

APPENDIX 1: FUTURE OF WORK – ACTION PLAN

This action plan sets out the Executive’s approach to each recommendation contained in the Future of Work in Southampton Inquiry report. Against each recommendation is a brief description of what this entails as set out in the report. In this Action Plan, there are new undertakings for the City Council so baseline measures and KPIs will be introduced. Hence this action plan is an iterative process and will be subject to regular review by the proposed Future of Work Steering Group.

RECOMMENDATION	LEAD	KEY ACTIONS	TIMESCALE / OUTCOME	RESOURCE
ADDRESSING THE SKILLS CHALLENGES FACING SOUTHAMPTON TO KEEP AHEAD OF THE ROBOTS				
1. Develop a Southampton focussed contribution to the Solent Industrial Strategy: <i>“Southampton develops its own action plan that outlines key initiatives to support future growth of the city.”</i>	EDT	Produce a Citywide Local Industrial Strategy (LIS) proposition to attract further investment that capitalises on the City’s strengths, aligns to place-making strategies and generates transformational growth over the long term. Citywide LIS proposition linked to the Solent LIS and the new Southampton Skills Strategy.	LIS proposition submitted for July 2019 Cabinet Final submission to Solent LEP in Summer 2019. Ongoing influencing role throughout 2019/20	Existing internal resource used to develop Citywide LIS proposition in consultation with SCC colleagues and other stakeholders. Resourcing meeting with Solent LEP in September 2019.

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<p>2. Adapt and actualise the RSA Cities of Learning (CofL) model for Southampton: <i>“Cities of Learning is a new approach for activating a grassroots, city-based, mass-engagement movement around learning and skills. It seeks to close gaps in opportunity and empower places to promote lifelong learning as core to their cultural and civic identity. This would complement Council discussions on establishing an Education Quarter.”</i></p>	SSM	<p>Hold stakeholder workshops to develop CofL model aligned to local assets, needs & priorities.</p> <p>Map existing platforms facilitating lifelong learning across Southampton and ways to improve access, higher rates of progression and increased job outcomes.</p> <p>Establish tripartite working arrangements with key partners, such as RSA and Institute of Coding (IoC).</p> <p>CofL model, project and delivery plan ready with digital credentials designed.</p> <p>Piloting open badge accreditation for creative and cultural sector, to inform CofL delivery / City of Culture bid.</p> <p>Piloting / external evaluation to inform citywide rollout.</p>	<p>Stakeholder workshops held between November and December 2019.</p> <p>October 2019</p> <p>Spring 2020.</p> <p>Piloting starts June 2020 and complete May 2021.</p> <p>Evaluation complete July 2021. CofL model activated September 2021.</p>	<p>Existing internal resource to lead on stakeholder engagement, project / implementation planning and strategic modelling.</p> <p><u>One-off funding costs of £60k sought to assist in piloting and modelling of CofL by delivery partner.</u></p> <p>Additional external funding sought to establish a virtual platform that can accommodate scale, complexity and progression pathways for CofL. This includes developing a suite of digital credentials, business modelling, testing, monitoring & evaluation.</p> <p>Sustainability of CofL requires securing external funding.</p>

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<p>3. Develop and implement a Skills Strategy for Southampton: <i>“The strategy should be a bridge between different policy themes at the Council and benchmark, for example, the ‘fit’ between educational provision to future skills’ requirements to ensure a seamless, high-value, progressive journey for every learner...establish how human capital development and employee performance and wellbeing in the realm of work and entrepreneurship is optimised. The Skills strategy should also be fully cognisant of a desire to: a) Generate strong, rewarding, sustained jobs growth b) Tackle social mobility c) Achieve inclusive growth”</i></p>	SSM	<p>Draft skills strategy for consultation.</p> <p>Skills strategy consultation.</p>	<p>Jan 2020</p> <p>Consultation period Feb 2020 to Apr 2020.</p> <p>Skills Strategy – including digital skills - published in June 2020 aligned to Solent Local Industrial Strategy.</p>	<p>Existing internal resource to develop Citywide skills strategy and associated design / marketing activity / consultation costs.</p>
	SLE	<p>Develop a skills-enriched curriculum offer, including digital skills, across all educational phases to complement new Ofsted inspection framework.</p>	<p>Project brief agreed with Southampton Education Forum in October 2019.</p> <p>Initial assessment of curriculum provision undertaken between January and March 2020.</p> <p>Piloting new curriculum from September 2020. Teacher CPD & curriculum resources ready for implementation September 2022 with the aim of generating higher levels of participation, achievement and progression from learners.</p>	<p>SLE and SSM to co-develop project brief with methodology.</p> <p>Contribution to project costs of £45k sought with match from partners, including businesses</p> <p>Proposed Grade 10 role for the City Council crucial to the coordination, management and impact monitoring of skills-based curricula.</p>

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<p>4. Simplify the Adult Learning Landscape: <i>“Increase the accessibility of learning opportunities by simplifying the adult learning landscape for employers and residents...develop a virtual platform that informs employers about training courses available in the city, and the proactive support that the Council and partners can give to businesses as they look to upskill their workforce, as well as provide residents comprehensive information about training opportunities available.”</i></p>	SSM	Part of Recommendation 2: Cities of Learning		
<p>5. Digital Skills: <i>“Deliver the commitments in the Digital Strategy, namely to:</i></p> <ul style="list-style-type: none"> <i>• Commission adult education to support digital inclusion and digital literacy in the city;</i> 	SSM	<p>Embed digital skills in Southampton Skills Strategy</p> <p>Embed Essential Digital Skills Framework in commissioning framework for Adult and Community Learning (ACL).</p>	<p>Ongoing</p> <p>New ACL framework ready by May 2020.</p>	Existing internal resource to coordinate activities and lead on stakeholder engagement with relevant external partners.

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<ul style="list-style-type: none"> • <i>Work with universities and other partners to attract and retain digital talent;</i> • <i>Work closely with schools to maximise the digital skills of all children.</i> <p><i>Options available include the creation of a partnership similar to the West Midlands Digital Skills Partnership to improve local digital skills.”</i></p>		<p>Develop proposition for Southampton becoming an Augmented Virtual Reality (AVR) Cluster Centre.</p> <p>Undertake a digital diagnostic exercise across a sample of education providers and employers</p> <p>Inaugural Tech Talent event</p> <p>Coordinate skills providers and employers to deliver digital masterclasses to boost pipeline of work-ready talent to fill current vacancies.</p>	<p>Value proposition / business case for an AVR Cluster Centre ready for October 2019. The Centre will develop a pipeline of talent skilled in teaching, learning and applying AVR technology in the realm of education and work across all sectors.</p> <p>Project brief for digital diagnostic agreed October 2019 and pilot complete by March 2020. Aim is to assess robustness / future proof of digital infrastructure, staff capability and quality of CPD/ resources to improve levels of digital literacy, learning pathways and the application of learning.</p> <p>April 2020</p> <p>May 2020</p>	<p>Contribution towards ‘digital diagnostic’ exercise is £40k, with additional funds sought from external partners.</p> <p>Contribution of £10k for initial series of digital masterclasses, match funded by employers and learner fees.</p>
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		<p>Launch of digital literacy framework in educational settings from KS2 to KS5, including digital apprenticeship provision.</p> <p>Launch of Solent Digital Skills Partnership, under the Tech Talent banner, to generate new and agile ways to boost digital literacy and digital talent across the region.</p>	<p>September 2020</p> <p>April 2021</p>	<p>Additional external funds sought to support digital literacy programme in educational settings and digital credentials to validate/certify new skills' acquisition from learners.</p> <p>External funds sought to support partnership working, piloting new digital skills solutions and celebrate success / promote good practice.</p>
RECOMMENDATION	LEAD	KEY ACTIONS	TIMESCALE / OUTCOME	RESOURCE
<p>6. Apprenticeship Levy: <i>“To help address specific skills gaps and build supply chain capability across key sectors and occupations, use the Levy Transfer mechanism to increase productivity levels, revenues and prospects for business growth.”</i></p>	SAH	<p>Liaise with key partners such as West Midlands Combined Authority (WMCA) to develop project methodology based on labour market intelligence & employer demand.</p> <p>Launch Levy Transfer programme initially with 50 employers across key sectors, to strengthen supply chain and improve knowledge transfer.</p>	<p>October 2019</p> <p>Increased focus on digital apprenticeship solutions for employers across the region due to increased digital skills requirements.</p>	<p>Internal resource to project manage with associated marketing/communications and events costs.</p>

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<p>7. Leadership & Management Training: <i>“Improve the quality, coherence and subsequent roll-out of leadership and management training to cultivate a dynamic leadership culture that can help achieve the City’s ambitions over the medium to long term.”</i></p>	SSM	<p>‘Map and gap’ models for increasing Leadership & Management (L&M) capability across the City’s employers that will generate high performing workplace cultures, smarter ways of working and increase knowledge flows between leaders and managers across the City.</p>	<p>‘Mapping and gapping’ exercise completed by December 2019. Toolkit of L&M options complete by April 2020 and made available to employers through existing channels and virtually hosted on the CofL platform.</p>	<p>External funds sought to pilot L&M models such as 70:20:10 delivery across the Solent with Southampton as lead.</p>
<p>8. Establish a better platform for residents, especially young people, to access accurate information on career opportunities</p>	SSM	<p>Undertake analysis of Careers Education, Information, Advice and Guidance (CEIAG) provision for residents to improve pathways to higher learning / employment opportunities.</p> <p>Recruit lead officer for shaping impactful provision and outcomes to capitalise on DfE’s Travel to Learn Review.</p>	<p>Review complete by March 2020 to inform piloting of CofL model and changes to Access:Southampton website for it to form part of the eventual CofL platform.</p> <p>Lead officer starts in April 2020</p>	<p>Grade 10 post at £55k pa (inc. on costs) from 2020/21 to 2024/25 .</p>

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<p>9. Support and encourage Southampton businesses to adopt the Investors in People Tool, Jumpstart: <i>“...generate better employee engagement, improve performance and to consolidate high standards of HR practices.”</i></p>	SSM	Support Investors in People (IiP) in promoting their products and services to the City and wider Solent employers through existing networks, forums and partnerships.	Ongoing	Existing internal resource to deliver on this commitment.
<p>10. Southampton City Council to Lead by Example: <i>“Ensure that appropriate training is provided to SCC employees, and Councillors, to ensure the workforce has the required mix of skills to succeed and make an enhanced economic impact over the long term.”</i></p>	HOD	<p>Continue roll-out of smarter working; including flexible working practices, adopting 5 Ways to Wellbeing etc.</p> <p>Transfer of services from Capita to SCC, including the Learning and Development (L&D) function/system.</p> <p>Benchmark SCC HR & L&D systems and processes against IiP standards to enhance quality assurance mechanisms, increase impact and inform smarter working policy and practice.</p>	<p>Ongoing</p> <p>December 2019</p> <p>Spring 2020</p>	Existing internal resource to lead on this recommendation. Additional resource secured by HR to temporarily aid the Capita transfer with pro bono support secured from Barclays for its Digital Eagles project.

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		Scope redesign & upgrading of the L&D function/system across SCC. Work with Barclays on their Digital Eagles project to assist in SCC digital strategy implementation.	New L&D function/system ready for implementation August 2020. Digital Eagles delivery between Sept and Dec 2019.	
SUPPORTING THE GROWTH OF THE TECH SECTOR				
RECOMMENDATION	LEAD	KEY ACTIONS	TIMESCALE / OUTCOME	RESOURCE
1. Deliver the commitment in the Digital Strategy to secure external investment in ultra-fast fibre, Wifi and 5G connectivity	EDT	Support the providers of high speed broadband and other digital communications networks in their roll out across the City, ensuring coverage of more than 100,000 premises (homes and businesses).	Ongoing - first customers to 'go live' on TOOB's network by end Dec 2019. TOOB broadband coverage complete by end of 2021. Southampton announced nationally in second wave of 5G cities being delivered by Vodafone. Secure Virgin Media's proposal to introduce its Gigabit City programme to Southampton in 2019.	Existing internal resource to manage relationships between delivery partners and ensure a tactical approach to high speed / 5G roll out. £50m investment from TOOB with ducting managed by Balfour Beatty.
2. Reflecting the heritage of the city create a 'Digital Shipyard' in the	EDT	CBD, now re-named as Mayflower Quarter, to be subject to a masterplanning	Masterplanning activity starting Autumn 2019.	Consultants to be appointed for masterplanning activity

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<p>proposed Central Business District: <i>“Southampton could have a digital shipyard to showcase the strengths and innovation in Southampton. This could bring together businesses and incubators on one site acting as a hub of activity where entrepreneurs, academics, students, and corporates can collaborate, inspire, and be inspired.”</i></p>		<p>activity, which will consider the ‘Digital Shipyard’ concept.</p>		<p>using existing SCC resources.</p>
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<p>3. Actively encourage the development of ‘alternative’ spaces for the creative sector to work from: <i>“...encourage the utilisation of... industrial locations that Southampton has to offer to increase the vitality of the sector.”</i></p>	EDT	<p>SCC to scope, develop and commercialise ‘alternative’ spaces to germinate and grow the creative sector, including ‘Digital Shipyard’ concept.</p>	<p>Barclays NETWORK Eagle Lab opened in May 2019.</p> <p>Current development / conversion of space at Gods House Tower. Wider scoping exercise is ongoing, including potential of other premises such as City Wall House and 1A Bugle Street.</p>	<p>Existing internal resource developing co-investment opportunities with external partners.</p>
<p>4. Tech in the City events:</p>	EDT	<p>Coordinating and supporting a range of high profile, high impact events to position</p>	<p>Schedule of events in development and complete by September 2019. :</p>	<p>Externally funded through sponsorship with likely SCC contribution from</p>

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<p><i>“Promote existing tech events and work with local tech businesses and TechUK to stage a number of events in the city showcasing the tech sector and raising the profile of the industry and the diverse range of career opportunities it supports.”</i></p>		<p>Southampton as the ‘Tech Capital of the South’.</p> <p>Monitor success / impact of events to identify gaps and new ideas that require follow-up support and interventions with external partners.</p>	<p>EDT working with external partners to deliver events e.g. Tech Solent (June 2019), Bash Festival (Aug 2019) Hampshire Games Festival (May 2020), STEAM Festival (July 2020), Venturefest South (March 2020)</p> <p>Partners include Barclays NETWORK Eagle Lab, FutureWorlds, Solent Growth Hub, Etch UK Ltd.</p>	<p>existing budgets, including £6000 towards Venturefest South 2020.</p>
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<p>5. Embark on new, cross-sectoral partnerships to resolve societal problems using technological solutions: <i>“Through the Connected Southampton project there is an opportunity to bring the tech sector together, raise the profile and encourage clusters to</i></p>	<p>EDT</p>	<p>Develop a suite of activities with partners such as Geovation (part of OS) and Innovate UK.</p> <p>Utilise the implementation of SCC’s own digital strategy via the Task Group to drive forward technology based projects that benefit services to the community.</p>	<p>Programme to be launched in November 2019.</p>	<p>Existing internal resource to coordinate a series of events that will be externally funded.</p> <p>Resourcing to be assessed on project by project basis.</p>

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<i>develop by fully engaging with them to help achieve the ambition to address societal challenges through the application of AI and innovation.”</i>		Exploit existing connections with Innovation UK to identify and implement initiatives that contribute towards delivery of the SCC Digital Strategy. Support the Southampton Marine and Maritime Institute proposal to UKRI Strength in Places Fund.	EOI to be submitted in October 2019.	Existing internal resource. Existing internal resource.
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6. Seek to secure long term funding for Creative Growth Southampton	EDT	Assist in bidding opportunities to develop a programme of business support to micro and small enterprises in the Creative & Cultural sector to strengthen City of Culture bid.	Ongoing – including potential bids to Arts Council and LEP to match PUSH contribution for 2020/2021 of £20k.	Existing internal resource.
7. Improve the branding, promotion and packaging of Southampton: <i>“Improve the narrative about what the city’s tech sector has to offer, how the city is promoted and to raise the profile and status of the</i>	EDT	Develop a clear, comprehensive, integrated presentation of the City to maximise investment, engagement and partnership opportunities for residents, visitors and businesses.	Citywide branding and identity project currently underway. Technology narrative to link into this higher level piece of work as well as the promotion of the Mayflower Quarter and a proposition for Southampton as a destination for tech investment. Timing	Budget for extra resources to carry out this exercise to be considered as part of the business planning process for inclusion in the medium term financial strategy in order to deliver a strategic approach to the branding,

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<i>tech sector in Southampton.”</i>			dependent upon completion of the upper level strategic branding work in progress.	promotion and packaging of Southampton that meets multiple aspirations and ambitions e.g. Mayflower Quarter, City of Culture, CofL, Tech Solent etc.
RECOMMENDATION	LEAD	KEY ACTIONS	TIMESCALE / OUTCOME	RESOURCE
8. Utilise the assets and support available to grow the tech sector: <i>“To deliver the ambitions in the Digital Strategy Southampton must utilise all its assets and offers of support to grow the tech sector and with it the economic prosperity of the city.”</i>	EDT	Build upon the existing intelligence of the tech sector, use the Tech Solent brand to further strengthen the co-ordination of business support through a robust programme of business engagement / development.	Incorporated within the business engagement strategy, which will launch in November 2019.	Existing internal resource to develop business engagement and ensure increased alignment with external funding e.g. the ERDF ‘Solent Business Support’ project and the Solent LEP Growth Accelerator programme.
	SDG	Develop proposition for Southampton establishing an AI centre and incorporate within the wider branding work set out above	Initial meeting in Autumn 2019 with Dame Wendy Hall and key local, regional and national stakeholders.	Led by Web Sciences Institute at University of Southampton in partnership with SCC.
	SSM	Launch region-wide roll out of the Future of British Manufacturing Initiative (FOBmi) ‘Digital Catalysts’ programme to retain digital		Fully funded with no cost transactions. Aim is to replicate the model with IoC and other corporate / technology partners.

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		talent and enhance digital capability / absorption of businesses across the Solent.		External funding sought to support growth and innovation across all sectors to increase their rate of digital absorption and enhance digital capability. Further funding sought to support business growth through increased use of technology, knowledge transfer and upskilling.
RECOMMENDATION	LEAD	KEY ACTIONS	TIMESCALE / OUTCOME	RESOURCE
9. Develop a clear offer to grow the Tech sector and a vision as to how technology can help to improve outcomes in Southampton: <i>"...enable a 'smarter' approach, using technology, to improve wellbeing, quality of life and achieve sustained inclusive growth."</i>	SSM	Define 'smart city' features.	Completed February 2019	'Connected City' project part of Corporate Programme '25 for 2025'.
	SDD	Engage FutureGov in helping SCC to reshape design/delivery/impact assessment of public services through use of digital technologies.	Workshop scheduled in Sept 2019 to align with start of 'Connected City' project.	
	SSM	Ensure CofL has inclusion as a core principle underpinning its design/delivery.	Ongoing	

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