

DECISION-MAKER:	CABINET		
SUBJECT:	DIGITAL STRATEGY 2018-22		
DATE OF DECISION:	16 JANUARY 2018		
REPORT OF:	CABINET MEMBER FOR FINANCE		
<u>CONTACT DETAILS</u>			
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STATEMENT OF CONFIDENTIALITY

Not applicable

BRIEF SUMMARY

Southampton City Council aims to be “a modern and sustainable council”. An increasingly central part of achieving this will be the successful application of digital technology, both internally within the council and externally with partners. It will contribute towards achieving the outcomes detailed in the Council Strategy 2016-20. The Digital Strategy (2018-2022) is a key strategic document that sets out a plan 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 showing digital leadership locally and working with others to improve public digital infrastructure.

RECOMMENDATIONS:

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| | (i) | To approve the Digital Strategy 2018-22, included at Appendix 1. |
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REASONS FOR REPORT RECOMMENDATIONS

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| 1. | To ensure that the council has a clear digital strategy that will help guide investment in technology, enable improvement of services and support delivery of other key strategies such as the Customer Strategy. |
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ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

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| 2. | An alternative option is to not develop and adopt a Digital Strategy. This is not recommended as it is important for the council to provide a clear and accessible statement of intent about how it will invest in and apply digital |
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	technology in the future, and how it aims to work with residents, businesses, suppliers and partners such as health bodies.
DETAIL (Including consultation carried out)	
3.	The council has invested in digital technology over many years, but development has been organic rather than guided by an overall strategy. With reduced financial resources it is critical to focus on the approach that will improve efficiency and deliver the best customer experience and value for money. It is also important to give guidance to suppliers and partners on our preferred approach. The Digital Strategy fills this gap.
4.	The Strategy has been developed internally but using a wide range of external inputs including other council strategies, expert advice (including from Capita) and analysis of industry trends. A key plank of the strategy is to develop feedback tools for customers so that their views on the council (including its technology approach) can be sought and received digitally.
5.	This Strategy covers the period 2018-22 and will be reviewed periodically to respond to new technological innovations, government regulations and the council's own service development. Given the fast-changing technology agenda it is difficult to project further forward in any detail, but the Strategy defines a direction of travel that will remain valid even as the technological means of delivery changes.
6.	The Strategy closely reflects other council strategies, in particular the Customer Strategy which is also being presented to Cabinet in January 2018. It defines the following digital vision: better customer experiences, greater independence and improved working through making the best use of information and technology.
7.	The Strategy defines three aims: <ul style="list-style-type: none"> • 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.
8.	The Strategy also defines four external outcomes and two internal outcomes: <ul style="list-style-type: none"> • Digital is the first choice for most customers • Public services in Southampton are digitally 'joined up' • Digital data is secure, accurate and well-managed • Southampton has a growing digital economy • The council operates flexible, efficient and resilient digital systems • The council is known for its digital skills.
9.	Finally, the Strategy lists some broad actions that the council will take to realise its digital vision. A more detailed action plan will guide business planning in the council. This action plan will be reviewed regularly to ensure it remains relevant, and to ensure the strategic outcomes are being delivered.
RESOURCE IMPLICATIONS	

<u>Capital/Revenue</u>	
10.	There are no direct financial implications arising from the adoption of the Digital Strategy. Any indirect financial implications will need to be contained within existing budgets. All immediate activity is already accounted for in existing budgets and other projects in development, or yet to be developed, will be considered for feasibility within normal yearly budgeting activity.
<u>Property/Other</u>	
11.	The draft Strategy may require changes to the physical fabric of the Civic Centre and other offices, for example to boost Wifi capacity or because servers are no longer needed on site when systems move to cloud hosting. These matters are under discussion with the Capital Assets team.
LEGAL IMPLICATIONS	
<u>Statutory power to undertake proposals in the report:</u>	
12.	The council has the necessary powers to approve this draft Strategy in accordance with s.111 Local Government Act 1972 (the power to do anything calculated to facilitate the delivery of primary functions).
<u>Other Legal Implications:</u>	
13.	The strategy has been assessed in accordance with the Council's duties under the Equality Act 2010 and in particular s.149, the Public Sector Equality Duty, which requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their activities. The move to digital services must take into account the impact on all people but particularly those having protected characteristics under the Act such as the elderly, the disabled etc who may require additional measures to support their use of digital services. These will be more fully assessed and addressed as individual projects and changes to infrastructure are developed. In addition, the strategy has been compiled having regard to the Council's duties under the Data Protection Act 1998 (DPA) and the General Data Protection Regulation (GDPR) including the revised data protection duties coming into effect in April 2018. Again, all projects and changes to processes and systems that store or utilise personal information will require thorough assessment of the impacts and compliance with the requirements of the DPA and GDPR.
RISK MANAGEMENT IMPLICATIONS	
14.	Strategic risks are managed through an existing framework of the Corporate Risk Register, the Contract Procedure Rules and the Financial Procedure Rules and Public Procurement Law. Adoption of the Digital Strategy will help to reduce these risks for the council, for example risks concerning customer service, data security, service transformation and partnership working with health bodies.
15.	New risks may arise from new projects and investment, or if current risks are left unaddressed, for example computers that need to be replaced. These risks will be controlled at programme and project level, for example by managing the digital programme robustly, planning carefully for the move to

	new digital platforms and implementing strong governance for data cleansing and migration.
POLICY FRAMEWORK IMPLICATIONS	
16.	The Digital Strategy will support the delivery of the Council Strategy 2016-2020 and the Council's Policy Framework.

KEY DECISION?	No	
<u>SUPPORTING DOCUMENTATION</u>		
Appendices		
1.	Draft Digital Strategy 2018-22	
Documents In Members' Rooms		
1.	None	
Equality Impact Assessment		
The adoption of the Strategy itself does not change any services and therefore the ESIA that has been completed is high-level rather than detailed. As projects and services are changed in line with the Strategy and brought forward for approval, specific ESIAs will be brought forward at the same time.		Yes
Privacy Impact Assessment		
Do the implications/subject of the report require a Privacy Impact Assessment (PIA) to be carried out?		Yes
Other Background Documents		
Equality Impact Assessment and Other Background documents available for inspection at:		
	None	