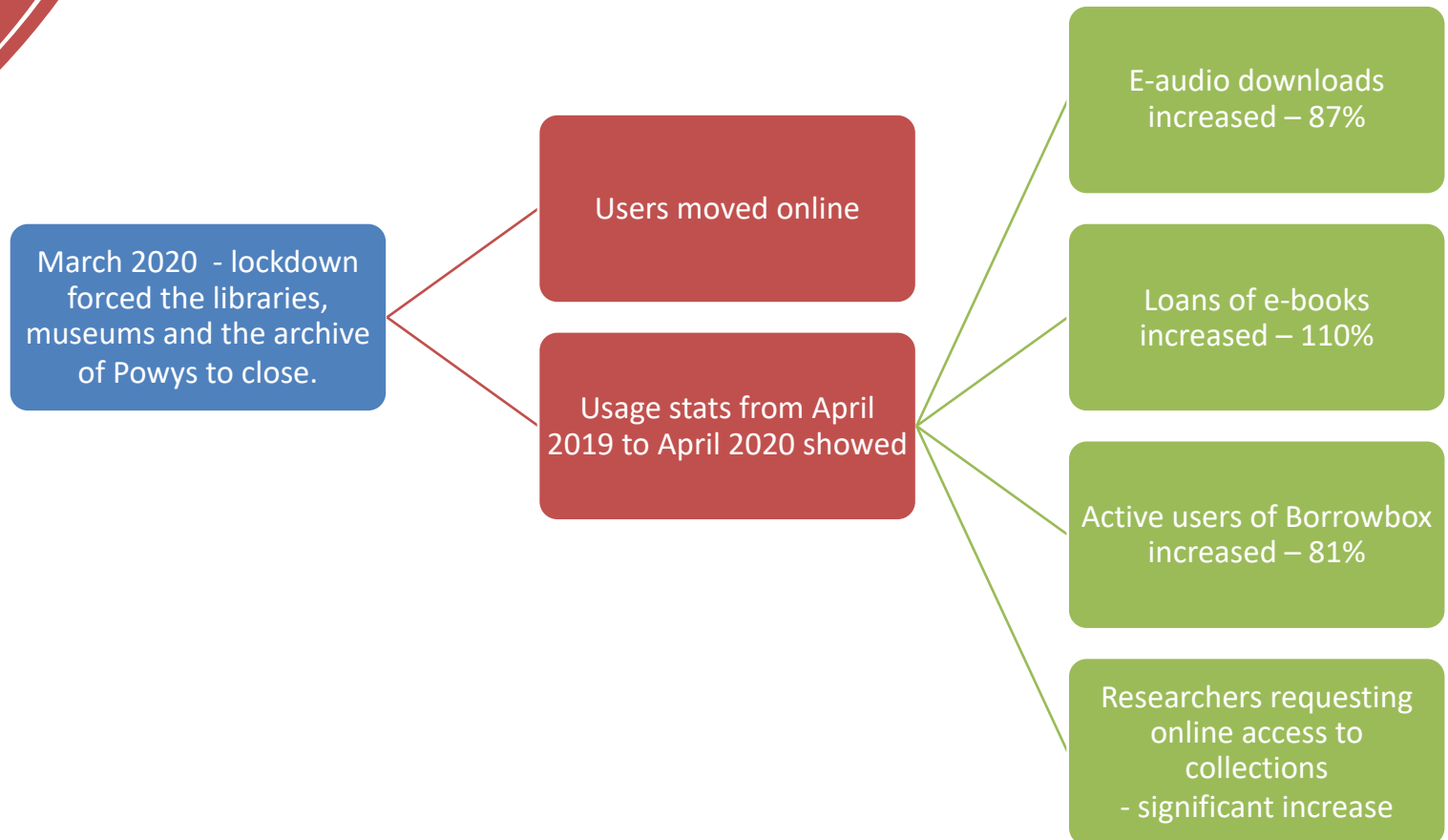Partnerships

Key observations

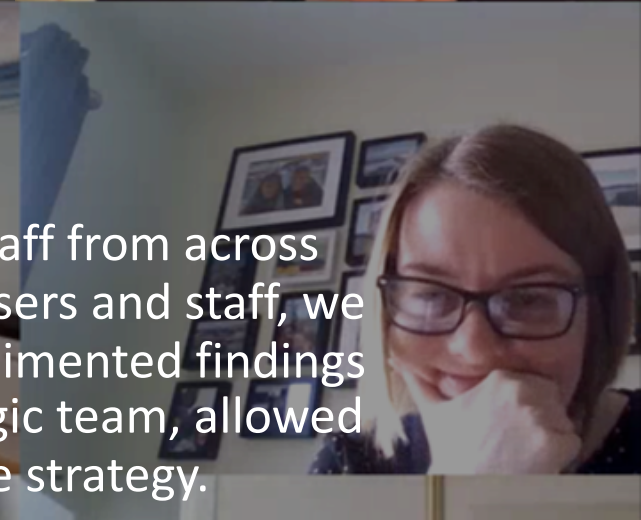During the development of the digital strategy, we have observed:

- Across all staff there is a willingness to share experiences and understanding

- There is a common reflection that capacity and digital capability across the staff is variable, and support and training will need to be provided to skill and build confidence in the delivery of a more embedded strategic offer

- The commitment to develop a more strategic digital offer is held by all the staff we engaged with

- What is required is a strategic direction and a shared understanding of what needs to be done

- There are a few digital areas already in development, but these have been established based on one-off funding opportunities and are often being developed in silo and out of context to the wider offer, for example 360 virtual tours, iPad loan, print on demand

- The collective aim is for a coordinated development of an embedded digital service offer or series of offers

- Co-located at some sites, for example, y Gaer has demonstrated the benefits of non-siloed working to deliver cultural services

- The users of Powys Cultural Services, expand in number at certain times of the year through tourism or by users from neighbouring counties (both Wales and England)

- Digitally enabled users as well as Internet access across the county is variable

- The approach and use of social media is different between each of the museums, libraries, co-located sites and archives, although most establishments have some independent social media presence and engagement

The impact of the Pandemic

The pandemic has:

- accelerated a permanent shift to doing things digitally online giving increased importance to the digital strategy for Powys Cultural Services

- shifted further the relevance and importance of digital way beyond where it would otherwise have been

- changed attitudes and behaviours to online

March 2020 - lockdown forced the libraries, museums and the archive of Powys to close.

Users moved online

Usage stats from April 2019 to April 2020 showed

E-audio downloads increased – 87%

Loans of e-books increased – 110%

Active users of Borrowbox increased – 81%

Researchers requesting online access to collections - significant increase

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Methodology

During the development of this Digital Strategy, we worked closely with key staff from across Cultural Services through a series of workshops and meetings. We surveyed users and staff, we researched digital service offers from other cultural institutions and we complimented findings with our team's knowledge and expertise. A series of sessions with the strategic team, allowed for the presentation of outline findings, initial proposals and a first draft of the strategy.
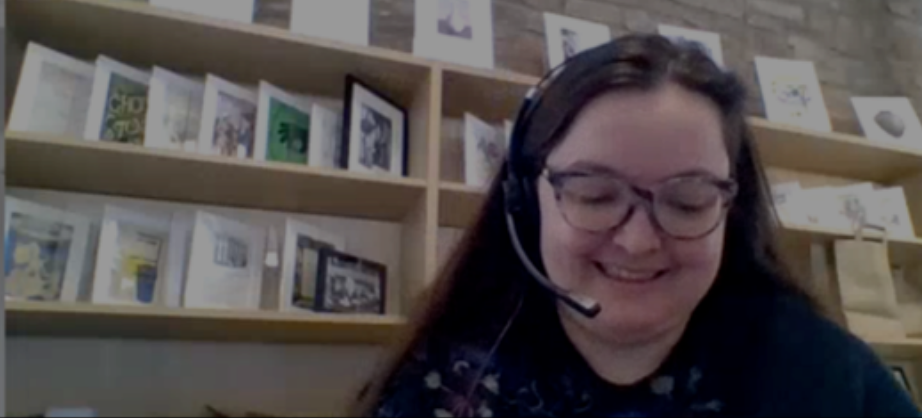
Gweledigaeth a Chenhadaeth

Datblygwyd gweledigaeth a chenhadaeth y strategaeth ddigidol mewn cydweithrediad â Thîm Gwasanaethau Diwylliannol Powys.

Gweledigaeth – ein nod

- Darparu Gwasanaethau Diwylliannol digidol ar-lein ac oddi ar-lein, sy'n flaengar ac yn hygyrch i bobl Powys. Galluogi pobl ledled y byd i archwilio a rhyngweithio gyda holl adnoddau a gwasanaethau Powys, a hynny o bell

Cenhadaeth – sut rydyn ni am gyrraedd ein nod

- Ymgorffori'r modd digidol yn y ffordd rydyn ni'n gweithio ac yn gweithredu, ac wrth gefnogi datblygiad proffesiynol yn ogystal ag o fewn y gwasanaethau a ddarparwn i ddefnyddwyr. Sefydlu darpariaeth ar draws y gwasanaethau sy'n ystyrlon, yn gynaliadwy, yn drawsbynciol ac a fydd yn y pendraw, yn ariannu ei hun.

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Vision and Mission

A digital strategy vision and mission have been developed in collaboration with the Powys Cultural Services Team.

Vision - where do we want to be

- To provide the people of Powys with digitally advanced and accessible Cultural Services both online and offline, and to enable people around the world to explore and interact with Powys' assets and services remotely.

Mission – how are we going to get there

- To embed digital in the way that we work, operate and support professional development as well as within the services we deliver to users. To establish an offer that is meaningful, sustainable, cross-cutting and ultimately self-funding across the services.

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Stori Ddigidol Powys
Digital Story of Powys

Yn hytrach na rhoi'r pwyslais ar lyfrgelloedd, amgueddfeydd neu archifdai unigol, mae Strategaeth Ddigidol Gwasanaethau Diwylliannol Powys yn rhoi'r ffocws ar ehangu a modelu gwasanaeth digidol canolog er mwyn cynnig arlwy diwylliannol sy'n rhychwantu'r holl sefydliadau. Dengys ein hymchwil yn glir, mai'r profiad diwylliannol sy'n bwysig i'r defnyddiwr yn hytrach na'r label 'llyfrgell', 'amgueddfa' neu 'archifdy'.

Bydd **Stori Ddigidol Powys (Digital Story of Powys)** yn rhannu'r holl wasanaethau digidol, adnoddau ac arbenigedd ledled pob sefydliad gan ddarparu 'siop-un-stop' ddeniadol lle bydd yr arlwy digidol yn cael ei drin a'i drafod.

Mae tri cham allweddol er mwyn datblygu'r arlwy digidol – cychwyn; cysylltu a chydweithio; cynnal. Pwrpas pob cam yw sicrhau cyfres o ganlyniadau pendant a meithrin gallu ledled y sefydliad wrth i'r Tîm Gwasanaethau Diwylliannol sefydlu a datblygu ei arlwy digidol.

1. Cychwyn (6-9 mis)

- Sefydlu gweithgor digidol i gynllunio, rheoli a datblygu Stori Ddigidol Powys. Bydd aelodau'r grŵp hwn yn dod o wahanol feysydd gwasanaeth ac yn arwain ac yn gwneud penderfyniadau strategol
- Enwebu 1-2 aelod o bob sefydliad i fod yn hyrwyddwyr digidol ac i fod yn gyfrifol am gyfathrebu mewnol cyson i'r holl staff
- Canolbwyntio ar ddatblygu'r brand ar-lein a'i gyflwyno ar y sianeli cymdeithasol

2. Cysylltu a Chydweithio (6-18 mis)

- Gan fanteisio ar arbenigedd staff a'r adnoddau presennol, lansio cyfres o ymgyrchoedd yn ymwneud â'r ystod o wasanaethau newydd – mynediad i'r casgliadau; gofodau arloesi; digwyddiadau ar-lein a chynigion dysgu

3. Cynnal (18 mis ac ymlaen)

- Buddsoddi mewn llwyfannau technoleg newydd er mwyn rhoi sail gadarn i'r arlwy digidol
- Ymestyn a chyfuno casgliadau a rhoi'r arlwy dysgu ar y wefan a'r cyfryngau cymdeithasol
- Anelu at greu deunydd y bydd y defnyddiwr yn fodlon talu amdano

Ceir rhagor o fanylion am y Cynllun Strategaeth Ddigidol yn Adran 7

Stori Ddigidol Powys
Digital Story of Powys

The Powys Cultural Services Digital Strategy is focused on re-imagining, expanding and modelling a digital service into a central cultural offer spanning the organisations, rather than predicated on an individual library, museum and/or archive focus. Our research clearly demonstrates that for the user it is the cultural experience they seek, and it doesn't matter whether this is labelled a library, museum or archive.

Stori Ddigidol Powys (Digital Story of Powys) will unlock the digital services, assets and expertise across all organisations, providing one 'go to' place where the digital offer will reside and be communicated about.

There are 3 key stages to the development of the digital offer – embark; connect and collaborate; sustain. Each stage seeks to ensure a series of tangible outcomes and build capacity across the organisation as Cultural Services moves to an embedded digital offer.

1. Embark (6-9 months)

- Establish the digital working group to plan and manage the development of Stori Ddigidol Powys. This group, drawn from different service areas, will be empowered to lead and make strategic decisions
- Nominate 1-2 digital champions in each organisation to manage consistent internal communications to all staff
- Focus on developing the online brand and rolling out across social channels

2. Connect and Collaborate (6-18 months)

- 4 delivery strands in-flight
- Working with staff expertise and existing assets a series of campaigns will be launched that encompass a range of new services – access to the collections; innovation spaces; online events and learning offers

3. Sustain (18 months onwards)

- Investment in new technology platforms to underpin digital offer
- Extend and integrate collections and learning platform offers to the website and social media
- Work towards the monetisation some of the offers

This Digital Strategy Roadmap is explored fully in section 07.

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02 The Current Context

Digital Landscape

Digital Disruption and Opportunities

The development of Powys Cultural Services Digital Strategy is situated in a landscape of change – cultural, technological, financial and customer expectation.

Over the last decade, digital technologies have disrupted all sectors, changing customer expectations and need as they access information, learning and culture in different ways, as well as engage in a wealth of digital social interactions.

This vast period of digital transformation has accentuated the digital divide which provides both challenges as well as opportunities.

Powys Cultural Services has the potential to offer an exciting digital service to users. It has an opportunity to combine staff expertise and knowledge with what we know is central to the cultural offer of Powys – providing access to information, learning and heritage, broadening social inclusion, enhancing health and economic opportunity as well as fostering the growth of creativity and skills of customers.

Background Context

The Digital Landscape

The context for this Digital Strategy takes on board the changing landscape of culture, technology people and finance.

- Digital expectations from users
- Constant evolution of technology
- Pressure to adapt to post-Covid
- Reducing Budgets
- Technological advancements becoming mainstream
- Cross-cutting working
- Ensuring an achievable business plan
- Post covid world

The Landscape

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Where is Powys Cultural Services today

Cultural Services consists of 17 libraries run by Powys County Council library service (6 co-located or in shared spaces), 1 volunteer run library, the online library, 4 accredited museums and an archives service.

Services during the pandemic

With buildings inaccessible and front-facing service delivery from physical spaces paused during March 2020, the staff had to shift at pace to support access to digital offers. Order and collect and e-book loans services from the libraries demonstrated a significant increase of uptake with users whilst access to physical buildings was limited. Usage in April 2020 compared with usage in April 2019 showed e-audio downloads increased by 87%; loans of e-books increased by 110%; active users of Borrowbox increased by 81%.

The museums and archives all but had to pause their physical offers to users, but there was significant increase in queries from researchers wanting further online access to the collections and resources.

The digital offers were reactive and focused on existing technical systems and based on services already in place, however, despite the success of this rapid shift, our user survey demonstrated a current lack of awareness of the digital offers and online social media channels by users.

There are a growing number of digital services either already established or in progress and soon to be launched, but these have been born 'service by service'. A list can be found in Appendix B. The ambition going forwards is to develop a coordinated digital service offer that users can access whatever the organisation.

IT Systems

A number of IT systems manage the current collections storage in the museums, archive and delivery of digital access to books in the libraries, including:

Calm – back end database, stores the archive records for staff only

Calmview - is the public interface and is viewable/searchable by the user.

Modes database – houses museum collections, currently staff only access but intention is to make available to the public online.

People's Collection Wales – showcases a selection of items from the collections of Powys Archives, Y Lanfa, Llandiloes Museum, Radnorshire Museum and y Gaer for public access

Libraries use:
- SirsiDynix library management system

- Borrowbox ebooks and eAudiobooks

- rbDigital eMagazines – will become Overdrive

- iCAM all link to the LMS for borrower authentication

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Digital Trends

The following digital trends have been identified as ones that should inform the **Stori Ddigidol Powys** Digital Strategy

Artificial Intelligence

Definition: Artificial intelligence (AI) represents the third era of computing, generally defined as the ability for a machine to perform cognitive functions as well as or better than humans. AI is now used across most industries.

Informing Powys Strategy: AI could be used for recommendations, customer service support and even assisting the team in their work

Recognition Systems and Wearables

Definition: Recognition systems are systems that use our voices, faces, or fingerprints. They use hundreds of different data points to identify and track us and to predict our likely future actions both online and in the physical world. Wearables are devices that a user wears to interact with the digital world i.e. smart watches or glasses.

Informing Powys Strategy: Digital service offers that can be delivered direct to a users smart device or wearable. Support a user through a remote or physical transaction or engagement with Cultural Services.

Smart Buildings

Definition: A building designed around the visitor and staff experience. It uses the integration of technology to provide positive, consistent and user-focused experiences. It supports operational, space and energy efficiencies, contributing to zero carbon ambitions and targets.

Informing Powys Strategy: Cultural Services could integrate smart building technologies into some of their key buildings. Tracking the use of a building can help inform ongoing developments and adaptations.

Digital Transformation

Definition: The process of using digital technologies to create new, or update existing, services, business processes, culture, and customer experiences to meet changing market requirements. The global pandemic has condensed a decade of digital transformation into a few months, we have all found ourselves moving from experimentation to implementation of digital tools and services.

Informing Powys Strategy: Place the customer at the centre of the organisational processes and respond to the digital design, organisational processes opportunities of serving customers, providing services and creating new products.

Bigdata

Definition: Bigdata is a term used to describe a collection of data that is huge in size and growing with time. It can be structured, semi-structured or unstructured. Data about the user and their usage of services is being collected all the time including from google analytics and social media metrics.

Informing Powys Strategy: Cultural Services team can harness and bring consistency to user data, ready for analysis to better understand customer behaviours – to inform future digital developments.

The Touchless World

Definition: With the novel coronavirus wreaking havoc, touch-free powered solutions with QR Codes have come to our rescue. QR Codes, once believed to be a long-dead relic of the early 2000s, have found a new life in the wake of the pandemic, kickstarting a touchless world.

Informing Powys Strategy: Changing existing services that require contact to create touchless engagements and looking to use native QR reading technology available in most mobile devices.

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03 User Survey

What the users told us

234 respondents completed the user survey, which focused on exploring the awareness of current digital offers and the appetite for extended digital services from Powys Cultural Services in the future.

- **Yes – first time user** 39%
- **Yes – more than usual** 16%
- **No** 34%
- **Not aware of the digital services** 11%
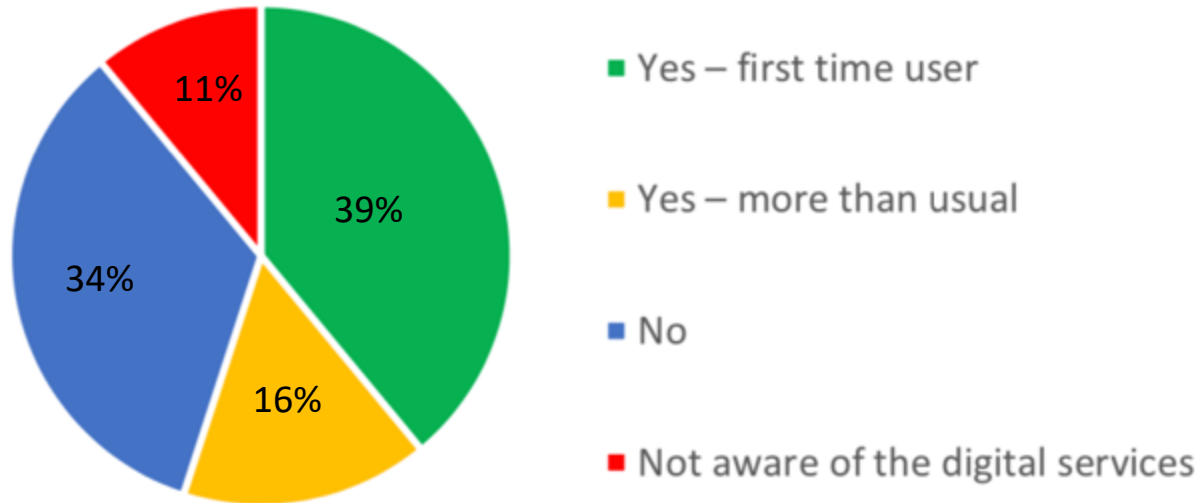
Analysis

Lockdown caused a notable increase in first time users accessing digital offers. Naturally people were forced to access services in a different way, however despite this a significant portion of these users are not aware or do not follow the social media channels from Cultural Services, showing potential for the promotion of and development of digital offers.

Survey respondents indicated that access to information is the key driver for using online services from Powys Cultural Services.

User Survey Headlines

A full analysis of the user survey can be found in Appendix C.

The key takeaways from the survey included:

Awareness of current digital service offers

11% of respondents, who undertook a survey, were not aware of any digital services from Powys Cultural Services.

Confidence with technology

80% of the respondents are confident and comfortable with technology, this is typical of the UK as a whole.

Social media and online communications

The Powys Council website and social media are the principle platforms that users go to in order to find out latest updates about the libraries, museums or archives.
- 41% council website
- 27% social media
- 16% Google

These results demonstrate a conspicuously low uptake on current social media communications.

Interest in future digital offers

Users were asked to tell us the types of digital services they would use if available in the future.

There is a significantly high % of respondents who wish to be able to browse historical archive and heritage collections, at 78%.

The next group of services for which over 50% of respondents responded positively, are all areas where users want to access a service to achieve something, these include:

- 57% - book events tickets
- 56% - use the website prior to a visit
- 55% - engage with a member of staff online
- 54% - find things to do
- 50% - research family history

In answer to whether a user would be prepared to pay for digital services, 34% of respondents responded positively

Future Digital Services

The breakdown of users' interest in future digital services demonstrated the following:

Service Delivery Option	Number of Responses	% of all Responses	% of all Respondents
Browse historical archive and heritage collections - i.e. images, documents, maps	183	12 %	78 %
Book tickets for events	133	9 %	57 %
Browse the website before a physical visit to a library or museum (post Covid)	132	9 %	56 %
Ask a question of staff via email or web chat	128	9 %	55 %
Find activities and 'things to do'	126	9 %	54 %
Research your family history	116	8 %	50 %
Stream video or films	102	7 %	44 %
Find community groups who meet physically or virtually	101	7 %	43 %
Purchase or download images for your own use – pleasure/research	87	6 %	37 %
Be prepared to pay for some digital services	80	5 %	34 %
Listen to podcasts produced by local people	77	5 %	33 %
Engage in online forums on community topics	75	5 %	32 %
Trial new online services as part of a test group	76	5 %	32 %
Browse the website to get staff recommendations for books, films audio	65	4 %	28 %

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Service Focus

The breakdown of service focus demonstrated the following:

Options	Number of Responses	% of all Responses	% of all Respondents
Information	183	30%	78%
Learn New Skills	107	18%	46%
Entertainment	92	15%	39%
Connect With People	63	10%	27%
Save Money	62	10%	26%
Promote something i.e. charitable work, good causes	60	10%	26%
Volunteer	40	7%	17%

04 Staff Survey

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What the staff told us

49 staff completed the staff survey, which focused on finding out staff's reflections about the use of various digital technologies including contributing to and maintaining website content, posting on social media, supporting online events and interpreting data.
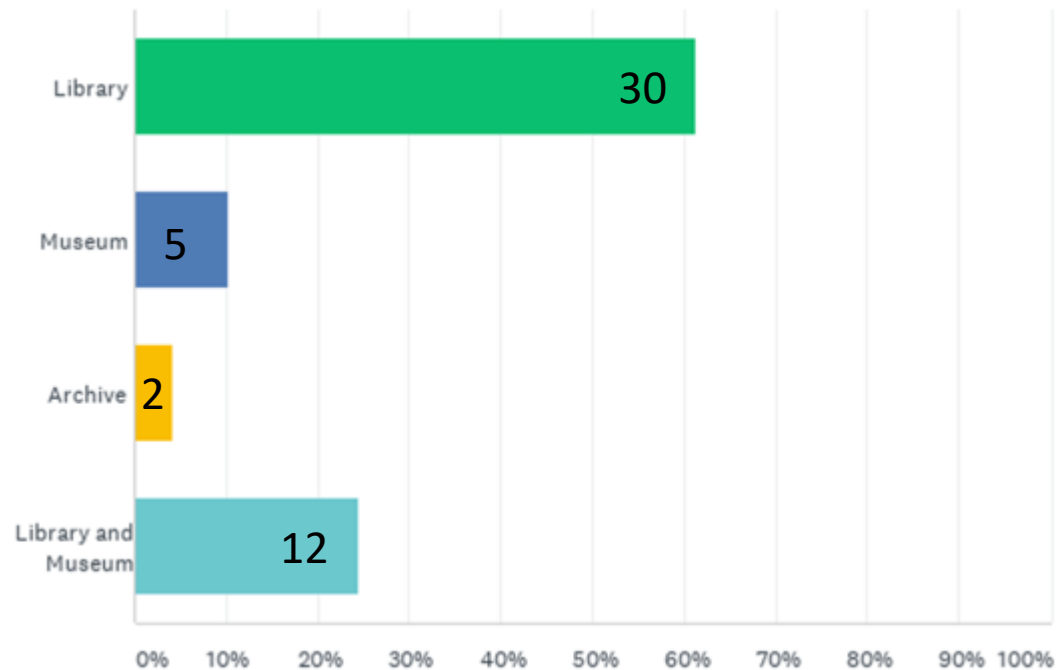
Analysis

On the whole staff respondents are positive about the benefits that technology can bring to the work-place and the positive impact it can have on them and their users. There is a willingness to adopt digital technologies, however, the staff perceive that their lack of skills is a barrier to adoption of new technology. Whether the skill gap is real or perceived, in order for Powys to realise its digital ambitions enhancing the skills and confidence in the staff when using new technology is critical.

Staff capacity is a significant area that must be addressed. With half of staff indicating they have no additional capacity and the balance of staff only able to take on tasks when there are fewer customers to deal with, the success of any new digital strategy must either see new staff recruited or the tasks of existing staff examined to create new space.

Staff Survey Headlines

A full analysis of the staff survey can be found in Appendix D.

The key takeaways from the survey included:

- **Creating online content**
  Despite most staff regularly using digital platforms at work and home (75% of staff using these daily), very few staff responded positively to say they had created or contributed digital content for platforms i.e. websites. The main barrier identified for this, was their current lack of digital skills.

- **Encompassing digital in job roles**
  Staff indicated that they have huge ambition to include all areas of digital in their job roles, but have limited experience in working with digital tools. For creating online events, digital content, managing online data the staff have very little experience typically less than 12%.

- **Digital Skills**
  53% of staff indicated they would need to improve their skills to incorporate social media into their work. 85% of staff indicated they would need to improve their skills to incorporate website editing into their work. 50-70% of staff indicated they would need to improve their skills to incorporate online events, managing data and customer IT support into their work.

I have created content for a website i.e. text, images, videos

1	Very little
2	
3	
4	
5	
6	A lot
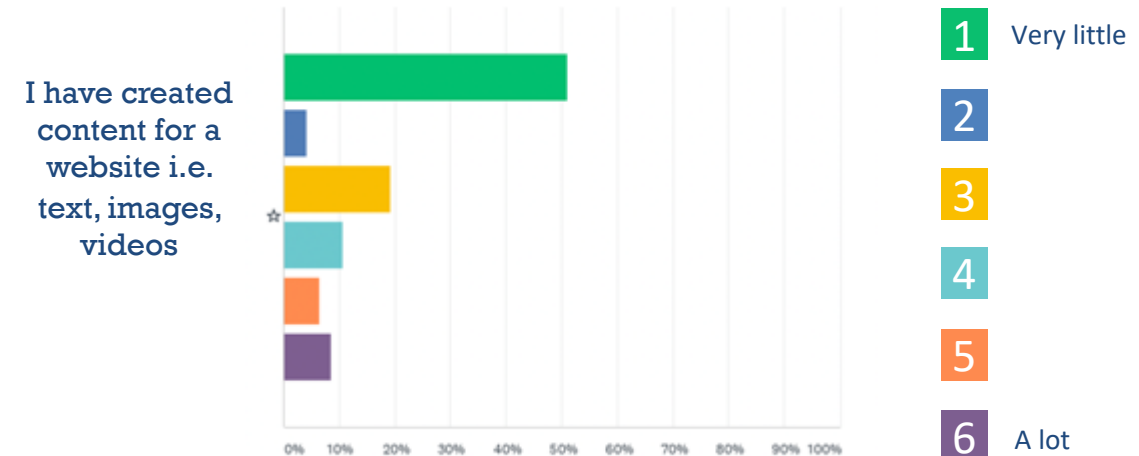
Staff ambition vs skills

A detailed breakdown of the ambition vs skill survey analysis shown per digital platform or area demonstrated the following.
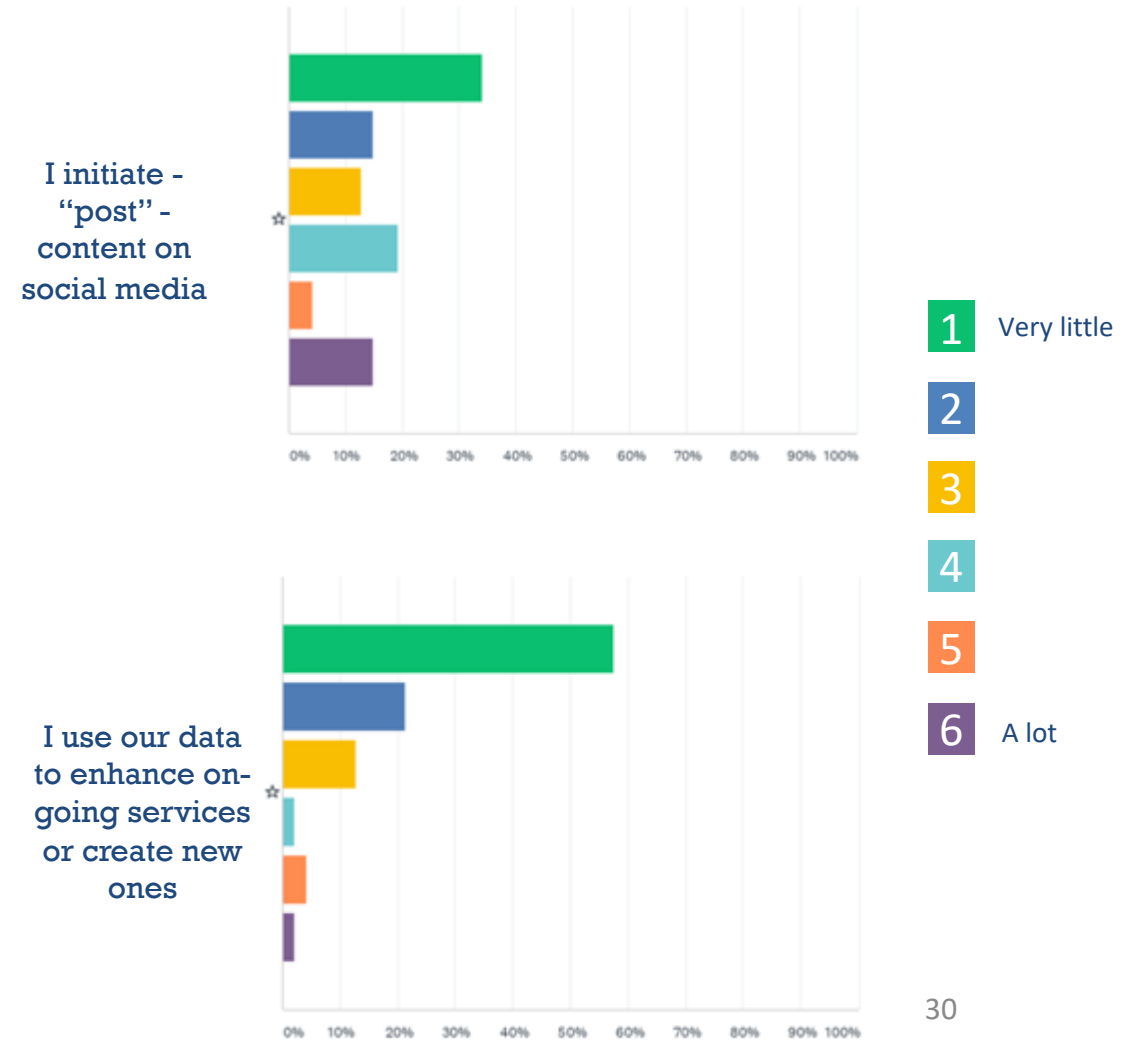
Social Media
44% of staff surveyed would like their work to include social media
53% indicated they would need help improving their skills in this area

Website
37% of staff surveyed would like their work to include websites
85% indicated they would need help improving their skills in this area

Online Events
38% of staff surveyed would like their work to include online events
69% indicated they would need help improving their skills in this area

Managing Data
41% of staff surveyed would like their work to include managing data
72% indicated they would need help improving their skills in this area

IT Support
51% of staff surveyed would like their work to include supporting customers with IT
50% indicated they would need help improving their skills in this area

I initiate - "post" - content on social media

I use our data to enhance on-going services or create new ones

1 Very little
2
3
4
5
6 A lot

Barriers and Limitations

Staff were asked to reflect on what the limitations might be in adapting new digital practices. The staff were asked to consider this in context of their roles pre-Covid.

Capacity
50% of staff indicated that they had no spare capacity in terms of time to adopt new tasks involving digital technology

44% of staff indicated that the amount of time they have free is dependent on the number of customers they are looking after
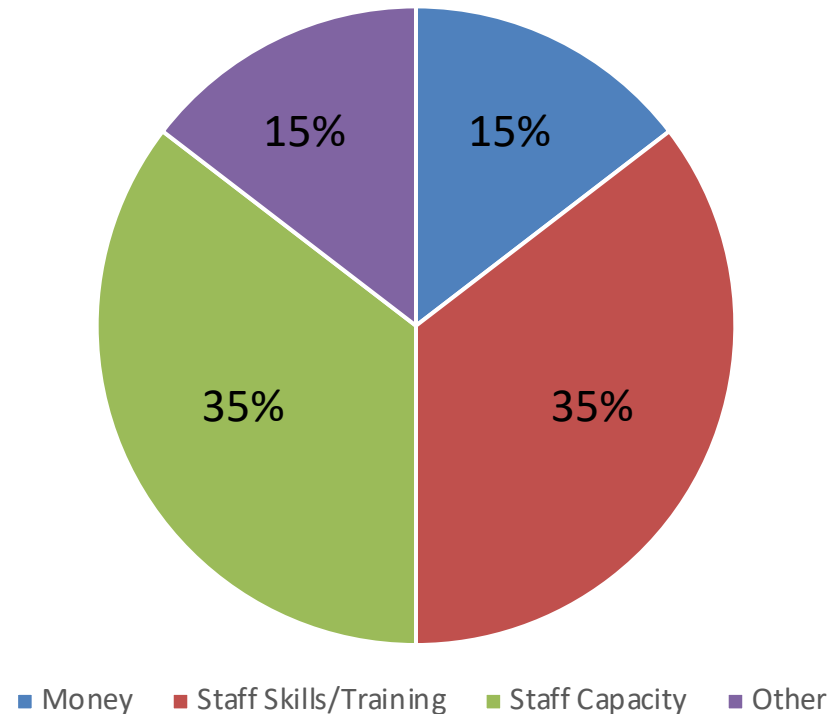
Barriers
70% of staff felt that the key barriers to adopting new digital offers and technology were even split between staff capacity and staff skills (35% each). Only 14% felt that money would be a barrier

Finally…
79% staff indicated they were strongly in favour of the benefits that technology could bring to them and their customers.

Barriers to the development of Digital Service Offers

- 15% (Money)
- 35% (Staff Skills/Training)
- 35% (Staff Capacity)
- 15% (Other)

- ■ Money
- ■ Staff Skills/Training
- ■ Staff Capacity
- ■ Other

05 Research Findings

Powys
Cultural Services

What did the sector research tell us

Research and analysis has been undertaken online across the wider cultural sector in Wales, the UK and internationally. Over 150 'ideas' and digital service offers were explored.

Some of the best practice studied, revealed organisations with:

- a securely established communication strategy

- effective collaboration between others in the sector

- an ability to make more effective use of information and data to inform future development.

These three outputs were identified as key areas that would signify a successful digital strategy for Powys.

The full sector research can be found in Appendix E.

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Approaching the research

The research phase for developing Powys' digital strategy began with the existing offer. The current website, social media and all mentions of the museums, libraries and the archive in the local press as well as web-based content provided a rich seam of information from which to establish and understand current digital practice.

The research team had access to the new, emerging website that will ultimately host the three areas under one Powys Cultural Services umbrella. This led the way to seeking out and studying creative, innovative and inspirational practice originating from museums, libraries and archives across Wales. This approach was then broadened across the cultural sector both nationally and internationally.

Looking at 'best practice' across a range of establishments in a wide variety of locations provided an opportunity to compare and contrast current practice to that in Powys. A Covid 19 response was at the heart of many of the digital offers that were studied. It became clear that the benefits of the Covid 19 response that many museums, libraries and archives were identifying had an inclusive, longer term and sustainable future.

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Library Sector Research

Five areas were identified as key to supporting digital offers.

Effective use of data: data provides a key understanding about the management of stock, buildings and users. Driving smarter audience analysis supports with the development and promotion of events and services.

Events: physical events, recorded or live-streamed, enable greater access at more diverse times of the day. Multiple staff are involved, sharing the load, so that more time is freed up to interact with an even wider audience, both virtual and physical.

Libraries as learning spaces: the architecture of new libraries is changing but so are the ways that existing spaces are being used and reconfigured to engage more effectively with physical and virtual users in order to support leisure, learning and research. It's about making and building with users to inform future development.

Building Partnerships: establishing better relationships with suppliers, third parties, partners etc. to enable delivery of best possible digital services and the development of more commercial relationships to leverage investment and capability, particularly with online providers. Local libraries benefit from negotiating economies of scale and collaborations with institutions on a national and international scale, enabling communities of practice to be developed with a focus on common issues.

Transaction and interaction with users: digital informs transactions on every level, from loaning physical/digital assets and resources (equipment, software), financial transactions, knowledge transactions, facilitating user to user transactions. The challenge is to maximise communities' access to the resources and services their libraries provide; effective use of smart technologies ultimately ensures more availability and access to buildings.

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Museum Sector Research

From best practice across the museum sector; locally, nationally and internationally – the following themes were identified as of benefit to a digital strategy for the future. Six key these were identified.

An accessible and intuitive website: this sets out and builds on a cultural brand that always provides an engaging 'landing page' which then supports further engagement with other aspects/areas of the site. An effective 'umbrella' website that hosts more than one establishment manages to keep the viewer on the main page for longer and is therefore able to maintain engagement in the core values of all interrelated aspects of the organisation.

Exceptional use of social media: building a community of engaged individuals through questions, provocations and swift responses. Effective use of social media not only engages groups and individuals, but it also builds loyalty and provides effective access to user needs and views.

Responsive use of customer feedback and collected data: this builds knowledge and understanding of engagement with assets through digital technologies so supporting the organisation's ability to improve the facilities to search, share and enable access to more of the collection.

Ability to virtually 'tour' the collections: for those that cannot physically access the collections, virtual tours enable an effective level of engagement, with the aspiration that this will lead to actual visits in the future as well.

Curated 'stories' to assist in the exploration of the collections: themes and topical stories support the links and collaborations between the separate institutions – making more sense of one cultural brand.

A commitment to continuous learning: inter-generational, cross-cultural and international.

Archive Sector Research

Success in archive development was time and time again seen through collaboration. This is particularly true of the strategic position of the Welsh Government set out in the 2020 paper 'Caring for Archives in Wales'.

Collaboration: there is one clear and recurrent theme throughout the research which is that archive management in the digital age is expensive and specialist. Those who appear to be successful in digital evolution have done so through collaborations to:
- Share knowledge and understanding of the issues common to digital archives
- Share potential solutions or major as a lead partner on one part of a solution in a collaborative network
- Share software and other infrastructural costs

Powys is too small to produce and maintain a digital archive as the cost of the digital structures are too large for a county of its size to manage. A Wales-wide scale would be preferable where other counties would part-fund R&D in exchange to integrate their archives into Country based archive. Alternatively, the research points up a number of existing collaborations for consideration based outside Wales.

Digitisation and Metadata: having a structured and coherent plan for the digitisation of paper-born assets and the production of their associated metadata is key to success. This might be through an appropriate arrangement with a commercial provider of Archive information (Ancestry or Find My Past) or the formalisation of the current ad-hoc digitisation by volunteers and staff. It will ensure that over time a growing set of digitised records can be made available county-wide, country-wide and world-wide.
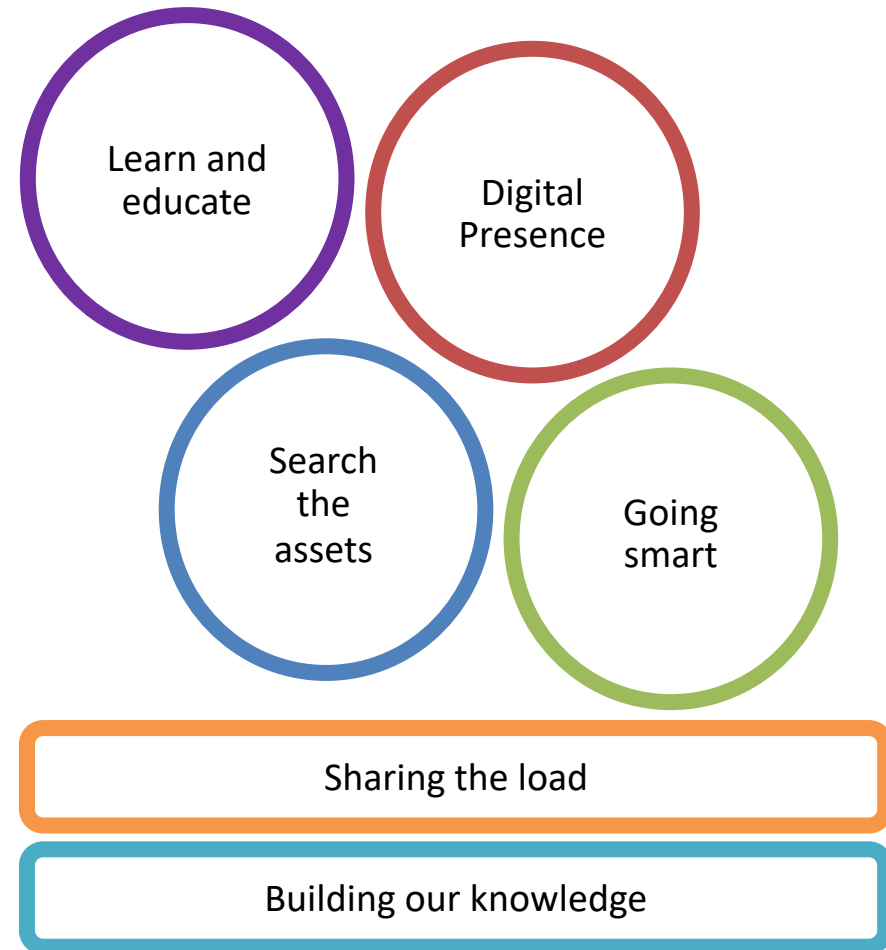
Digital-born assets: having a structured and coherent plan for the preservation of digital-born assets. As time goes by, it is proving more difficult to access and preserve digital assets especially those from the infancy of the digital age. Potentially, these assets which will become harder to access and preserve. This is becoming an international concern. This strategy is in line with the paper-based strategy of enabling local, national and world access to the growing digital record.

Archives Management: The research reveals that Wales as a nation has had several working groups and one very recent report on the issues of managing digital records. There is no one right answer out there anywhere in the world, but Powys is asking the right questions to be positioned at the centre of creating sustainable and scalable digital solutions.

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06 Digital Strands

Strands

Six strands of activity have been identified that will drive the Digital Strategy. There are four delivery strands and two support strands. A set of digital offers sit underneath each delivery strand and are detailed in section 07.

Learn and educate

Digital Presence

Search the assets

Going smart

Sharing the load

Building our knowledge

Strands of activity definition

Four delivery strands are underpinned by two support strands.

	Strands	
Delivery Strands	● Digital Presence	A focused, coherent, consistent and coordinated approach to communicating with our audiences – across all channels website, social media, emails, google.
	● Learn and Educate	Transform and translate staff expertise and knowledge into digital information and offers.
	● Search the Assets	Open up access to assets and collections from across the service. Produce metadata to aid search and ultimately income generation.
	● Going Smart	Connect the buildings with the digital experience - extending self service; introducing immersive technologies; integrating technology to track and understand usage of the building and ultimately drive savings.
Support Strands	▪ Sharing the Load	Learn from the best and what has worked well elsewhere. Build partnerships to support digital service delivery.
	▪ Building our Knowledge	A centralised strategy for capturing all user data - using analysis to refine and develop new services based on user need and intelligence.

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What will success look like

More and new 'users'

- Greater diversity of user groups with increased engagement and participation
- Powys and beyond
- Variety of age, ethnicity and culture, including more younger users

Greater collaboration and pooling our resources

- Getting more done, more effectively
- Generating a return, with the digital offer becoming more self funding
- Increased access to collections, assets and services
- Working together across our services and with partners to harness digital skills, expertise, funding and reach

More effective use of information and data to inform future development

- Establishing robust, future proofed, cloud first systems to capture data for analysis.
- Using data more effectively to understand users and inform the development of future services

Options Appraisal

A long list of options for digital service offers were developed following the research workshops.

The following criteria, focused on desirability, viability and feasibility, supported the evaluation and analysis of the options list.

For a full list of the research options please see Appendix E.

Desirability	Does the option support the Mission Statement	Yes / No
	Does the option support the Vision Statement	Yes / No
Viability	Has there been demonstrative success in another location	Scale - 3 is high 1 is low
	What is the suitability for Powys Cultural Services Team	Scale - 3 is high 1 is low
	What is the suitability for Powys residents and users	Scale - 3 is high 1 is low
	Is the option sustainable in the long term	Scale 3 is high 1 is low
	What is the level of financial investment required	Scale - 3 is low cost 1 is high cost
	What is the probability of a Return on Investment	Scale - 3 is high 1 is low
Feasibility	Staff levels and staff skills required to be successful	Scale - 3 is low staff levels 1 is high staff levels
	Fit within the 6 strands	Yes / No

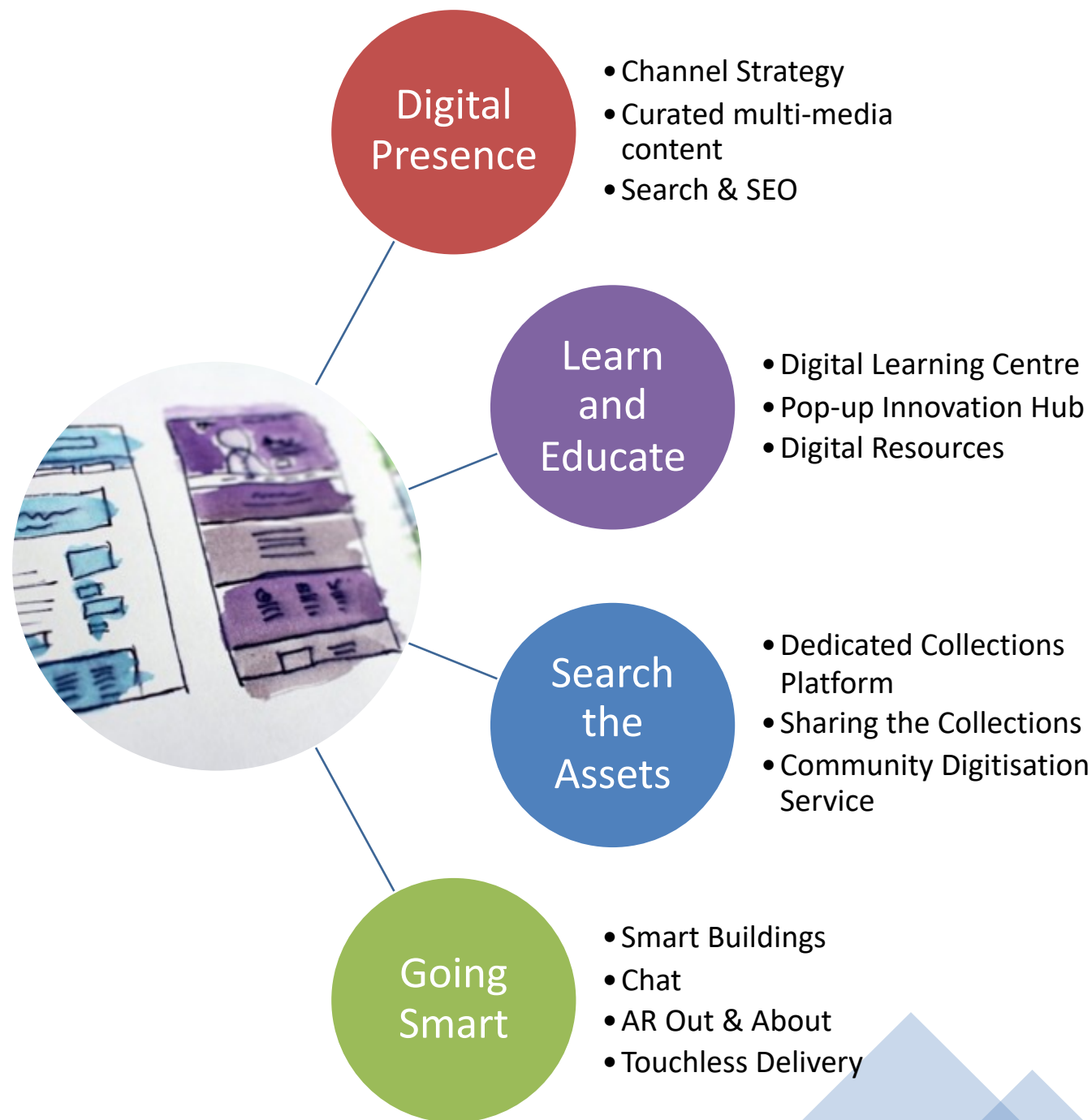Desirability: the degree to which each workstream meets strategic objectives and priorities
Viability: the degree to which each workstream is financially viable and sustainable
Feasibility: the degree to which each workstream can be implemented in the short, medium and long term.

The Digital Offers

Focusing on the 4 key strands of digital service delivery, the following offers are recommendations for the **Stori Ddigidol Powys** digital working group to take forwards.

The 4 delivery strands are underpinned by the Sharing the Load and Building our Knowledge support strands. Activity for both are detailed in the implementation plan.

Digital Presence
- Channel Strategy
- Curated multi-media content
- Search & SEO

Learn and Educate
- Digital Learning Centre
- Pop-up Innovation Hub
- Digital Resources

Search the Assets
- Dedicated Collections Platform
- Sharing the Collections
- Community Digitisation Service

Going Smart
- Smart Buildings
- Chat
- AR Out & About
- Touchless Delivery

Powys
Cultural Services

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Digital Offers Definitions

Strand	Digital Offer	Definition
Digital Presence	Channel Strategy	Consistent approach to content creation, management and distribution.
	Curated Multi-Media Content	Development of rich variety of content for use on digital channels, to include images, graphics, audio and video.
	Search & SEO	Ensuring key information about Powys Cultural Services can be found online.
Learn and Educate	Digital Learning Centre	A growing bank of resources that make available staff expertise and knowledge.
	Pop-Up Innovation Hub	Mobile showcase of digital solutions and technology, how-to and training hub.
	Digital Resources	Extend online lending resources for members to include e-magazines, journals, comics, theatre, video entertainment
Search the Assets	Collections Platforms & Interfaces	A dedicated collections platform that houses archive images tagged with rich metadata and descriptions as well as 'story based' content.
	Sharing the Collections	Technical infrastructure to support Powys to work efficiently with third party providers who will have interest in the collections.
	Community Digitisation Service	A suite of digitisation tools to enable volunteers to digitise the Collections as well as their own content.
Going Smart	Smart Buildings	Engaging a range of smart building technologies to provide more flexible opening hours, tracking of building use, digital building control and ultimately operational savings.
	Chat	Enable users to ask questions and gather information directly from Cultural Services Staff using online chat, Artificial Intelligence and Artificial Intelligence Lite.
	AR Out & About	Already investigated by Powys, Augmented Reality is part of a new "touchless world" movement, where a users mobile device overlays 'information or images' when pointed at certain objects.
	Touchless Delivery	Changing all physical interactions a user has in the physical space into touchless ones.

Support Strands

Underpinning the Digital Offers

Sharing the Load

- Audit current partnerships
- Define partnership opportunities
- Research potential new partnerships, for example:
  - Single Digital Presence Project – British Library/Arts Council
  - Unsplash/Birmingham Museums Trust
  - Digital Apprenticeships
  - BT
  - Microsoft for Good

Building our Knowledge

- Data audit mapping
- Data cleansing and analysis
- Catalogue frequently asked questions (FAQs)
- Technical infrastructure investment to unifying user data
- IT systems and solutions awareness

IT Infrastructure

A set of key guidelines will need to be established to underpin the ultimate IT infrastructure to support a more extensive digital service offer delivery. It will be important to consider:

Migration to Cloud first delivery platforms
- To reduce cost, speed up delivery and allow for adaptability of media platforms

Secure, resilient and simple infrastructure
- Strategic improvements to ICT services and operations for staff and users

Multi-channel Multi device
- IT designed to enable the service and customer needs in a modern cloud environment

Up to date and relevant application portfolio
- Designed for operation in a cloud environment

A strategic approach to IT design
- To allow flexibility and adaptability of technology in the future

07 Implementation Plan and Roadmap

Delivering the Strategy

Three key phases of development are proposed for the development of Stori Ddigidol PowysDigital Strategy:

- Embark
- Connect and Collaborate
- Sustain

Each phase will see differing degrees of activity across each of the four delivery strands, underpinned by the two support strands.

The following section is provided to take the strategy through into implementation.

Digital Roadmap

Three phases of development are proposed:

0-6/9 months	6-18 months	18 months onwards

Embark

- Establish working group
- evaluate where we are at now - what pieces of work we are delivering or about to deliver, and build these into the roadmap
- Activity Planning for each strand
- Digital champions appointed
- Regular Comms established to all staff
- Funding bids researched and identified
- Main delivery strand focus: Digital Presence
- Support strand: Sharing the Load

Connect & Collaborate

- 4 delivery strands in flight
- 1-2 strategic funding bid submissions
- Map and analyse current data sets
- Research and identify Partner opportunities
- Main delivery strand focus: Learn and Educate / Search the Assets / Digital Presence
- Support strand: Sharing the Load

Sustain

- Technical infrastructure defined
- Analysis and optimization of services
- Platform investment
- Technical infrastructure investment to unifying user data
- Learn from previous phase and extend delivery strands
- Main delivery strand focus: Going Smart
- Support strand: Building our Knowledge

Governance / Communication / Partner Relationships / Staff Engagement

Powys Cultural Services

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Delivery Strands – Key Activities

An example of an overarching activity plan is outlined as below. Timescales for some activities may be re-planned subject to funding opportunities – e.g. New Ways of Working Council project may "fast-track" libraries into community hubs and use of smart building technologies

	Embark	Connect and Collaborate	Sustain
Digital Presence	• Channel strategy • Content templates • Google search tools • SEO strategy	• Regular schedule of posts established • Campaign driven socials	• Refine and extend content campaigns based on learning and user stats / feedback
Learn and Educate	• Identify suitable Pop-up Innovation Hub locations • Identify themes / areas of delivery	• Trial 6-8 events recorded and shared with online audience • Create Pop-up Innovation Hub resources • Seek funding for purchase of innovation hub hardware • Assemble launch content for Digital Learning Centre	• Establish regular blended events programme • Establish pop-up innovation hub and digital learning centre' • Create Digital Learning Platform
Search the Assets	• Selection of 2-3 'themes' from collections for digitisation and metadata generation	• Establish metadata process • Metadata generation programme using volunteers and technology alongside staff • Dedicated collection platform integrated with website	• Collections served via interfaces in physical spaces • Curate story based experiences using digital archives
Going Smart		• Assess smart building technologies • Identify physical areas (indoor or outdoor) and objects that would be suitable for Augmented Reality • Use staff knowledge to assemble 'AI Lite' content and connections	• Install smart building technologies • Launch Augmented Reality experience • Add 'AI Lite' to website

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Digital Presence

Channel Strategy

Definition: Consistent approach to content creation, management and distribution. This will mean that all Powys team members have a set of guidelines to follow on the design of visual graphics, style of writing, key messages and themes to incorporate. It will provide guidance on the use of the website, social media channels and emails and critically ensure coordination between the teams.

- Nominate team to facilitate channel strategy
- Production of channel strategy - style guide, digital brand, audit of social media accounts, common standards for presentation & storage, end of life content
- Establish content framework and schedules to support main channel updates (website, main social channels)
- Ongoing training and development for content creators
- Best use guide for wider team members

Digital Presence

Curated multi-media content

Definition: Development of a rich variety of content for use on digital channels, to include images, graphics, audio and video. This can capture staff delivery activities and event activity across the organisations, as well as specific digital campaigns for example collection insights, staff 'Waterstone' style book recommendations. The focus will be to provide a rich stream of content to engage users through the website and online channels and support in driving users to the wider digital service offering.

- Audit of current content bank
- Pool all available content into centralised storage
- Develop content templates for channels based on digital brand
- Identify schedule of activity for gathering new content

Digital Presence

Search and SEO

Definition: Ensuring key information about Powys Cultural Services can be found online. Combined use of Google's Business Profile and use of Search Engine Optimisation (SEO). Powys can ensure that information about services can be found quickly via Google without having to visit the Powys website (location, opening times etc). More powerfully, consideration of the types of questions Google's users will ask, where the Cultural Services team have an answer, means that information can be added to the website to ensure Powys ranks in Google's 'People Also Ask' tool.

- Production of SEO strategy for website and social channels – including keyword list
- Set up opening and building locations information for key locations within Cultural Services on Google Business Information Tool
- Consider what series of questions will allow Cultural Services to appear on Google's "People Also Ask" tool

Learn and Educate

Digital Learning Centre

Definition: A learning hub of resources, recordings, podcasts and reference materials unlocking, capturing and sharing staff expertise and and partner/community knowledge that can be accessed online and through interfaces within the buildings. This will be a trusted learning centre, which grows with time and is contributed to by staff as well as guest contributors (authors, scientists, businesses etc).

- Review platforms for sharing learning
- Investigate current knowledge banks (ie staff expertise, local businesses, volunteers)
- Plan launch content for Digital Learning Centre
- Establish rolling programme to add content and review old content for relevance

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Learn and Educate

Pop-up Innovation Hub

Definition: Mobile showcase of digital solutions and technology, sharing the latest in tech innovations i.e. 3D printers to basic 'how to' guides for accessing digital tools, how to navigate your apps on your tablets. This hub will be taken out to the communities and is for everyone, letting people use and play with technology, bringing the latest digital services to people. Mobile wifi provided as part of the pop-up will allow people to access digital service offers from across Cultural Services if they visit the hub. In addition, the hub will seek to educate and up-skill customers, teaching people how to use digital services like download an e-book etc.

- Investigate mechanism to manage logistics of pop-up innovation hub
- Identify which harder to reach communities could benefit from the mobile showcase
- Define what wider cultural services offers could sit within the showcase
- Explore which digital solutions and technology could be part of the showcase

Learn and Educate

Digital Resources

Definition: Extend online lending resources for members to include e-magazines, journals, comics, theatre, video entertainment i.e. https://library.britishcouncil.pk/digital-library/. This will allow Powys to offer a broad and rich content offering in one place that users cannot readily or easily access through other sources. Content can be accessed via third party providers, but only to a 'logged in' user, so Cultural Services can restrict and manage access

- Review content offerings from third party providers
- Assess suitability of Powys Audience
- Create 'member only' part of website

Search the Assets

Dedicated Collections Platform

Definition: A dedicated collections platform that houses collections and assets from across Powys Cultural Services tagged with rich metadata and descriptions as well as 'story-based' content. The collections across the archive and museums are of significant size and the focus will be on developing a pragmatic digisitation and metadata process for cherry-picking content over a period of time, and not adopting an all-in-one go approach. Volunteers will be a key part of delivering this area. It may also be a way to engage a wider group of users with some tools facilitating metadata to be created by users. The dedicated platform will be a way to showcase Powys Collections and engage both local people and those further afield to look at, rate and comment on images in the collections. This could be one of the routes to generate income via e-commerce

- Review of digitised collection assets and usefulness of metadata to audience
- Identify 'key areas of interest' that will engage audiences
- Review available platforms for storage and modern presentation content
- Embark on digitisation and metadata generation programme

Search the Assets

Sharing the collections

Definition: Technical infrastructure to support Powys to work effectively and efficiently with other organisations who will have interest in the collections. An API (Application Programming Interface) developed from the dedicated collections platform will allow for direct delivery of assets to partner platforms i.e. Find my Past or photographic stock websites like Unsplash or aggregator sites.

- Identify third party companies whose values and objectives align to Powys
- Review and prepare key parts of collections to ensure images and metadata are ready for interested organisations
- Contact third party providers
- Create API from collections management system or third party system integration

Search the Assets

Community Digitisation Service

Definition: A suite of digitisation tools (scanners, converter software, cloud storage) to digitise the Collections. In order to offer a service to the people of Powys and solve a staffing challenge, time on the scanners can be given for free to the people of Powys, booked in time limited slots. In exchange, users will be asked to volunteer equivalent time spent using the scanners to scan archive assets. Alternatively, users can pay a fee for access to the scanner

- Identify the digitisation equipment required to digitise the Powys collections and archive assets
- Organise which parts of the archive can be scanned by trained volunteers
- Purchase and fit digitisation equipment
- Promote the Community Digitisation Service

Going Smart

Smart Buildings

Definition: Engaging a range of smart building technologies to provide more flexible opening hours, tracking of building use, digital building control and ultimately operational savings. Focus would be on the co-located and larger buildings across the service. For example:

o Open+ Door - enables you to provide more flexible hours to some of the key Cultural Services buildings, making them more accessible to members out of normal opening hours. https://www.bibliotheca.com/en-gb/solutions/extended-access/

o In-building sensors – energy, environmental, footfall - allow for tracking of use and automation of some building control

o Digital book returns – to allow out of hours exchange with lending service

- Review smart building technologies to evaluate suitability

- Review Powys buildings to assess where technologies could be used

- Conduct targeted user survey on likely use of out of hours offer

Going Smart

Chat

Definition: Enable users to ask questions and gather information directly from Cultural Services Staff using online chat, Artificial Intelligence and Artificial Intelligence Lite. Artificial Intelligence is a complex procedure where a computer is taught to learn through interactions with humans. It then uses its knowledge to further assist people. AI Lite is a less expensive and time-consuming approach where a human provides the questions and responses that a machine can then offer to users i.e. a Human can program if someone likes x book then they will also like y book. The most effective means to engage users in terms of user satisfaction and cost to implement, however, is direct web chat with a real person (typically hitting satisfaction ratings that are double any other communication channel). For Powys, making staff available to answer users' questions and provide advice online will address a key user requirement, if combined with an internal 'chat system' such as Slack then staff members can quickly gather information to answer user questions from any staff who happen to be available.

- Investigate integration of chat facility to website
- Implement internal instant messaging system (such as Slack)
- Assemble a team to facilitate the web chat (typically while they carry out normal duties)
- Capture key questions that are consistently asked - these can be used later to inform AI and can identify gaps in website content

Going Smart

AR Out and About

Definition: Already investigated by Powys, Augmented Reality allows a users mobile device to overlay 'information or images' when pointed at certain objects. While this technology is typically used inside buildings, for Powys it will be explored as a tool to use out and about in the county. It would be a means to provide information about the local area and even be part of local area tours. There are dedicated AR offers for cultural heritage venues for example https://sketchfab.com/museums

- Consider content offering that could be curated into a series of 'walking' tours around key locations in Powys
- Identify a specialist partner or software service that can create AR offering
- When creating an AR tour consider if there are commercialisation opportunities by directing users attention to key businesses or product offers

Going Smart

Touchless Delivery

Definition: Changing all physical interactions a user has in the physical space into touchless ones. There are a large number of digital and physical tools available to assist with this, such as 'digital pens', 'QR Codes', 'BLE Beacons' and 'Near Field Communications (NFC)'. Users of Powys Cultural Services Physical facilities should be able to use the spaces without the need to touch anything. Given the native function on phones to read QR codes and low barriers to create them and seamless integration with websites, it is likely that QR codes will be the dominant technology in the 'touchless society'.

- Review all existing interactive tools in physical spaces and consider which touchless technology will be most appropriate to interact with
- Create a strategy to ensure that the website can accommodate links from QR codes within its navigation
- Consider new interactive tools to replace non digital facilities in buildings

08 Digital Transformation

Powys
Cultural Services

Transforming the Offer

The process of Digital Transformation is at the heart of any organisations' development of digital delivery. Changes will be required across the organisation to fully realise and embed a digital service delivery across Powys Cultural Services. Success will be predicated on the transformation across people, technology and process.

What will be changing?

- A shift from a largely transactional based exchange with users to one that will involve digital exchange as well

- Delivering a cross-cutting approach – developing one offer from Cultural Services, rather than a distinct library, museum and archive offer

- Establishing a centralised and coordinated IT infrastructure

- Meeting customer expectations – digital content delivery is different, and customers expect digital to be intuitive and to work first time

Transformation Benefits

- Structured programme and approach from which digital services can be developed coherently
- Dedicated digital working group to drive the strategy and direction
- Clear governance structure for decision making
- Regular internal communications to staff
- Monitoring and analysis

Next Steps

01
Review Digital Strategy and agree/refine recommendations

02
Discuss adopting a transformative approach to the delivery of Diwiyillant Powys

03
Embark –
Establish digital working group (cross-cutting)

04
Embark -
Develop activity plans for each strand of the strategy inc. a review of funding opportunites

05
Commence roll-out of roadmap and implementation plan

List of Appendices

Cysylltwch â / Contact

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