

DECISION-MAKER:	CABINET
SUBJECT:	Digital Strategy 2024-2030
DATE OF DECISION:	25 June 2024
REPORT OF:	COUNCILLOR LETTS CABINET MEMBER FOR FINANCE AND CORPORATE SERVICES

<u>CONTACT DETAILS</u>			
Executive Director	Title	Executive Director Enabling Services	
	Name:	Mel Creighton	Tel: 023 8083 3528
	E-mail	Mel.creighton@southampton.gov.uk	
Author:	Title	Director of Digital	
	Name:	Gavin Muncaster	Tel: 023 8083 2082
	E-mail	Gavin.muncaster@southampton.gov.uk	

STATEMENT OF CONFIDENTIALITY
None

BRIEF SUMMARY
<p>The 2024-2030 Digital Strategy has been created to set out the Vision, Principles, Priorities and roadmap for Digital services in Southampton City Council over the coming years. The strategy was informed through workshops and interviews with all council directorates, an organisation wide digital maturity assessment, skills and capability assessment and a review of the technology and infrastructure architecture. The paper seeks approval for the adoption of the Digital strategy and associated priorities and roadmap for delivery.</p>

RECOMMENDATIONS:	
(i)	To adopt the 2024-2030 Digital Strategy including the principles, priorities and roadmaps as defined.
(ii)	To support the alignment of services and projects to the new digital strategy ensuring consistency across the authority and supporting closer working across the wider city and sub-region.

REASONS FOR REPORT RECOMMENDATIONS	
1.	<p>Significant progress has been made through the delivery of the current IT Strategy with replacement hardware and infrastructure being delivered and the implementation of modern work-place tools completed. These have provided good IT foundations and allowed us to embed flexible working practices across the authority. However, to maximise the opportunities that new tools such as AI, Automation and greater self-service afford it is important that we move to a more holistic, cross-cutting digital approach to our services. Therefore, the new Digital Strategy 2024-2030 has been created and its adoption will be important if we are to support the delivery of the corporate objectives.</p>

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED	
2.	<p>Continue with the existing IT strategy and not develop a new approach.</p> <p>This was rejected as there is too much of a requirement on the use of digital tools to help deliver better and more affordable services. To deliver the aims of the corporate plan a broader digital strategy is required.</p>
3.	<p>Create new IT strategy.</p> <p>The option of simply evolving the current IT strategy, with focus on IT equipment and infrastructure was rejected as it would not meet the needs of the organisation. The research into the proposed strategy showed that the council is in a strong position in terms of underlying infrastructure and tools and whilst these could continue to be improved it would now allow the step change needed to be a truly digital city.</p>
DETAIL (Including consultation carried out)	
4.	<p>The Digital Strategy was developed over a 9-month period during 2023. Extensive research was carried across all directorates including five digital maturity assessment workshops, two capability review workshops, a review of current and planned governance arrangements, cost modelling of the existing service and a review of the technology and architecture within the organisation.</p>
5.	<p>Investigatory work was considered alongside corporate and directorate plans and priorities when developing the Digital Strategy to ensure tight alignment between corporate and council priorities with those set out in the Digital Strategy.</p>
6.	<p>There has also been close work to ensure that the refreshed Data Strategy and Customer Strategy are fully aligned with each other, supporting the same priorities and with aligned work plans. This will help ensure any digital and technology initiatives and priorities match those required to deliver the Data and customer strategies.</p>
7.	<p>Key themes identified in the revised digital strategy are People & Skills, Organisation & Process and Service Design & Implementation. All are underpinned with a strong focus on architecture and technology.</p>
8.	<p>Within each theme priorities have been defined with the associated roadmap for delivery created. Priorities are grouped based on a 'Now / Next / Later' approach to give the correct order for delivery but with flexibility on timing to be delivered alongside emerging priorities from the transformation programme.</p>
9.	<p>There is a strong focus on good service design, supported by the appropriate design standards and toolkits, to ensure that any digital services created are focussed on the needs of the users whether they be residents, businesses, staff and councillors or partners and organisations across the wider city and sub-region.</p>
10.	<p>With the ever-increasing reliance on the use of digital tools and technologies such as AI, Automation and data and analytics having a robust, cross-cutting digital strategy is essential. Delivery of the strategy will ensure the Council remains at the forefront of modern, digitally enabled, organisations.</p>

11.	Adoption of the new digital strategy will support further steps forward in the delivery of services by the council and ensuring that maximum opportunity and benefit is derived from modern and emerging digital tools.
RESOURCE IMPLICATIONS	
<u>Capital/Revenue</u>	
12.	Whilst there are no specific revenue and budget requirements from the adoption of this strategy, there are projects that will need to be costed and added to the capital programme or revenue account. Those projects already in train will be aligned to the principles and priorities set out the digital strategy. For example, the transformation projects identified as part of the “Adapt, Grow, Thrive” programme, social care system replacement and consolidation of property asset management solutions have their own business cases with capital/revenue requirements and associated benefits set out there.
13.	There will also need to be a review of the training programme for staff to ensure the workforce digital training and skills are catered for enabling successful implementation.
14.	The digital skills, tools and practices identified in the strategy will enable the delivery of cost reductions and more effective services in all areas across the authority.
<u>Property/Other</u>	
15.	There are no specific property implications however some of the technologies and services noted will mean that corporate properties are connected to digital services as effectively as they can be.
16.	The monitoring of progress for implementation and adoption will be through the transformation board initially. The strategy will be reviewed annually to ensure it is relevant and reflective of new developments in the digital environment.
LEGAL IMPLICATIONS	
<u>Statutory power to undertake proposals in the report:</u>	
17.	Section 111 Local Government Act 1972 and Section 1 Localism Act 2011
<u>Other Legal Implications:</u>	
18.	Any purchasing that is required will be completed via the appropriate procurement route.
RISK MANAGEMENT IMPLICATIONS	
19.	Individual projects related to the delivery of the Digital Strategy would be subject to their own risk management processes as part of the appropriate project delivery or procurement approach.
POLICY FRAMEWORK IMPLICATIONS	
20.	The Digital Strategy, alongside the Data and Customer Strategies will be key strategies for delivering the corporate objectives from 2024-2030

KEY DECISION?	No	
WARDS/COMMUNITIES AFFECTED:	none	
<u>SUPPORTING DOCUMENTATION</u>		
Appendices		
1.	Digital Strategy 2024-2030	
2.	ESIA	
Documents In Members' Rooms		
1.	SOCITM Final Report	
2.	Delivery Roadmap	
Equality Impact Assessment		
Do the implications/subject of the report require an Equality and Safety Impact Assessment (ESIA) to be carried out.		Yes
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		
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.	SOCITM Final Report	
2.	Delivery Roadmap	