Scrutiny Inquiry Panel - Future of Work in Southampton

Thursday, 7th February, 2019
at 6.00 pm
PLEASE NOTE TIME OF MEETING
Conference Rooms 3 & 4 - Civic Centre

This meeting is open to the public

Members

Councillor McEwing (Chair)
Councillor Fitzhenry (Vice-Chair)
Councillor Bogle
Councillor Coombs
Councillor Furnell
Councillor Guthrie
Councillor Laurent

Democratic Support Officer
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Contact

Scrutiny Manager
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PUBLIC INFORMATION

Role of Scrutiny Panel Inquiry – Future of Work in Southampton

The Overview and Scrutiny Management Committee have instructed the Scrutiny Panel to undertake an inquiry into the Future of Work in Southampton.

Purpose: To consider how Southampton can maximise the opportunities created by artificial intelligence, automation and technological changes whilst seeking to mitigate the potential disruption to the labour market.

Use of Social Media:- The Council supports the video or audio recording of meetings open to the public, for either live or subsequent broadcast. However, if, in the Chair's opinion, a person filming or recording a meeting or taking photographs is interrupting proceedings or causing a disturbance, under the Council's Standing Orders the person can be ordered to stop their activity, or to leave the meeting.
By entering the meeting room you are consenting to being recorded and to the use of those images and recordings for broadcasting and or/training purposes. The meeting may be recorded by the press or members of the public.
Any person or organisation filming, recording or broadcasting any meeting of the Council is responsible for any claims or other liability resulting from them doing so.
Details of the Council's Guidance on the recording of meetings is available on the Council's website.

The Southampton City Council Strategy (2016-2020) is a key document and sets out the four key outcomes that make up our vision.
- Southampton has strong and sustainable economic growth
- Children and young people get a good start in life
- People in Southampton live safe, healthy, independent lives
- Southampton is an attractive modern City, where people are proud to live and work

Public Representations
At the discretion of the Chair, members of the public may address the meeting about any report on the agenda for the meeting in which they have a relevant interest.

Smoking policy – the Council operates a no-smoking policy in all civic buildings.

Mobile Telephones – please turn off your mobile telephone whilst in the meeting.

Fire Procedure – in the event of a fire or other emergency a continuous alarm will sound and you will be advised by Council officers what action to take.

Access – access is available for the disabled. Please contact the Democratic Support Officer who will help to make any necessary arrangements.

Dates of Meetings: Municipal Year

2018	2019
20 September	17 January
18 October	7 February
20 December	21 March

CONDUCT OF MEETING

TERMS OF REFERENCE
The general role and terms of reference of the Overview and Scrutiny Management Committee, together with those for all Scrutiny Panels, are set out in Part 2 (Article 6) of the Council's Constitution, and their particular roles are set out in Part 4 (Overview and Scrutiny Procedure Rules – paragraph 5) of the Constitution.

BUSINESS TO BE DISCUSSED
Only those items listed on the attached agenda may be considered at this meeting.

RULES OF PROCEDURE
The meeting is governed by the Council Procedure Rules and the Overview and Scrutiny Procedure Rules as set out in Part 4 of the Constitution.

QUORUM
The minimum number of appointed Members required to be in attendance to hold the meeting is 3.

DISCLOSURE OF INTERESTS

Members are required to disclose, in accordance with the Members' Code of Conduct, **both** the existence **and** nature of any "Disclosable Pecuniary Interest" or "Other Interest" they may have in relation to matters for consideration on this Agenda.

DISCLOSABLE PECUNIARY INTERESTS

A Member must regard himself or herself as having a Disclosable Pecuniary Interest in any matter that they or their spouse, partner, a person they are living with as husband or wife, or a person with whom they are living as if they were a civil partner in relation to:

(i) Any employment, office, trade, profession or vocation carried on for profit or gain.

(ii) Sponsorship:

Any payment or provision of any other financial benefit (other than from Southampton City Council) made or provided within the relevant period in respect of any expense incurred by you in carrying out duties as a member, or towards your election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.

(iii) Any contract which is made between you / your spouse etc (or a body in which the you / your spouse etc has a beneficial interest) and Southampton City Council under which goods or services are to be provided or works are to be executed, and which has not been fully discharged.

(iv) Any beneficial interest in land which is within the area of Southampton.

(v) Any license (held alone or jointly with others) to occupy land in the area of Southampton for a month or longer.

(vi) Any tenancy where (to your knowledge) the landlord is Southampton City Council and the tenant is a body in which you / your spouse etc has a beneficial interests.

(vii) Any beneficial interest in securities of a body where that body (to your knowledge) has a place of business or land in the area of Southampton, and either:

   a) the total nominal value for the securities exceeds £25,000 or one hundredth of the total issued share capital of that body, or

b) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you / your spouse etc has a beneficial interest that exceeds one hundredth of the total issued share capital of that class.

Other Interests

A Member must regard himself or herself as having an 'Other Interest' in any membership of, or occupation of a position of general control or management in:

Any body to which they have been appointed or nominated by Southampton City Council

Any public authority or body exercising functions of a public nature

Any body directed to charitable purposes

Any body whose principal purpose includes the influence of public opinion or policy

Principles of Decision Making

All decisions of the Council will be made in accordance with the following principles:-

- proportionality (i.e. the action must be proportionate to the desired outcome);

- due consultation and the taking of professional advice from officers;

- respect for human rights;

- a presumption in favour of openness, accountability and transparency;

- setting out what options have been considered;

- setting out reasons for the decision; and

- clarity of aims and desired outcomes.

In exercising discretion, the decision maker must:

- understand the law that regulates the decision making power and gives effect to it. The decision-maker must direct itself properly in law;

- take into account all relevant matters (those matters which the law requires the authority as a matter of legal obligation to take into account);

- leave out of account irrelevant considerations;

- act for a proper purpose, exercising its powers for the public good;

- not reach a decision which no authority acting reasonably could reach, (also known as the "rationality" or "taking leave of your senses" principle);

- comply with the rule that local government finance is to be conducted on an annual basis. Save to the extent authorised by Parliament, 'live now, pay later' and forward funding are unlawful; and

- act with procedural propriety in accordance with the rules of fairness.

AGENDA

1 APOLOGIES AND CHANGES IN PANEL MEMBERSHIP (IF ANY)

To note any changes in membership of the Panel made in accordance with Council Procedure Rule 4.3.

2 DISCLOSURE OF PERSONAL AND PECUNIARY INTERESTS

In accordance with the Localism Act 2011, and the Council's Code of Conduct, Members to disclose any personal or pecuniary interests in any matter included on the agenda for this meeting.

3 DECLARATIONS OF SCRUTINY INTEREST

Members are invited to declare any prior participation in any decision taken by a Committee, Sub-Committee, or Panel of the Council on the agenda and being scrutinised at this meeting.

4 DECLARATION OF PARTY POLITICAL WHIP

Members are invited to declare the application of any party political whip on any matter on the agenda and being scrutinised at this meeting.

5 STATEMENT FROM THE CHAIR

6 MINUTES OF THE PREVIOUS MEETING (INCLUDING MATTERS ARISING) (Pages 1 - 6)

To approve and sign as a correct record the Minutes of the meeting held on 17 January 2019 and to deal with any matters arising.

7 THE FUTURE OF WORK IN SOUTHAMPTON - INNOVATION AND BEST PRACTICE (Pages 7 - 12)

Report of the Director, Legal and Governance, requesting that the Panel consider the comments made by the invited guests and use the information provided as evidence in the review.

Wednesday, 30 January 2019   Director of Legal and Governance

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SCRUTINY INQUIRY PANEL - FUTURE OF WORK IN SOUTHAMPTON

MINUTES OF THE MEETING HELD ON 17 JANUARY 2019

Present: Councillors McEwing (Chair), Fitzhenry (Vice-Chair), Bogle, Coombs, Guthrie and Laurent

Apologies: Councillor Furnell

9. **APOLOGIES AND CHANGES IN PANEL MEMBERSHIP (IF ANY)**

The apologies of Councillor Furnell were noted.

10. **MINUTES OF THE PREVIOUS MEETING (INCLUDING MATTERS ARISING)**

RESOLVED that the minutes of the meeting held on 20 December, 2018 be approved and signed as a correct record.

11. **THE FUTURE OF WORK IN SOUTHAMPTON – WHAT IS REQUIRED FOR SOUTHAMPTON TO BECOME A CENTRE FOR AI, ROBOTICS, SMART AUTOMATION AND THE DIGITAL ECONOMY?**

The Panel received the report of the Director, Legal and Governance, which in accordance with the inquiry plan, requested that the Panel considered how Southampton could benefit from the rapidly expanding technology sector and become a centre for Artificial Intelligence (AI), robotics, smart automation and the digital economy.

Following discussions with invited representatives the following information was received:

1. Catalysts for UK Digital Tech Growth and Innovation – Harnessing the power of universities, nurturing and developing

Catherine Lee - Director of Research, Innovation & Enterprise, Southampton Solent University

- Solent University are ranked 8th in the country for student start-ups. These are primarily tech business, some of which have gone on to be very successful.
- Starting up a business is easier than growing the business. We find that students either lack the technical or business skills required.
- Students get support from Solent, including funding, but many need more support than can be provided by the University alone.
- Students would value an informal, dynamic venue that could act as a one-stop shop for tech support, business advice and funding bringing together business, university and skills.

David Bream - Director, Southampton SETsquared, University of Southampton

- The SETsquared Partnership is the global no. 1 business incubator and enterprise partnership comprising five research-intensive universities: Bath, Bristol, Exeter, Southampton and Surrey.

- Southampton SETsquared site is centred on the University of Southampton Science Park – 17 buildings, 100 companies, 1,000+ jobs, £500m economic value per annum.
- Innovation happens in clusters or themes. Clusters can be supported to develop. At the Science Park a cluster is developing around orthopaedic medicine.
- The Science Park is open to people that are not graduates of the University of Southampton but most are recruited from the University.
- Low failure rate of businesses supported through SETsquared (only 20-30 businesses a year) due to high level of support provided (business planning, management support, financing) and the selection process. SETsquared is a successful specialist and niche business incubator. However, they are being tasked by the Government to increase the number of companies that they work with and to deliver programmes with a wider capture.
- Companies that outgrow the Science Park are encouraged to remain part of the Science Park community and engage in the networks and support new start-ups.
- Businesses tend to stay in Southampton if they become established here. Southampton has a lower cost base than London and is a pleasant place to live.
- The University of Southampton has a number of programmes, aside from SETsquared, to support business start-ups. These include Future Worlds, a campus initiative to grow businesses and accelerate start-ups which has a network of mentors, investors and experts, and Z21, an initiative to accelerate University of Southampton web stat-ups towards investment and rapid growth.
- The Science Park has ultra-fast broadband but there is a general need to invest in the broadband infrastructure in the city.
- Catherine Lee and David Bream sit on the Solent LEP Innovation Panel

Denise Edghill - Interim Director for Growth, Southampton City Council

- A number of organisations are available in Southampton to provide support to business start-ups. Creative Growth Southampton is a new business support initiative established to help grow and develop small creative industry businesses in Southampton. It provides business advice, networking, mentoring and training - www.creativegrowthsouthampton.co.uk
- The Solent LEP Growth Hub also provides business support www.solentgrowthhub.co.uk
- The Council's role is to access available funds and to support local organisations take advantage of the funding streams and raise awareness of the opportunities.
- A new role has been established (Economic Development Operations Manager) within the Council's Growth service to make people aware of what is on offer and what the gaps are to support economic development in Southampton.

2. **Catalysts for UK Digital Tech Growth and Innovation – Boosting digital connectivity**

Sue Daley - Associate Director, Technology & Innovation, TechUK - the representative body for the UK tech sector

- Key ingredients for growing the tech sector in a city are:

- o Leadership and vision
- o Connectivity – Superfast broadband, 5G
- o Collaboration between business and academia
- o Data – Data is the fuel for AI companies. Companies need open data. Open data is happening in Milton Keynes, London and Leeds (working with the Open Data Institute)
- o Computer Power – Small organisations need to access high performance computing technology
- o Cyber Security
- o People – Access to skills and talent
- Tech UK are happy to help Southampton develop the tech sector, particularly to support open data initiatives.

Denise Edghill - Interim Director for Growth, Southampton City Council

- Two applications to Government for full fibre network funding have been unsuccessful. We are exploring alternative mechanisms to deliver 5G.
- Southampton Connect is working on establishing a data trust.
- Connected Southampton, the project between Southampton Connect and the Web Science Institute of the University of Southampton, has commenced a Virtual Infrastructure project to provide organisations, particularly smaller ones that cannot afford to build their own physical infrastructure, access to enterprise-grade technology such as servers and applications.
- Dr Deborah Smart, Service Lead for Digital and Strategic IT will be in attendance at the 7 February meeting of the Inquiry Panel to provide additional detail on the Council's Digital Strategy and proposed actions.

3. Catalysts for UK Digital Tech Growth and Innovation – Physical spaces for company formation and growth

Denise Edghill - Interim Director for Growth, Southampton City Council

- The Network co-working space is due to open shortly. The Council's £1.3m development will provide a new and cutting edge space, offering an environment that will support creative, digital and knowledge based entrepreneurs by providing a collaborative working environment. The Council will be curating the space at Network and support will be provided to businesses using the facility. It is a skilled job to run Network and work effectively to support the businesses.
- Coffee Lab is also opening a co-working facility in Southampton.
- Plans are being developed for a new Central Business District in Southampton from the train station across to the waterfront. Looking to create the business environment of the future in Southampton with a mixture of business and residential opportunities.
- Proposals for a new creative hub in the city utilising shipping containers to add to the diversity of creative spaces in the city.

A perspective from a Director of a creative industry business in Southampton

Dan Thomas – Founder and Director, MOOV2, a company recently acquired by EtchUK (also based in Southampton)

- There are lots of capable people in Southampton but awareness of the tech sector and celebration of the sectors achievements are limited.
- Feeling that neighbouring cities such as Bristol, Brighton and Bournemouth are more dynamic than Southampton and are perceived as being more vibrant and cooler.
- Limited support for events that are happening to promote the sector in Southampton – MOOV2 have been running HackSoton (www.hacksoton.com) for 6 years to raise profile of opportunities within the sector. Help with awareness and communications would be appreciated.
- More collaboration, networking, co-ordination and events would help to raise profile, awareness and vitality of the sector. Need the city to shout about what we have.
- Bournemouth, Guildford and Portsmouth have digital weeks to bring people from the sector together, to network and to celebrate. This would be a valued initiative in Southampton and could help to change the perception of Southampton.
- MOOV2 applied for and received 'Bridge the Gap' funding from the Solent LEP. Whilst the funding was welcome the process was time consuming and risk averse.

Denise Edghill - Interim Director for Growth, SCC
Jeff Walters – Service Manager, Economic Development, SCC
Matthew Hill – Economic Development Operations Manager, SCC
Sajid Butt – Strategic Skills Manager, SCC

- The City Council is working collaboratively with partners to develop a narrative to celebrate and promote the city.
- Recognition that there are a number of examples of innovative and vibrant businesses operating within the tech sector in Southampton. Great stuff is operating in pockets across the city.
- There is a need to showcase the tech sector in the city through a series of events to generate a critical mass of ideas.
- Potential to use, as suggested by Cllr Bogle, the City of Culture bid as a catalyst to harness the strengths of the sector and to develop the USP of the city.
- Opportunity to build on the strengths of the city in maritime and marine and geo-spatial with Ordnance Survey based in Southampton.

Suggested initiatives to grow the tech sector in Southampton – Good practice

- Sheffield's iForge makerspace (www.iforgesheffield.org)
- Bristol's strategic approach and ability to talk up the city
- Bristol's Engine Shed (www.engine-shed.co.uk) - Housed in Brunel's original station, dating back to 1841 Engine Shed houses a number of 'Components' that together make a hub for activity where entrepreneurs, business leaders,

academics, students, and corporates can collaborate, inspire, and be inspired, enable and be enabled. It showcases the strengths and innovations of the Bristol and Bath city region in an informative and inspiring way.

- Whilst recognising the contribution Southampton Science Park makes to Southampton there is the potential to create a digital shipyard (mirroring some of the Engine Shed principles) in Southampton as part of the CBD development to bring together businesses and incubators.
- Look to develop alternative spaces (shipping container proposal is interesting) as young creative people are drawn to different locations. Southampton has amazing locations for new tech companies such as the Mill in the docks and Itchen Riverside.
- A way to bring the sector together, raise profile, encourage clusters to develop, and encourage innovation is to coalesce around a problem that needs to be solved in the city. The use of AI and innovation to solve public sector problems could benefit the economy and the city.
- Improve branding, packaging and make it happen.

RESOLVED that the comments made by Catherine Lee – Director of Research, innovation & Enterprise, Solet University; David Bream – Director, Southampton SETsquared, University of Southampton; Sue Daley – Head of Programme Cloud, Data, Analytics and AI for Tech UK; Dan Thomas – Founder and Director of MOOV2, digital specialists based in Southampton that was recently acquired by EtchUK; Denise Edgehill – Interim Director for Growth, Southampton City Council; Jeff Wlaters – Economic Development Manager, Southampton City Council; Matthew Hill – Economic Development Operations Manager, Southampton City Council; Sajid Butt – Strategic Skills Manager, Southampton City Council be noted and used as evidence in the review.

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DECISION-MAKER:			SCRUTINY INQUIRY PANEL		
SUBJECT:			THE FUTURE OF WORK IN SOUTHAMPTON – INNOVATION AND BEST PRACTICE		
DATE OF DECISION:			7 FEBRUARY 2019		
REPORT OF:			DIRECTOR – LEGAL AND GOVERNANCE		
CONTACT DETAILS					
AUTHOR:	Name:		Mark Pirnie	Tel:	023 8083 3886
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Director	Name:		Richard Ivory	Tel:	023 8083 2794
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STATEMENT OF CONFIDENTIALITY					
None					
BRIEF SUMMARY					
In accordance with the inquiry plan, for the fifth meeting of 'The Future of Work in Southampton Inquiry' the Panel will be considering innovation and best practice and what Southampton can learn from other cities.					
RECOMMENDATIONS:					
	(i)	The Panel is recommended to consider the comments made by the invited guests and use the information provided as evidence in the review.			
REASONS FOR REPORT RECOMMENDATIONS					
1.	To enable the Panel to compile a file of evidence in order to formulate findings and recommendations at the end of the review process.				
ALTERNATIVE OPTIONS CONSIDERED AND REJECTED					
2.	None				
DETAIL (Including consultation carried out)					
3.	At the Inquiry Panel meeting on 17 January 2019 the Panel considered how Southampton can benefit from the rapidly expanding technology sector and become a centre for AI, robotics, smart automation, and the digital economy. Dr Deborah Smart, Service Lead for Digital and Strategic IT at the City Council was unable to attend the meeting and will therefore be in attendance at meeting 5 of the Inquiry to provide the Panel with an overview of the Council led approach to digital.				
4.	The Council's Digital Strategy 2018-2022 is attached as Appendix 1. The Strategy includes the aim: *To grow Southampton's economy by improving public digital infrastructure and showing digital leadership locally.*				
5.	The focus of meeting 5 is innovation and best practice. Informed by the key issues generated at the previous meetings of the inquiry officers have spoken to, or have scheduled a conversation with, a number of organisations and				

	experts since the 17 January meeting to develop understanding of good practice as it relates to the future of work in Southampton.
6.	At the meeting officers will provide the Panel with a summary of the key issues raised during these conversations. These include conversations scheduled with the following: • Tommy Jarvis - Education Partnerships and Programme Manager, Bristol Learning City (The conversation referenced the following initiative from the West of England Combined Authority - https://www.westofengland-ca.gov.uk/future-bright/) • Autodesk - Future of British Manufacturing Initiative • Professor Greg Clark – Chairman, The Business of Cities • Glenn Athey - Managing Director of My Local Economy
7.	A key conclusion from meeting 3 was the need for continuous, lifelong learning. In recognition of the importance of developing a learning culture in Southampton a link is also provided to the Cities of Learning in the UK initiative. https://www.thersa.org/discover/publications-and-articles/reports/cities-of-learning-prospectus
8.	The guests invited to present information at the meeting will take questions from the Panel relating to the evidence provided. Copies of any presentations will be made available to the Panel.

RESOURCE IMPLICATIONS

Capital/Revenue

9.	N/A

Property/Other

10.	N/A

LEGAL IMPLICATIONS

Statutory power to undertake proposals in the report:

11.	The duty to undertake overview and scrutiny is set out in Part 1A Section 9 of the Local Government Act 2000.

Other Legal Implications:

12.	None

RISK MANAGEMENT IMPLICATIONS

13.	None

POLICY FRAMEWORK IMPLICATIONS

14.	None

KEY DECISION	No	
WARDS/COMMUNITIES AFFECTED:		None directly as a result of this report

SUPPORTING DOCUMENTATION

Appendices	
1.	Southampton City Council Digital Strategy 2018-2022

Documents In Members' Rooms	
1.	None

Equality Impact Assessment	
Do the implications/subject of the report require an Equality and Safety Impact Assessments (ESIA) to be carried out?	No

Data Protection Impact Assessment	
Do the implications/subject of the report require a Data Protection Impact Assessment (DPIA) to be carried out?	No

Other Background Documents: Equality Impact Assessment and Other Background documents available for inspection at:	
Title of Background Paper(s)	Relevant Paragraph of the Access to Information Procedure Rules / Schedule 12A allowing document to be Exempt/Confidential (if applicable)
1.	Future Bright – West of England Combined Authority https://www.westofengland-ca.gov.uk/future-bright/
2.	Cities of Learning in the UK – Prospectus https://www.thersa.org/discover/publications-and-articles/reports/cities-of-learning-prospectus

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Southampton City Council Digital Strategy 2018-2022

SOUTHAMPTON
CITY COUNCIL

Our digital vision is of better customer experiences, greater independence and improved working through making the best use of information and technology.

In particular we want to:

Make contacting the council, finding information and doing business with us easier for our customers;

Help the council run efficiently, providing staff with the right digital tools for the job; and

Grow Southampton's economy by improving public digital infrastructure and showing digital leadership locally.

For those who use digital services - the majority of our **customers** - we want to make the digital option so quick and easy that you'll rarely need to pick up the phone. Digital information and services should be easy to access, mobile-friendly and designed so you can complete the whole task online, without needing to be in Southampton or call during office hours. Digital technology also makes it easier for customers to tell us what they think, and for us to respond quickly and use feedback to improve services, such as updating information about road closures on our website. We will continue to provide options for residents who cannot access digital services. For all customers, a single customer record will result in quicker service and a better experience, as they will not have to make repeat requests or provide information again.
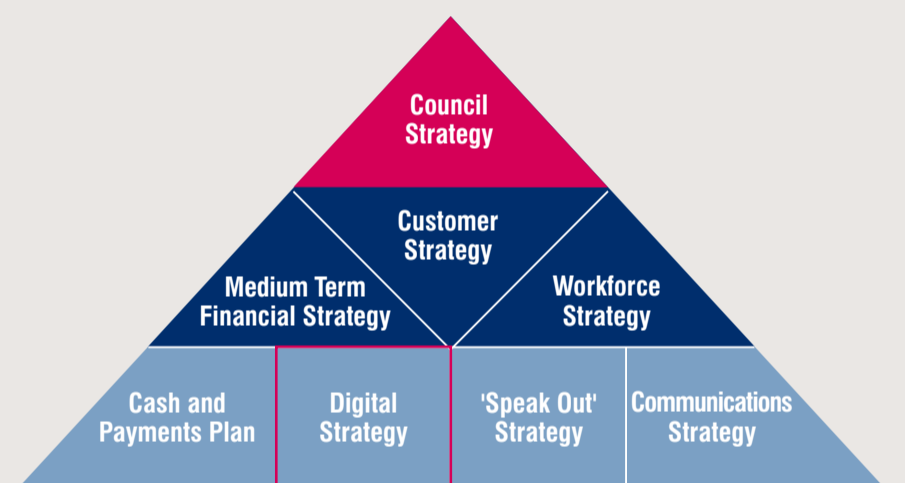
Doing things more digitally **helps the council to run more efficiently.** It is essential that our staff have the right equipment to do their job, and that the systems we use talk to each other. We want to automate processes – for example, it costs us almost nothing to take payments online, compared with taking cash and cheques to the bank – and grow the digital skills of our staff to enable them to become more productive by being able to work flexibly from anywhere. And digital technology can help us work more effectively within the council and with partners such as the NHS, by designing systems that talk to each other so that we all use the same information.

We want high-speed broadband and wireless networks in the city that will mean staff and partners can use technology to its greatest advantage. Our increasing use of mobile technology means that this will become a vital part of our business operating model. A significant additional benefit to a high-speed network will be the important role that this connectivity can bring to **jobs and growth** to Southampton. We also want to work with our universities and local businesses to reinforce Southampton's position as a national leader in digital research, innovation and skills. And we'd like people with great ideas and ambitions to see the city as 'Start-Up Southampton'– the best place to start and grow their business.

What do we know about the city's digital readiness?

- Customers are more satisfied when using online forms than any other method of contact
- Use of the councils' website has steadily increased:

43% of Southampton residents recently used it to look up information

- **77%** would go online to pay a bill such as a parking fine
- **80%** shop or bank online
- **85%** would buy clothes online if that was the only option
- **43%** use a smartphone for online transactions
- However, **11%** don't have access to computers

Where does this Digital Strategy fit?

Council Strategy

Customer Strategy

Medium Term Financial Strategy

Workforce Strategy

Cash and Payments Plan | Digital Strategy | 'Speak Out' Strategy | Communications Strategy

What are we trying to achieve?

Outcome	What will success look like?
Digital is the first choice for most customers	• Information is easy to find on the council's website • The Southampton Information Directory (SID) provides updated information to help people to be self-sufficient and independent • Customers can apply for services, inform us of changes, request information and pay quickly and easily online • Services are designed so customers can use their own devices, with no need to register or download additional software • Customers can complete most tasks digitally from start to finish, without having to contact the council directly • Support is available for those who need it to get online • Residents of Southampton are involved in the design of digital public services
Southampton has a growing digital economy	• Ultrafast Wifi connectivity is available in the city centre • Planning policy promotes 'Start-up Southampton' as an objective • Superfast broadband and 5G+ mobile networks offer universal coverage • Data that could be economically beneficial is published for free re-use • The council works with universities and other public bodies to attract and develop the UK's best digital talent
Digital data is secure, accurate and well-managed	• Staff have the right equipment and systems to manage digital data well • All data is securely held; sensitive data is digitally protected and safely handled • The council is resistant to cyber-attacks, and invests in future security needs • Data is designed to be re-usable: by council services, by partners, by customers • Data is not kept for longer than it is needed
Public services in Southampton digitally 'joined up'	• Adult education supports digital inclusion in the city • IT systems and expertise are shared with other public bodies to reduce costs and increase service quality • Systems connect securely across public services so that different professionals can safely use the same data • Integration of health and social care systems is a top priority to ensure that people receive joined-up treatment • The council's approach to IT enables flexible working around the city for public employees • Customers get a smoother experience when they are dealing with different public bodies because everyone is using the same information

The challenges that we face

Customers

- The council is behind most residents in terms of digital maturity and ability to do business digitally
- Most residents own digital devices such as smartphones but may be reluctant to use them for council services
- Information needs to be easier to find on the council's website; SID is not up to date
- Many tasks not easy to complete online, for example making payments
- There will continue to be customers who are not able to use digital services and who will need access to skills development
- Preference among the majority for using the phone rather than digital contact

Economy

- Realising the 'Start-Up Southampton' vision is a significant challenge
- Public digital infrastructure will need major investment
- There may be barriers to investment, such as wider economic conditions or government regulations
- Coping with disruptive digital change, for example the gig economy or artificial intelligence

Data

- Constant threat from cyber-attacks
- The council is storing an ever-increasing amount of data, so costs are increasing
- Compliance with new Government directives, such as stronger data protection regulations
- Lack of a strategy for releasing more data under national open standards
- Lack of a single data record for customers, staff, property and debt makes it difficult to offer an efficient and effective service

Integration

- Complexity of getting council systems to talk to each other, and to partner systems
- Challenges of safely sharing data on patients, clients and vulnerable residents
- Risk that partners have different priorities

What are we going to do?

Outcome	Action: What are we going to do?	How will we measure success?
Digital contact is the first choice for most customers	• Increase the number of services that are available online • Provide online forms that are easy to use and enable completion of common tasks • Effective use of MySouthampton account for frequent service users • Use of social media to support the website as the ultimate contact channel • Exploit emerging technology including automation software, bots, artificial intelligence, voice recognition etc • Make it easier for customers to find the information they need on our websites, by ensuring all pages have clear and informative content • Ensure web content is accessible regardless of the device the customer is using • Automatic updates to keep customers informed on the progress of their case • Publish an up-to-date comprehensive directory of activities and services to help users find support that meets their needs • Help the council put digital tools in place that allow customers to give feedback • Improve and update SID • Make it easier to pay online • Implement a single direct debit process for any council service	• Increase in the proportion of digital contact with the council • Reduction in the number of contacts chasing progress on previous enquiries • Increase in website satisfaction • Achieve an average rating of 4 for web forms • Customers who want a MySouthampton account see all data in one place • Increase in productivity of customer-facing staff • Reduction in visits to the 'Contact us' page • Improvement in website satisfaction • Increase in contacts through new digital channels • All council websites are adaptive • Automatic updates for the top 25 journeys • All online processes provide automated updates • Feedback tools launched • Increase online direct debit take-up
Southampton has a growing digital economy	• Secure external investment in ultra-fast fibre, Wifi and 5G connectivity for the city centre • Make more datasets available under open data standards • Work with universities and other partners to attract and retain digital talent	• Southampton is known for good connectivity • More businesses are attracted to the city • Improved city centre fast Wifi coverage, including free • 5G rollout starts in 2020 • More open datasets released • Increase in digital start-ups
Digital data is secure, accurate and well-managed	• Continuously monitor cyber-threats and upgrade protection • Ensure staff using digital systems are trained on data protection responsibilities • Implement good data management practice, policies and procedures including 'single copy, multiple usage' • Ensure data is seen as a crucial asset	• Minimum impact from cyber/phishing/malware etc attacks • Reduction in data stored and costs • Data errors are corrected and duplicate records merged • Data supports analysis and decision-making
Public services in Southampton digitally 'joined up	• Commission adult education to support digital inclusion and digital literacy in the city • Work closely with schools to maximise the digital skills of all children • Ensure health and social care professionals can securely share and access agreed data • Ensure public employees in Southampton are able to work flexibly from each other's premises	• Increased digital literacy in the city • Improvement in health/social care service quality • Increase in the use of premises by staff from different agencies