

# OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Thursday, 15th December, 2011  
at 5.00 pm

## Council Chamber - Civic Centre

This meeting is open to the public

### Members

Councillor Barnes-Andrews (Chair)  
Councillor Vinson (Vice-Chair)  
Councillor Fitzgerald  
Councillor B Harris  
Councillor Kolker  
Councillor Mead  
Councillor Morrell  
Councillor Stevens  
Councillor Walker  
Councillor Dr R Williams

### Appointed Members

Mr J Bettridge, (Parent Governor Representative)  
Mrs U Topp, (Roman Catholic Church)  
Mr T Blackshaw, The Church of England  
(Dioceses of Winchester & Portsmouth)  
Vacancy – Primary Parent Governors  
Representative

### Contacts

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## **PUBLIC INFORMATION**

### **Role of Overview and Scrutiny**

Overview and Scrutiny includes the following three functions:

- Holding the Executive to account by questioning and evaluating the Executive's actions, both before and after decisions taken.
- Developing and reviewing Council policies, including the Policy Framework and Budget Strategy.
- Making reports and recommendations on any aspect of Council business and other matters that affect the City and its citizens.

Overview and Scrutiny can ask the Executive to reconsider a decision, but they do not have the power to change the decision themselves.

### **Overview and Scrutiny Management Committee**

The Overview and Scrutiny Management Committee holds the Executive to account, exercises the call-in process, and sets and monitors standards for scrutiny. It formulates a programme of scrutiny inquiries and appoints Scrutiny Panels to undertake them. Members of the Executive cannot serve on this Committee.

### **Southampton City Council's Priorities**

- More jobs for local people
- More local people who are well education and skilled
- A better and safer place in which to live and invest
- Better protection for children and young people
- Support for the most vulnerable people and families
- Reducing health inequalities
- Reshaping the Council for the future

### **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 disabled people. Please contact the Democratic Support Officer who will help to make any necessary arrangements.

### **Dates of Meetings: Municipal Year 2011/12**

<b>2011</b>	<b>2012</b>
2 June	12 January
30 June	26 January *
28 July	9 February
25 August	8 March
22 September	12 April
20 October	
17 November	
1 December *	
15 December	
* Additional dates	

## **CONDUCT OF MEETING**

### **Terms of Reference**

The general role and terms of reference for 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.

### **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.

### **Disclosure of Interests**

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

### **Personal Interests**

A Member must regard himself or herself as having a personal interest in any matter:

- (i) if the matter relates to an interest in the Member's register of interests; or
- (ii) if a decision upon a matter might reasonably be regarded as affecting to a greater extent than other Council Tax payers, ratepayers and inhabitants of the District, the wellbeing or financial position of himself or herself, a relative or a friend or:-
  - (a) any employment or business carried on by such person;
  - (b) any person who employs or has appointed such a person, any firm in which such a person is a partner, or any company of which such a person is a director;
  - (c) any corporate body in which such a person has a beneficial interest in a class of securities exceeding the nominal value of £5,000; or
  - (d) any body listed in Article 14(a) to (e) in which such a person holds a position of general control or management.

A Member must disclose a personal interest

### **Business to be discussed**

Only those items listed on the attached agenda may be considered at this meeting.

### **Quorum**

The minimum number of appointed Members required to be in attendance to hold the meeting is 4.

## **Prejudicial Interests**

Having identified a personal interest, a Member must consider whether a member of the public with knowledge of the relevant facts would reasonably think that the interest was so significant and particular that it could prejudice that Member's judgement of the public interest. If that is the case, the interest must be regarded as "prejudicial" and the Member must disclose the interest and withdraw from the meeting room during discussion on the item.

It should be noted that a prejudicial interest may apply to part or the whole of an item.

Where there are a series of inter-related financial or resource matters, with a limited resource available, under consideration a prejudicial interest in one matter relating to that resource may lead to a member being excluded from considering the other matters relating to that same limited resource.

There are some limited exceptions.

Note: Members are encouraged to seek advice from the Monitoring Officer or his staff in Democratic Services if they have any problems or concerns in relation to the above.

## **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

**Agendas and papers are now available online via the Council's Website**

### **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 PREJUDICIAL INTERESTS**

In accordance with the Local Government Act, 2000, and the Council's Code of Conduct adopted on 16th May, 2007, Members to disclose any personal or prejudicial interests in any matter included on the agenda for this meeting.

NOTE: Members are reminded that, where applicable, they must complete the appropriate form recording details of any such interests and hand it to the Democratic Support Officer prior to the commencement of 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)**

To approve and sign as a correct record the Minutes of the meetings held on 17<sup>th</sup> November 2011 and the 1<sup>st</sup> December 2011 and to deal with any matters arising, attached.

### **7 CALL IN OF EXECUTIVE DECISION CAB 11/12 7331 - SOUTHAMPTON CITY COUNCIL'S CHANGE PROGRAMME**

Report of the Head of Corporate Policy and Performance detailing the call-in of the Cabinet Decision, attached.

**8 EXCLUSION OF THE PRESS AND PUBLIC - CONFIDENTIAL PAPERS INCLUDED IN THE FOLLOWING ITEM**

To move that in accordance with the Council's Constitution, specifically the Access to Information Procedure Rules contained within the Constitution, the press and public be excluded from the meeting in respect of any consideration of the confidential appendix to the following Item

Confidential Appendix 3 contains information deemed to be exempt from general publication based on Category 3 of paragraph 10.4 of the Council's Access to Information Procedure Rules. The appendix includes a table showing the rental income and values of property which, if disclosed prior to entering into any contracts, could put the Council at a commercial disadvantage. In applying the public interest test it is not considered appropriate to publish this information as it could influence bids for a property which may be to the Council's financial detriment.

**9 FORWARD PLAN**

Report of the Head of Corporate Policy and Performance detailing items requested for discussion from the current Forward Plan, attached.

**10 CAPITA PROPERTY SERVICES PERFORMANCE REVIEW**

Report of the Head of Property and Procurement setting out an overview of the Capita Property Services Performance Review, attached.

**11 SECOND QUARTER PERFORMANCE MONITORING FOR 2011/12**

Report of the Head of Corporate Policy and Performance detail performance for the above quarter, attached.

**12 MONITORING SCRUTINY RECOMMENDATIONS TO THE EXECUTIVE**

Report of the Head of Corporate Policy and Performance, detailing actions and monitoring progress of the recommendations of the Panel, attached.

**BIG SOCIETY INQUIRY FROM 6:30 PM**

**13 BIG SOCIETY INQUIRY - AN INTRODUCTION TO CORPORATE SOCIAL RESPONSIBILITY AND VOLUNTEERING IN SOUTHAMPTON**

Report of the Head of Corporate Policy and Performance providing an introduction to corporate responsibility and volunteering in Southampton, attached.

# Agenda Item 6

Attached to this item there are two sets of minutes

- 17<sup>th</sup> November 2011
- 1<sup>st</sup> December 2011

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# Agenda Item 6

Appendix 1

## OVERVIEW AND SCRUTINY COMMITTEE MEETING MINUTES OF THE MEETING HELD ON THE 17 NOVEMBER 2011

### Present:

Councillors Barnes-Andrews (Chair), Vinson, Fitzgerald, B Harris, Kolker, Mead, Stevens, Dr R Williams and Furnell

### Apologies

Councillors Morrell and Walker, Mr J Bettridge, Mrs U Topp and Mr T Blackshaw

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

The Committee noted that Councillor Furnell was in attendance as a nominated substitute for Councillor Morrell in accordance with Council Procedure Rule for the purposes of this meeting.

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

**RESOLVED** that the minutes for the Committee meeting held on 20 October 2011 be approved as a correct record. (copy of the minutes circulated with agenda and appended to the signed minutes)

### 36. **APPEAL AGAINST DECISION NOT TO ALLOW A PETITION**

The Committee considered the report of the Head of Legal, HR and Democratic Services detailing the request for a review of a decision not to allow a petition. (Copy of the report circulated with the agenda and appended to the signed minutes).

**RESOLVED** that the Committee requested that the Head of Legal, HR and Democratic Services meets with the Citizens Advice Bureau to discuss the issues raised by the Petitioner and reports back the outcomes of the meeting to the Overview and Scrutiny Management Committee and the Petitioner

### 37. **FORWARD PLAN**

The Committee considered the report of the Head of Corporate Policy and Performance detailing items requested for discussion from the current Forward Plan; and seeking the Committee's indication as to what items, scheduled for the period December 2011 to March 2012, will be required for discussion, (Copy of the report circulated with the agenda and appended to the signed minutes)

#### **RESOLVED**

- (i) that the Committee indicated that the following item detailed in the December 2011 to March 2012 be discussed at the 15<sup>th</sup> December meeting of the Committee:
  - Re-categorisation of investment properties
- (ii) that the Committee noted the report of Director for Economic Development detailing the Council Change Programme and that the Committee would be further updated in March 2012;

- (iii) that the Committee noted the report of the Cabinet Member for Resources, Leisure and Culture detailing the Accommodation Strategy Update

38. **ADULT SOCIAL CARE - OPTIONS FOR ALTERNATIVE DELIVERY VEHICLES**

The Committee considered the report of the Executive Director of Health and Adult Social Care detailing the options for the delivery of adult social care. (Copy of the report circulated with the agenda and appended to the signed minutes).

**RESOLVED** that the Committee noted that the predictions that the current delivery vehicle for adult social care in the City would become increasingly unsustainable and urged the Executive to resolve the issue of the appropriate delivery vehicle for adult social care as a matter of urgency.

39. **MONITORING SCRUTINY RECOMMENDATIONS TO THE EXECUTIVE**

The Committee noted the report of the Head of Corporate Policy and Performance, detailing actions and monitoring progress of the recommendations of the Panel. (Copy of the report circulated with the agenda and appended to the signed minutes).

40. **THE BIG SOCIETY - NATIONAL BEST PRACTICE**

The Committee considered the report of Director of Economic Development providing the Committee with an overview of some national case studies that contribute to the Big Society agenda (Copy of the report circulated with the agenda and appended to the signed minutes).

**RESOLVED**. that further information on the following projects listed in report be presented to the Committee:

- Big Society Fund – Oxfordshire Council;
- Shopping Bus – East Finchley Council;
- Sutton Libraries - Sutton Council; and
- Swindon Family LIFE – Swindon Council.

41. **THE BIG SOCIETY - INTRODUCTION TO RE:GENERATE**

The Committee considered the report of Director of Economic Development providing an introduction to the Re:generate Trust (Copy of the report circulated with the agenda and appended to the signed minutes).

Stephen Kearney, Chief Executive of the Re-generate Trust, was present and, with the consent of the Chair, addressed the meeting and made the following points:

- how Regenerate's strategy builds on the hidden talents of the individual resulting in personal growth and local action which in turn should lead to an impact on society;
- how relationships and networks are developed that will identify people's concerns and encourage them to take action through the intelligent shifting of power;
- the importance of developing a strategy that gets to the root cause;
- the importance of listening and building trust, respect and relationships;
- the need to develop active networks that link people locally, regionally and nationally;

- the importance of transforming people's attitude to the state and agencies through action and reflection;
- the enhancement of local and national democracy
- the importance of empowering individuals and groups through facilitation and not by undertaken the task on their behalf; and
- the need to monitor and reflect on your own role and impact

**RESOLVED** that the Committee noted the presentation and report and that the information provided be entered into the Inquiry's file of evidence.

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OVERVIEW AND SCRUTINY COMMITTEE MEETING  
MINUTES OF THE MEETING HELD ON THE 1 DECEMBER 2011

Present:

Councillors Barnes-Andrews (Chair), Vinson, Fitzgerald, B Harris, Kolker, Mead, Morrell, Stevens and Dr R Williams

Apologies

Councillors Walker, Mr J Bettridge, Mrs U Topp and Mr T Blackshaw

42. **THE BIG SOCIETY - LOCAL UPDATE**

The Committee considered a report of the Director of Economic Development providing the Committee with an overview of local projects in Southampton and case studies that link to the Big Society agenda.

The Committee received a number of presentations from representatives of the organisations set out in the report.

Iane Ames, Co-ordinator for Training for Work in Communities (TWICS) detailed for the Committee:

- the background and aims of the organisation;
- who the organisation trains, supports and advises local volunteers across the City including the most deprived areas;
- how the provision of training enables those with biggest need and highest skills gap with the confidence to provoke change;
- the similarity between TWICS and the big society aims of community empowerment;
- a number of projects where TWICS has enabled change and detailed the range of support given to organisations in similar project types in areas of contrasting social mobility e.g. the Mansel Park and St James Park projects; and
- the potential difficulties raised by the increasing commissioning of services and projects.

Pete White from the Life Church, Southampton detailed for the Committee:

- the background to the Church;
- how the Church had been approached to take over the running of the Ebenezer Gospel Hall in Weston;
- the current use of the Hall and how the Church aimed to continue and expand on the provision of Youth Services in the area. It was further explained that provision of services to the young in the area was provided by the church with no restrictions on faith; and
- the sites potential to be redeveloped as purpose built centre that incorporated community based functions like a library or a café.

Rick Harwood, Chief Executive of the West Itchen Community Trust detailed for the Committee:

- the Trust's background and history detailing how it was set up through SRB2 programme and how it supports community development as set out in the aims and vision of the trust;
- that the sale of the Trust's previous headquarters had provided a substantial investment fund which has enabled the trust to secure a portfolio of property that can support the aims of the trust;
- that the Trust had looked to securing the skills it needed in house to continue the work of the trust by the provision of a cost effective property portfolio;
- that the trust was working with Re-generate to train community organisers; and
- detailed a number of projects that the trust had taken part in.

**RESOLVED** that the Committee noted the presentations and report and that the information provided be entered into the Inquiry's file of evidence.

# Agenda Item 7

<b>DECISION-MAKER:</b>	OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE
<b>SUBJECT:</b>	CALL IN OF EXECUTIVE DECISION CAB 11/12 7331 – SOUTHAMPTON CITY COUNCIL'S CHANGE PROGRAMME
<b>DATE OF DECISION:</b>	15 DECEMBER 2011
<b>REPORT OF:</b>	HEAD OF CORPORATE POLICY AND PERFORMANCE
<b>STATEMENT OF CONFIDENTIALITY</b>	
None	

## **BRIEF SUMMARY**

A Call-In notice has been received from the Chair of the Overview and Scrutiny Management Committee (OSMC) in respect of a decision made by the Cabinet on 21<sup>st</sup> November 2011 relating to Southampton City Council's Change Programme.

## **RECOMMENDATIONS:**

Following consideration of the attached Cabinet report, related appendices and Decision Notice, the Committee is recommended either:-

- (i) to recommend that the Decision Makers re-consider the called-in decision at the next decision meeting; or
- (ii) to advise the Decision Makers that the Scrutiny Committee does not recommend that the decision be reconsidered and that it can therefore be implemented without delay.

## **REASONS FOR REPORT RECOMMENDATIONS**

1. The recommendations reflect the options available to the Overview and Scrutiny Management Committee through the implementation of the agreed Call-In process.

## **ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

2. Not applicable.

## **DETAIL (Including consultation carried out)**

3. A Call-In notice signed by the Chair of the OSMC has been received in accordance with Paragraph 12 of the Overview and Scrutiny Procedure Rules set out in Part 4 of the Council's Constitution. The Call-In notice relates to the decision made by the Cabinet on 21<sup>st</sup> November 2011 in respect of Southampton City Council's Change Programme.
4. Paragraph 12 of the Overview and Scrutiny Procedure Rules provides a mechanism for members of the Overview and Scrutiny Management Committee to challenge executive decisions that have been made but not Implemented. The papers attached to this report relate to the decision that has been called in under this procedure and include:
  - The Call-In Notice: Detailing who called-in the decision and why (Appendix 1)
  - The Decision Notice: Detailing the decision taken and the reasons for the decision (Appendix 2)
  - The Decision Report: The report on which the decision was based and related appendices (Appendix 3).

5. It is now for the OSMC to discuss the subject of the Call-In with the Leader of the Council and the Chief Executive and to determine whether it wishes the decision makers to re-consider the previous decision, or to clear the proposal for implementation without further re- consideration.

## **RESOURCE IMPLICATIONS**

### **Capital/Revenue**

6. The relevant details are set out in Appendix 3.

### **Property/Other**

7. The relevant details are set out in Appendix 3.

## **LEGAL IMPLICATIONS**

### **Statutory power to undertake proposals in the report:**

8. The relevant details are set out in Appendix 3.  
The duty to undertake overview and scrutiny is set out in Section 21 of the Local Government Act 2000 and the Local Government and Public Involvement in Health Act 2007.

### **Other Legal Implications:**

9. None.

## **POLICY FRAMEWORK IMPLICATIONS**

10. The relevant details are set out in Appendix 3.

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**KEY DECISION?** Yes

<b>WARDS/COMMUNITIES AFFECTED:</b>	None directly as a result of this report.
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**SUPPORTING DOCUMENTATION**

**Non-confidential appendices are in the Members' Rooms and can be accessed on-line**

**Appendices**

1.	Call In Notice
2.	Decision Notice
3.	Decision Report

**Documents In Members' Rooms**

	None
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**Integrated Impact Assessment**

Do the implications/subject of the report require an Integrated Impact Assessment (IIA) to be carried out.	No
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**Other Background Documents**

**Integrated 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)
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	None	
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## NOTICE OF CALL-IN

In accordance with rule 12 of the Overview & Scrutiny procedure rules of the Council's Constitution, a request is hereby made that the Head of Corporate Policy and Performance exercise the call-in of the decision identified below for consideration by Overview and Scrutiny Management Committee.

Decision Number: CAB 11/12 7331 – Southampton City Council's Change Programme
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Decision Taker: Cabinet
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Date of Decision: 21 <sup>st</sup> November 2011
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Reason(s) for Requisition of Call-In of Decision:

- |   |
|---|
| <ul style="list-style-type: none"><li>To provide clarification relating to how elected members will engage with the Council's Change Programme.</li></ul> |
|---|

Call-In Requested by:

Name	Signature	Date
Cllr Barnes-Andrews		29/11/11

All Members requesting that a Decision be Called-In must sign this Call-In Notice. A decision may be called in by:

- The Chair of Overview and Scrutiny Management Committee
- Any 2 Members of Overview and Scrutiny Management Committee
- In respect of a Decision relating to Education, any 2 Parent Governor or Church Representatives

Please submit to the Head of Corporate Policy and Performance within 5 clear days of the publication of the relevant decision.

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## RECORD OF EXECUTIVE DECISION

Monday, 21 November 2011

**Decision No:** (CAB 11/12 7331)

DECISION-MAKER:	CABINET
PORTFOLIO AREA:	LEADER OF THE COUNCIL
SUBJECT:	SOUTHAMPTON CITY COUNCIL'S CHANGE PROGRAMME
AUTHOR:	Dawn Baxendale

### THE DECISION

- (i) To approve the Change Programme.
- (ii) To delegate authority to the Chief Executive to develop and implement the Change Programme projects detailed in this report, following consultation with the Leader of the Council.
- (iii) To delegate authority to the Chief Executive, following consultation with the Director of Corporate Services and the Senior Manager, Finance, to progress options for delivering services through third party bodies using a range of governance structures and models, including (but not limited to) a Local Authority Trading Company.

### REASONS FOR THE DECISION

The financial challenges faced by the Council makes it imperative for the Council to adopt radical and different approaches to meeting customer needs, service delivery models and maximising the potential of our employees. The Change Programme will help us do this and shape the Council for the future. In doing so, the Change Programme will help us become more 'customer-focussed', 'efficient' and 'business-like'.

### DETAILS OF ANY ALTERNATIVE OPTIONS

None.

### OTHER RELEVANT MATTERS CONCERNING THE DECISION

None.

**CONFLICTS OF INTEREST**

None.

**CONFIRMED AS A TRUE RECORD**

We certify that the decision this document records was made in accordance with the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000 and is a true and accurate record of that decision.

Date: 21 November 2011

Decision Maker:  
The Cabinet

Proper Officer:  
Judy Cordell

**SCRUTINY**

Note: This decision will come in to force at the expiry of 5 working days from the date of publication subject to any review under the Council's Scrutiny "Call-In" provisions.

Call-In Period expires on

Date of Call-in *(if applicable) (this suspends implementation)*

Call-in Procedure completed *(if applicable)*

Call-in heard by *(if applicable)*

Results of Call-in *(if applicable)*

<b>DECISION-MAKER:</b>	FULL COUNCIL CABINET
<b>SUBJECT:</b>	SOUTHAMPTON CITY COUNCIL'S CHANGE PROGRAMME
<b>DATE OF DECISION:</b>	16 NOVEMBER 2011 21 NOVEMBER 2011
<b>REPORT OF:</b>	THE LEADER AND THE CHIEF EXECUTIVE
<b>STATEMENT OF CONFIDENTIALITY</b>	
None	

### BRIEF SUMMARY

Southampton City Council aims to be a modern, efficient organisation focussed on and valued by its customers, an ambitious, innovative and leading employer setting high standards and *the* central city and Solent region partner. Given that the Council has to reduce its budget by around £76 million over the period 2011/12 – 2014/15, it is essential that we consider how to shape the council for the future. This report provides details about the Change Programme which will help us to transform the way we do business to reduce our targetable gross costs by 25% over 3 years and to be a fit for purpose organisation by 2015. It sets out why our Council needs to change, what we plan to achieve through change, and the main building blocks of our Change Programme.

### RECOMMENDATIONS:

#### Council

- (i) Consider and note the Change Programme set out in this report, due to be considered by Cabinet on 21<sup>st</sup> November 2011.

#### Cabinet

- (i) Approve the Change Programme.
- (ii) Delegate authority to the Chief Executive to develop and implement the Change Programme projects detailed in this report, following consultation with the Leader of the Council.
- (iii) Delegate authority to the Chief Executive, following consultation with the Director of Corporate Services and the Senior Manager, Finance, to progress options for delivering services through third party bodies using a range of governance structures and models, including (but not limited to) a Local Authority Trading Company.

### REASONS FOR REPORT RECOMMENDATIONS

The financial challenges faced by the Council makes it imperative for the Council to adopt radical and different approaches to meeting customer needs, service delivery models and maximising the potential of our employees. The Change Programme will help us do this and shape the Council for the future. In doing so, the Change Programme will help us become more 'customer-focussed', 'efficient' and 'business-like'.

## ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

None

### DETAIL (Including consultation carried out)

1. Southampton City Council aims to be:
  - A modern, efficient organisation focussed on and valued by its customers, delivering quality public services and leading economic development. We care about our customers and we are eager to keep improving.
  - An ambitious, innovative and leading employer setting high standards, with a strong team ethos, an excellent reputation with its customers, pride and loyalty from its employees; an excellent employer that people from the widest range of skills and experience aspire to work for.
  - *The* central city and Solent region partner who leads strategically, understands the important goals of other strategic partners, works effectively and collaboratively on priority goals and changes the big picture of Southampton and the region for the better.
2. To achieve these aims, we need to change, become more streamlined and shape Southampton City Council for the future. The way the Council has been organised was right for the past, and has enabled the City Council to achieve a great deal, delivering good and improving services. However enormous changes are taking place to the public sector and we must ensure that Southampton City Council now progresses to be right for the future – to ensure that we take the opportunities as well as meet the challenges that the future holds.

### Drivers for change

3. The public sector across the UK is being forced to make profound changes in the way it functions. Changes at a national level have meant significant loss of funding for some activities, less emphasis on the administration of planning, measurement and monitoring and major changes in the structures for regional, sub regional and partner organisations. Against this backdrop of radical change to the world in which we work, there are further significant changes being currently progressed to the public sector at a local level, for example:
  - A changing public sector role and structure - increased diversity, less regimentation, more innovation
  - The Local Ombudsman will be given increased powers, requiring implementation by Local Authorities
  - Standards Boards will be axed, with new legislation to be introduced to criminalise specific acts of wrong doing within councils
  - New, elected Police and Crime Commissioners will set budgets and strategic plans for police forces across England and Wales, as well as appointing chief constables.
  - Requirements are placed on us by the new Best Value Guidance - Best Value authorities are under a general Duty of Best Value to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”.

- The changes in Health that have a significant impact include the integration of public health within the City Council and the establishment of a GP led Clinical Commissioning Group for the City.
4. Councils up and down the country have:
- Less money but more freedom on how to use these resources due to reduced ring fencing. However, there are greater demands on resources. We continue to face demographic changes, particularly the youngest and oldest leading to greater demands on our services. Due to the increasing impact of central financial reforms felt by residents, there will be more high need, high cost customers.
  - Opportunities to do things differently, more regional flexibility, increased local transparency as a result of changes to the inspection regimes, less national reporting and less central accountability. This could lead to stronger local performance management and increased role for our communities.
  - Customers have greater public expectation, there is an increase in personalisation of services, an enhanced role for local councillors and local communities through the Big Society agenda and the public service reform leading to local service changes.
5. Local government now has the opportunity to re-shape its use of resources, to re-calibrate how it spends those resources – where possible reducing unnecessary bureaucracy and processes, in favour of investment in its priority public-facing services. We need to change and transform in order to:
- Deliver services that meet the needs of our customers with much reduced resources from central Government – in our case we need to reduce our costs over the coming three years by more than £50 million pounds and this is over and above the savings made in 2011/12 which was the first year of the four year Comprehensive Spending Review announced by the Government in 2010.
  - We cannot deal with this scale of imperative by simply cutting back: cutting back by this enormous amount would reduce services to a point that in many cases would result in the Council being unable to deliver an acceptable standard of service to our customers or meet statutory requirements.
  - Meet the challenge of being the best that we can be for our customers. Our customers expect excellent customer service from an efficient business-like Council, and they have told us very clearly that above all they want to see more economic development. By 'economic development' it is clear that they mean more jobs, including more skilled and higher paid jobs, more prosperity, in a developing and attractive city.
  - Change the culture of the organisation and use new thinking to root out unproductive processes and bureaucracy while empowering staff to be more customer focused, innovative, share information and work across services and directorates to achieve the best for our customers.
  - Localism/better commissioning/less direct delivery/better performance monitoring.

### **How could we respond?**

6. Councils are developing new models of working – no one-size fits-all model for local government. We could:
  - Seize the opportunity to develop a new role, new approaches and embrace wholesale change. Time to move away from piecemeal changes and salami slicing
  - Explore different funding options and revenue raising opportunities. Greater pooled budgets and a 'whole system' approach to resources. Better understanding of costs, cash flows and cost drivers
  - Focus more on the future. Increase long term planning, understand changing needs and our residents and customers better
  - Focus on the workforce. Ensure its workforce is fit for purpose, fully trained and supported.
  - Not be afraid to stop doing things
  - Explore alternative sources of provision. Devolve responsibility to others if it will improve outcomes and VFM
  - Increase our investment in prevention and early intervention, backed by a full understanding of impact and VFM.
  - Ensure providers (including internal services) are held to account against outcome targets and incentivise high performance.
  - Develop a strong local performance management regime and internal accountability. Need to replace external regulation and inspection and focus on what matters to Southampton and our priorities.
  - Improve our use and understanding of evidence and data across the Council. Ensure commissioning is based on the best available data. Understand the inputs, outputs and costs for all services.
  - Make better use of technology including social media and web based services. Don't be afraid to try new things and take calculated risks.
  - Encourage the big society and the value that the voluntary sector has in prevention and service delivery.
  - Develop our partnerships and new partnership arrangements. Move away from silo working both internally and externally and ensure there is shared vision across the City for how we can improve.
  - Embrace innovation. Learn from others locally, nationally and internationally but don't be afraid to go first.

### **The Change Programme**

7. The Change Programme will help us to respond by:
  - Transforming the way we do business to reduce our targetable gross costs by 25% in the next 3 years
  - Becoming a fit for purpose organisation by 2015.
8. Our customers are of prime importance and hence, the task is to meet the needs of our customers in different ways through different approaches. By 2015, we expect to be primarily, a commissioning council, with a strong focus on key priorities, statutory services and prevention. This requires us to stop doing activities and delivering services that do not support this and to recalibrate the way in which we meet customer needs and set realistic achievable outcomes. We want to root out unproductive processes and bureaucracies so that more of the Council's investment is spent on direct delivery of services. To achieve this, we want to bring services together with

other councils and public bodies as well as commission services through the private sector and voluntary sector to reduce costs and improve service standards. We also want to encourage and support local communities to play a more active role in taking initiatives within their own neighbourhoods. This will lead to a less visible role in direct service delivery and a greater role in understanding customer needs and requirements, specifying services that are needed and monitoring quality of delivery.

9. Therefore we have to take a strategic, planned approach to progress a number of strands of work programmes and projects at an increased pace by using and developing in house talent, skills and experience. The Change Programme is a **cohesive and coordinated approach** for delivering the changes required to meet the challenges we face by bringing these strands of work while still ensuring that front line services continue to be supported. By doing this in a joined up way (and not piecemeal), we will ensure that we maximise opportunities.

#### **Laying the foundations – progress to date**

10. Some building blocks to assist the development of the Change Programme have already been put in place. These include the following:
11. Restructuring Council services: A starting point for the Change Programme is to organise services to meet the new financial realities and to be ready for the opportunities as well as the challenges of the years ahead. There are many of both and we must be fit for the purpose of embracing both. We have started the work on re-shaping our directorates from April 2011 and given the complexity, challenges and opportunities, this process is likely to take till March 2013. In doing this the Council will follow the principle that *no customer will be placed at risk as a result of changes that we make to our organisation of services*.
12. We are in the process of reshaping the whole organisation and have so far, reduced the number of public-facing directorates to three. These will be supported by a single directorate to manage important corporate work, typically in support of the 3 public-facing directorates. The intention is for the new Families & Communities Directorate to be established by April 2012. In the meantime, we are having discussion with neighbouring councils and other public bodies to find joint approaches to managing services, where such arrangements will be of financial and service benefit to both parties. These developments will no doubt result in further changes to the shape of the organisation in the coming months and years.
13. Working with Partners: We have played a key role in working with our partners in shaping and connecting the City-wide priorities both within the City and outwardly across the Solent region and its developing LEP.
14. Leadership and Management: The Management Board of Directors aims to include representation from the principle lead in contracted-out services, and a variety of strategic partnership leads acting as the equivalent of non-executive directors – supporting the Management Board through external challenge, contacts and constructive contribution.
15. We have established the Leadership Group comprising the Directors and Senior Management of the Council as well as the Director of Public Health

and his management team. Our colleagues in Capita are also invited to most meetings. This Group is absolutely vital to the performance and future strength of Council services and has started meeting regularly to share and discuss key new developments and opportunities. It is an important forum for knowledge development as well as for problem-sharing and solving. We intend to develop the experience, the training, the core competencies within our Leadership Group, and to ensure that good practice is spread across the directorates.

16. Quarterly Business Reviews: We expect to achieve a stronger focus on performance for each service through Quarterly Business Reviews which have started recently. They will focus on the recently established list of 12 Critical (or 'Killer') Key Performance Indicators for the Council and each Directorate. In these sessions, each Directorate will report on performance from each service, to the wider Leadership Group. QBRs will also support the services in working and planning across directorates – not only vertically within directorates.

### **Moving Forward**

17. Accountability: The Chief Executive and Directors will be accountable for delivering the Change Programme and Directors and Senior Managers are responsible for delivering transformation and cost reduction projects on the following principles:
  - Reduce costs significantly
  - Customer centred – use the *Customer Present* test
  - Focus on outcomes
  - Ensure deliverability
  - Plan and create quick wins on the way
  - Set and achieve clear timescales and cost reductions
  - Ensure joined up programmes of work
  - Take measured risks
18. We will implement change by:
  - Using the knowledge and understanding of our staff to achieve improvements
  - Using customer focused approaches and useful tools to check on our future way of working across the organisation:
    - **So What?** - by all employees considering what positive difference, what positive outcomes they will cause to happen as a result of their work
    - **Customer Present**.....focus on 'keeping it real' by all employees imagining that the customer is present in their meetings, in discussing future plans, in considering change, in assessing where they can reduce bureaucracy - and what they would make of what we are doing.
  - Using clear jargon free language
  - Ensuring individual projects form part of a Council wide approach

19. Creating the capacity

We need to create the capacity to enable Change to happen, without incurring more costs. Many councils have bought in this resource; we intend to develop that capacity and capability as much as possible internally. This will have significant benefits for the wider organisation, whilst also enabling the Council to develop a capacity it currently doesn't have. Therefore, we have established an initial Change Task Force (CTF) – bringing together colleagues with relevant and compatible skills and experience, with a clear desire to be involved in positive change. The Change Task Force will provide additional capacity to the Chief Executive, Directors and Senior Managers including rapid assessments of opportunities and scoping of projects.

20. The CTF members will continue to hold their usual accountabilities but we will aim to clear sufficient space in their workload such that they work together on change programmes and projects and support staff across the organisation on change projects.

**Change Programme Priorities and Projects**

21. The main priorities are to:

- Reduce cost
- Improve customer experiences
- Improve service delivery
- Reduce the time and resources spent on non productive processes, practices and systems

22. This will be done through rapid scoping and assessment of options and ideas so that informed decisions can be taken on whether they are realistic, can be delivered within the required timescales and achieve the objectives.

23. While a number of proposals set out in the draft budget will contribute to the Change Programme, the top priority projects are:

1. Joint Services with the IOW
  - a. Educational Support
  - b. Economy and Environment
  - c. Other services
2. Rolling out LEAN out LEAN Service Management across Directorates to reduce unproductive processes and systems
3. Joining up contract management, procurement and purchasing
4. Changing the way we work
  - a. IT Strategy and flexible, mobile working
  - b. Strategic Asset management
  - c. Review of HR practices
5. Developing different service delivery models
  - a. Developing a clear framework for the Council
  - b. Adult Social Care Provider services
  - c. Housing
  - d. Exploring commercial options for

- Parks and Open Spaces
  - Waste, Fleet, Itchen Bridge and ROMANSE/CCTV
  - Street Cleansing
6. Exploring service developments to improve the customer experience. These will be dependent on budgetary restrictions and successful partnership participation:
- a. Introduce a 'City Bursary' programme for local students to access higher education; and a 'City Alumni' business leader mentoring programme for local students.
  - b. Reduce parking costs in the City centre in specific periods to encourage the City economy.
  - c. Introduce city-centre Wifi access including the parks, to increase the attraction of the whole City centre to all visitors.
  - d. Develop a Southampton City Card, to provide specific benefits to our customers.
24. In addition, other strands of work will also be progressed through the Change Programme and implementation of budget proposals agreed in February 2012.
25. Customer Focus
- Projects:
- Customer Priority Programme and Business Support Review Phase 2
  - Multi agency, multi disciplinary work to support communities with the most complex needs who live in our Council estates
  - Developing a joint commissioning model for Council services, building on the current work relating to Adult Social Care, Children's Social Care and Health
26. Culture
- Projects:
- Establishing and progressing the new management structure.
  - Imbedding the LEAN culture in all employees' approach to working within the Council.
  - Delivering joint/ shared services with other public bodies.
  - Partnering with others to achieve lower prices and benefitting local supply chains.
  - Reviewing policy development, performance management, partnership working, customer insight and community engagement.
  - Working with Southampton Connect to focus City-wide partners on core City issues, including long-standing tough challenges.
27. Strategic Asset Management
- Estate Regeneration programme
  - Joint accommodation for locality abased services
  - Service Property Review
  - Community Asset Transfer

## RESOURCE IMPLICATIONS

### Capital/Revenue

28. We need to reduce our costs over the coming three years by more than £50 million pounds and this is over and above the savings made in 2011/12 which was the first year of the four year Comprehensive Spending Review announced by the current Government in 2010.
29. Our gross costs exceed £500M and so this reduction equates to 10% of our gross operating costs. However, after we have stripped out those costs that we cannot influence (for example, schools and housing benefit payments), and reduced by a factor those costs we have limited influence over (for example business rates and the direct costs associated with the provision of care), we are left with just under £200M of **targetable gross costs which need to be reduced by 25% over 3 years**.
30. The Change Task Force members will provide the capacity for developing and delivering projects through creating sufficient space in their workload by reprioritising their work. They will be supported by the small team within the Customers and Business Improvement Division within the Economic Development Directorate.
31. The Change Programme will be expected to deliver real financial benefits as well as improved customer experiences. In order to progress some projects, it may necessary to meet up front investment and initially this will be done through using one-off funding made available through the current Efficiency Fund as well as ongoing budgets within services to support the Change Programme activity.
32. Once the remaining Efficiency Fund has been utilised there is currently no provision in the budget for further transformational investment. The approach therefore will be to complete rapid scoping of projects and if individual projects highlight the need for specific one-off investment (especially those involving the use of technology), report to Cabinet for consideration and approval.

### Property/Other

33. None

## LEGAL IMPLICATIONS

### Statutory power to undertake proposals in the report:

34. Under the Duty of Best Value, authorities should consider overall value, including economic, environmental and social value, when reviewing service provision. As a concept, social value is about seeking to maximise the additional benefit that can be created by procuring or commissioning goods and services, above and beyond the benefit of merely the goods and services themselves.

### Other Legal Implications:

35. None

**POLICY FRAMEWORK IMPLICATIONS**

36. Southampton Connect Plan  
Council Plan

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<b>KEY DECISION?</b>		Yes/No		
<b>WARDS/COMMUNITIES AFFECTED:</b>		All		

**SUPPORTING DOCUMENTATION**

**Non-confidential appendices are in the Members’ Rooms and can be accessed on-line**

**Appendices**

1.	None
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**Documents In Members’ Rooms**

1.	None
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**Integrated Impact Assessment**

Do the implications/subject of the report require an Integrated Impact Assessment (IIA) to be carried out?	Yes –for each project
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**Other Background Documents**

**Integrated 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.	N/A	
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# Agenda Item 9

<b>DECISION-MAKER:</b>	OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE
<b>SUBJECT:</b>	FORWARD PLAN
<b>DATE OF DECISION:</b>	15 DECEMBER 2011
<b>REPORT OF:</b>	HEAD OF CORPORATE POLICY AND PERFORMANCE

## STATEMENT OF CONFIDENTIALITY

Appendix 3 is not for publication by virtue of category 3 of paragraph 10.4 of the Council's Access to Information Procedure Rules, as contained in the constitution. The appendix includes a table showing the rental income and values of property which, if disclosed prior to entering into any contracts, could put the Council at a commercial disadvantage. In applying the public interest test it is not considered appropriate to publish this information as it could influence bids for a property which may be to the Council's financial detriment.

## BRIEF SUMMARY

This item enables the Overview and Scrutiny Management Committee to examine the content of the Forward Plan and to discuss issues of interest or concern with the Executive to ensure that forthcoming decisions made by the Executive benefit local residents.

## RECOMMENDATION:

- (i) That the Committee discuss the Forward Plan item listed in paragraph 3 of the report to highlight any matters which Members feel should be taken into account by the Executive when reaching a decision.

## REASONS FOR REPORT RECOMMENDATIONS

1. To enable Members to identify any matters which they feel the Cabinet should take into account when reaching a decision.

## ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

2. None.

## DETAIL (Including consultation carried out)

3. The Forward Plan for the period December 2011– March 2012 has been circulated to members of the Overview and Scrutiny Management Committee. The following issue was identified for discussion with the Decision Maker:

Portfolio	Decision	Requested By
Resources, Leisure and Culture	Re-categorisation of Investment Properties	Cllr Barnes-Andrews

4. A briefing paper responding to the Forward Plan item identified by members of the Committee is attached as Appendix 1. Members are invited to use the paper to explore the issues with the decision maker.

## RESOURCE IMPLICATIONS

**Capital/Revenue**

- 5. The details for the items on the Forward Plan will be set out in the Executive decision making report issued prior to the decision being taken.

**Property/Other**

- 6. The details for the items on the Forward Plan will be set out in the Executive decision making report issued prior to the decision being taken.

**LEGAL IMPLICATIONS**

**Statutory power to undertake proposals in the report:**

- 7. The details for the items on the Forward Plan will be set out in the Executive decision making report issued prior to the decision being taken.  
The duty to undertake overview and scrutiny is set out in Section 21 of the Local Government Act 2000 and the Local Government and Public Involvement in Health Act 2007.

**Other Legal Implications:**

- 8. None.

**POLICY FRAMEWORK IMPLICATIONS**

- 9. None.

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**KEY DECISION?** No

<b>WARDS/COMMUNITIES AFFECTED:</b>	None directly as a result of this report.
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**SUPPORTING DOCUMENTATION**

**Non-confidential appendices are in the Members' Rooms and can be accessed on-line**

**Appendices**

1.	Briefing Paper – Re-categorisation of Investment Properties
2.	Briefing Paper – Appendix 1
3.	Briefing Paper – Confidential Appendix 2

**Documents In Members' Rooms**

	None
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**Integrated Impact Assessment**

Do the implications/subject of the report require an Integrated Impact Assessment (IIA) to be carried out.	No
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**Other Background Documents**

**Integrated 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)
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	None	
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**SUBJECT:** RE-CATEGORISATION OF INVESTMENT PROPERTIES  
**DATE:** 15 DECEMBER 2011  
**RECIPIENT:** OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

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**THIS IS NOT A DECISION PAPER**

**SUMMARY:**

Following a challenge to the "strategic status" of properties within the investment portfolio, a number of properties are recommended for re-categorisation, which will enable them to be reviewed for possible disposal.

This approach is a means of updating strategy but may also provide the means to realise significant capital receipts that in turn reduces debt and means the Council can divert revenue away from servicing debt and into front line services.

**BACKGROUND and BRIEFING DETAILS:**

1. The Council owns a substantial property portfolio which supports all of its activities. Whilst there has been a disposal programme operating since 2000, this report recommends a major initiative to promote a new strategy towards selling significantly more property assets. The current property disposal programme has raised £45 million of capital receipts as at March 31<sup>st</sup> 2011. There is a further £9.5 million forecast for the current year, of which £4 million has already been received.
2. Investment Property is property owned by the Council and let to third parties producing a rental income. There are 3 sub-groups of investment property:-
  - Strategic
  - Managed
  - Infrastructure

'Infrastructure' is part of owning a large and complex estate and there will be very few opportunities to rationalise here. Examples are leases of Gas Governor stations or electricity sub-stations, or wayleaves created over parks. There is very little 'realisable value' to this part of the portfolio but very little management cost either.
3. 'Managed Property' is investment property whose original purpose for acquisition (mainly planning/redevelopment) is now much less significant than when the property was acquired and is retained mainly to produce a rental income. It is managed on a commercial basis much as any private sector landlord. Where the performance of this property is low (compared to the Public Works Loan Board Rate) consideration is given to disposal, depending on the financial case of each. The total asset value of this sub-category of property is in the order of £8,000,000 producing a rental income of £535,000 per annum.
4. 'Strategic' Investment Property is held for long term strategic or planning reasons, to support redevelopment/regeneration initiatives in the short, medium or long term, and to underpin economic development objectives. It produces a rental income in the order of £5,758,345 p.a. The capital asset value of strategic investment property is £106,000,000.

# BRIEFING PAPER

5. This report is focused solely on the Strategic Investment properties and sets out why every property is currently classed as strategic, as opposed to managed, and highlights the main issues associated with a change of category and potential disposal.
6. Much of the property owned by the Council, especially investment property is a legacy. Some property has been held for hundreds of years, whilst much of it (especially in the city centre) was acquired after the second world war to promote re-development. Long leases were granted to developers who re-built damaged parts of the City.
7. Each group of property has been reviewed in detail to assess whether it is still required, and if so whether it should be classed as managed or strategic. In the past strategic property was not considered suitable for disposal as it was held to promote longer term re-development or regeneration. A fundamental review of this type of property has taken place and unless the strategic reasons for retention are critical, a re-categorisation to managed is recommended.
8. Many properties formerly in the strategic category have in fact served their strategic purpose, and in other cases the benefit gained by the Council in continuing to hold these properties is small compared to the potential sale value. In addition owning property does not always guarantee development, in certain market conditions, especially those we are now experiencing, if the development is fundamentally unviable (i.e. the cost of the land and the building costs exceed any final sale values) then it will not happen unless the Council 'pump primes' the development by subsidy, which is usually a significant cost, does not happen very often and may have State Aid complications.

## **Current Categorisation and Changes**

9. The Council owns 248 investment properties categorised as strategic. There are a number of standard reasons which can be applied to each property, and these are shown below. A two stage approach has been taken in analysing the categorisation of a strategic property:
  - a) Determine whether a property is considered as a group of properties, or on an individual basis.
  - b) An appraisal is undertaken on a "yes / no" basis of the following categories:
    - Influence – Does the council wish to control an outcome through property ownership?
    - Financial – Significant income i.e. over £200,000, or future sales subject to clawback of grant funding
    - Support regeneration or redevelopment
    - Retain provision – Where the Council, through land ownership wishes to ensure the provision of a specific output or use.
    - Part of a property or infrastructure – i.e. shop units below residential blocks.
    - Long term retention

For the majority of the sites there is more than one reason why they should be categorised as strategic, however it the grouping that is the most important consideration. Another key factor for each site will also be the level of revenue generated, please see financial comments below.

# BRIEFING PAPER

10. A thorough challenge has now taken place to each of these groups to see whether:
  - a) It is appropriate that the property is still retained as strategic, and if not if it can be classed as ‘managed’, in which case it could be considered for disposal, subject to the usual case by case evaluation, and assessment of impact on revenue;
  - b) The *reason* for retention needs to be changed.
11. In addition, the properties that remain as strategic are challenged and the implications given, in regeneration and planning terms, as well as financial, if they were to be sold.
12. In undertaking this appraisal it became very clear that properties formed natural groups and in many cases had to be considered together. Once grouped each property was appraised against the strategic considerations set out in paragraph 9.
13. Appendix 1 sets out the various groups of properties, with a brief rationale as to why they are currently assessed as strategic. The categorisation has been arrived at as a consensus between relevant council functions.
14. Having undertaken the first challenge the appraisal of every property within each group was further challenged. For example, the first group in Appendix 2 is Belgrave Industrial Estate. This property had been considered strategic, yet once tested there were no reasons why it should remain strategic, and therefore it is recommended for change.
15. Confidential Appendix 2 sets out the potential changes in the strategic category, and if appropriate what may be achieved by way of capital receipt. The proposed changes to both the strategic and managed category are set out in the table below:

	Current		Proposed	
	Rent	Asset Value	Rent	Asset Value
Strategic	£5,758,345	£106,500,000	£1,647,623	£28,207,338
Managed	£535,000	£8,000,000	£4,655,555	£85,860,378

Note: There is a variation when the columns are totalled as some properties will be moved to other categories not included in the table. The data use to compile this report was generated in July 2011. Since that time some properties may have been sold, and rents and values may have varied.

16. Whilst property is categorised as “Remain Strategic”, this does not mean that the Council will not dispose of it at some point in the future. There may be some property which should be retained long term, but some could be retained for only a few years in order to remove or reduce development risk (by securing planning permission or similar) and thus significantly increase the value. There is significant financial advantage to the Council in these cases in waiting to sell at some point in the future rather than now.
17. Property ownership can help the Council achieve many of its objectives. The City Centre Masterplan identifies many regeneration projects. Where the City Council is a landowner it can promote development in its own right, having already commenced the land assembly through its ownership. Different models of delivery need to be considered for development, whether it be for city centre regeneration or estate regeneration. If an Asset Backed Vehicle is required to stimulate development, then the Council will need to ensure there are sufficient valuable assets to include in any vehicle to make it a realistic option.

# BRIEFING PAPER

18. If a property is reclassified as managed from strategic, whether to retain or dispose becomes a financial decision, based on performance, rather than taking any strategic considerations into account. If managed property is performing well it may be better financially to retain, however if there is an imperative to increase capital receipts, notwithstanding the revenue loss, then the property can be disposed of anyway. Every potential disposal can be looked at on a case by case basis with recommendations made dependant on the financial balance in each case, and the overall level of receipts required.
19. It should be noted that the asset values given are those that are prepared for bookkeeping purposes only, as they need to appear in the Council's accounts, they have not been calculated in preparation for a disposal. Although investment property is valued largely on a market value basis (as opposed to a replacement cost basis for many service properties), they make high level assumptions which will need to be looked at and refined on a case by case basis prior to any disposals. These properties are valued on a 5 year rolling programme, but are subject to an annual desktop review and update. They can therefore be considered as giving a reasonable guide to anticipated levels of capital receipts. However, the values used are figures for the last financial year. This year's valuations are nearing conclusion.

## **Managing property whilst held as Strategic**

20. As a general principle the Council has been restructuring leases since the 1980's. This is where a long lease (usually 99 years) was granted by the Council in the 1950's or 1960's at a fixed rent with no rent reviews, as the concept of rent reviews did not exist at that time. As time passes, and the end of the lease approaches, the tenant often wishes to surrender the old lease in exchange for a new 125 year lease, but at a modern rent with rent reviews built in.
21. This also releases significant 'marriage value' which arises from the merger of two interests, that is then shared between the landlord and the tenant. This results in either a much higher rental income for the Council, or a capital receipt, or a combination of both. It has been the Council's policy to take as much value as revenue as possible, however, by changing this to take a greater up front capital payment, and reduce the rental received, capital receipts can be generated. Although revenue is lost, this may be less than the costs of borrowing which could be removed, although this would need to be looked at on a case by case basis.
22. Restructuring leases in this way, or simply changing the incidence of capital to revenue received within the lease (known as re-gearing), has the advantage of generating a capital receipt and also allowing the Council to retain an asset if there are good strategic reasons to do so. Leases can be restructured in this way whether they are classified as strategic or managed, and opportunities to do this will be actively explored as part of implementing the disposal programme. This would have the advantage of achieving a capital receipt whilst still holding the property for strategic reasons.
23. In implementing the previous programmes the Council have already received a number of wins. A major caveat, however, is that this can only happen where a tenant is willing to do this, it cannot be a unilateral decision by the Council. In the current economic climate some tenants do not wish to consider this.
24. In order to progress the strategy as quickly as possible, the Cabinet report recommends that the powers delegated to the Head of Property and Procurement are increased.

# BRIEFING PAPER

## RESOURCE IMPLICATIONS

### Capital/Revenue

25. Following the update of the capital programme in February the position reported to Council and approved was a deficit of £9.2M due largely to the loss of capital receipts (the re-phasing programme will reduce this to £8.1 million). This was compared to a £10.5M deficit reported in September 2010. The deficit represented 4.2% of the overall capital programme which was within the limit of 5% set in the Medium Term Financial Strategy and approved on the 13 May 2009.
26. Any sales realised as a result of the strategy proposed in this paper will contribute to closing the deficit in the capital programme and any further proceeds will be available to reduce borrowing.
27. Any potential capital receipts arising from the proposals in this paper will not be included in forthcoming capital programme updates as this paper gives an overall assessment of property that could be moved from strategic to managed, and each property re-categorised will need assessment on a case by case basis, as already referred to, before a definite decision is made on disposal, and the level of capital receipt likely to be realised.
28. Forecast values and the timing of capital receipts can vary significantly due to many factors and it would therefore be prudent not to base decisions on estimates of receipts until their accuracy and certainty can be verified. As a result any receipts will not be included within the capital programme until they are received.
29. The revenue implications of disposals, such as loss of income, demolition, security, legal etc need to be fully assessed before a decision to sell is made and then budgeted for. The revenue implications of an individual property sale may not seem material but the cumulative effect of many such decisions can have a large effect on the revenue position and again this needs to be reflected in the budget forecast. As properties are removed from the Strategic list the approach to be taken would be similar to the approach taken with the disposal of Millbrook Trading Estate i.e. the financial model used demonstrated that it made more financial sense to sell the site rather than to retain the revenue stream. Once it has been agreed that properties are no longer strategic they would then need to be put through the same financial modelling to identify whether it is best to dispose of the site (and the cost of borrowing) where the cost of borrowing is greater than the revenue received.

## LEGAL IMPLICATIONS

### Statutory power to undertake proposals in the report:

30. This paper does not propose any specific proposals at this stage, each will be presented for approval to the relevant decision maker in the usual way. Should sales take place the criteria in Section 123 Local Government Act 1972 will be applied ie "best consideration ordinarily attainable"

### Other Legal Implications:

31. There are practical resource issues in embarking on such a significant property disposal programme. The limited, and reducing, resources within Legal Services are such that it could not accommodate any instructions in the foreseeable future. Accordingly external legal support will need to be instructed with the associated costs falling to the portfolio. Alternatively, it may be more cost effective to employ a property lawyer on a fixed term contract to undertake this work.

# BRIEFING PAPER

## POLICY FRAMEWORK IMPLICATIONS

32. The proposals set out in this report are not contrary to any policy implications. The disposal of council property for capital receipts supports the Council's capital programme.

### Appendices/Supporting Information:

1. Appendix 1 – Property now designated as strategic
2. Confidential Appendix 2

**Further Information Available From:**   **Name:** Paul Mansbridge  
  **Tel:** 023 8083 2635  
  **E-mail:** [paul.mansbridge@southampton.gov.uk](mailto:paul.mansbridge@southampton.gov.uk)

**Properties now designated as strategic**

**Appendix 1**

<b>Property</b>	<b>Use</b>	<b>Strategic Reason</b>
Southbrook Road, Land for Car Parking Nelson Gate	Parking	Part of a feasibility study for Central Station – Review after study
East Bargate Street 002-008 & Hanover Buildings,	Shops	Would be part of Bargate Centre redevelopment. Owners Parkridge in Administration. Close liaison with Administrator to deliver a scheme
East Bargate Street, 010-011	Shops	Would be part of Bargate Centre redevelopment. Owners Parkridge in Administration. Close liaison with Administrator to deliver a scheme
East Bargate Street, 012-016	Shops	Would be part of Bargate Centre redevelopment. Owners Parkridge in Administration. Close liaison with Administrator to deliver a scheme
Hanover Buildings, 032 - 033	Shops	Would be part of Bargate Centre redevelopment. Owners Parkridge in Administration. Close liaison with Administrator to deliver a scheme
West Quay Road, West Quay Shopping Centre	Shops	Retain to work with Hammerson on delivery of Watermark West Quay
Avenue The, The Cowherds	Public House	Close proximity to Southampton Common
Lordshill District Centre, Centre-Car Parks	Parking	Part of a feasibility study for Lordshill District Centre – Review after study
Lordshill District Centre, The Mountbatten	Public House	Part of a feasibility study for Lordshill District Centre – Review after study
Lorshill District Centre, Fuel Station	Other Commercial	Part of a feasibility study for Lordshill District Centre – Review after study
Drivers Wharf, Land at Site A & B	Storage	Site for future development at Drivers Wharf
Northam Road, Land Adjoining Methodist Church	Parking	Site for future development at Drivers Wharf
Princes Street, 029	Parking	Site for future development at Drivers Wharf
Princes Street, Former Scout Hut	Storage	Site for future development at Drivers Wharf

**Properties now designated as strategic**

**Appendix 1**

<b>Property</b>	<b>Use</b>	<b>Strategic Reason</b>
Princes Street, Land at Rear Coburg Street	Storage	Site for future development at Drivers Wharf
Princes Street, Site and Premises	Industrial Warehousing	Site for future development at Drivers Wharf
Mansbridge Road, Car Park (Fords)	Parking	Site for Major Employer Use

Document is Confidential

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<b>DECISION-MAKER:</b>	OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE
<b>SUBJECT:</b>	CAPITA PROPERTY SERVICES PERFORMANCE REVIEW
<b>DATE OF DECISION:</b>	15 DECEMBER 2011
<b>REPORT OF:</b>	PROPERTY, PROCUREMENT AND CONTRACT MANAGEMENT
<b>STATEMENT OF CONFIDENTIALITY</b>	
None	

## **BRIEF SUMMARY**

This Committee received a report in April 2011 on benchmarking results for the Strategic Services Partnership with Capita. The report identified that performance in Capita Property Services was poor and client satisfaction was below the mean. This report provides the Overview and Scrutiny Management Committee (OSMC) with an update on the performance achieved by Capita Business Services Ltd in the provision of property related services within the Strategic Services Partnership following changes made by Capita Property Services.

## **RECOMMENDATIONS:**

- (i) To note and comment on the report.

## **REASONS FOR REPORT RECOMMENDATIONS**

1. To respond to a request from the OSMC at its meeting in April 2011.

## **ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

2. The scope for alternative options for service delivery is limited by the terms and conditions of the strategic partnership. No further options are considered in this report.

## **DETAIL (Including consultation carried out)**

3. During the financial year 2010/2011 the number and range of issues that arose between service departments and Capita Property Services increased. A significant number of these were escalated within the dispute resolution procedure to the highest levels within the partnership. As a result the perception within the service areas and key stakeholders within the Council of the performance of the property service gave rise to a number of areas of concern. These are detailed below.

## **4. Management of project timescales on a number of major/critical projects:**

Capita are monitored on specific stages of their service delivery within agreed timescales under a key performance indicator. Last year Capita achieved 84%, or 21 out of 25 projects completed within 5% of the agreed timescales. They have reported that they are currently forecasting completion of all monitored projects on target this year, although they are yet to provide all of the data due to the transfer of information to PM Connect.

This indicates some improvement. However, delays that have occurred in some key projects during the construction stages, where Capita work with the Council's building contractors. Whilst Capita are required to manage contractors to minimise the Council's risk they cannot be held directly

responsible for the performance of those contractors or their suppliers. The four projects identified below provide examples of the reasons for project delays.

- Mercury abatement works at the Crematorium for Environment

The contractor challenged SCC contract terms and conditions during the tender evaluation. As the contractor is one of only two or three capable of providing the required works and was the only bidder to submit a valid tender the tender award was delayed during protracted negotiations. Capita were unable to progress the award process without working with SCC Legal Services and dealing with contentious contract amendments.

- Bitterne Park 6<sup>th</sup> Form for Children's Services

The early stages of construction work identified errors and omissions in the tender documents that resulted in redesign work and contract variations to protect the Council from claims from neighbouring properties. It is argued that both these issues should have been identified by Capita in the design stages of the project.

- Freemantle School additional places

The construction start date was delayed due to an error in the foundation designed by Capita.

- Manston court refurbishment for Decent Homes

The completion of the construction work was delayed when Capita failed to progress the implementation of a client variation. This resulted in additional client costs due to the delay.

Transferring Property Services projects to PM Connect has enabled more effective management of projects. An area of this system has been customised specifically for Property Services projects making it easier to access information.

A process has been developed since April 2011 that has allowed us to monitor any changes to projects closely, make a decision whether or not we should allow the change to affect Capita's performance under KPIs. Through this process we are now able to monitor Capita's management of projects and ensure that action is taken in relation to poor management.

5. **Compliance reporting on the Councils property related health and safety responsibilities:**

Capita management of statutory compliance testing and inspection of the Council's property was subject to a full review as key performance indicator results led to concerns over the quality of the reporting arrangements and gaps in the programme of testing.

Since April 2011 the council has worked with Capita to develop a range of improvements to the procedures. The service is now reported within a structured web based database affording access for key individuals to obtain up to date information on the status of all properties and access all relevant testing certification.

This system is proving to be much more effective in the management of Health

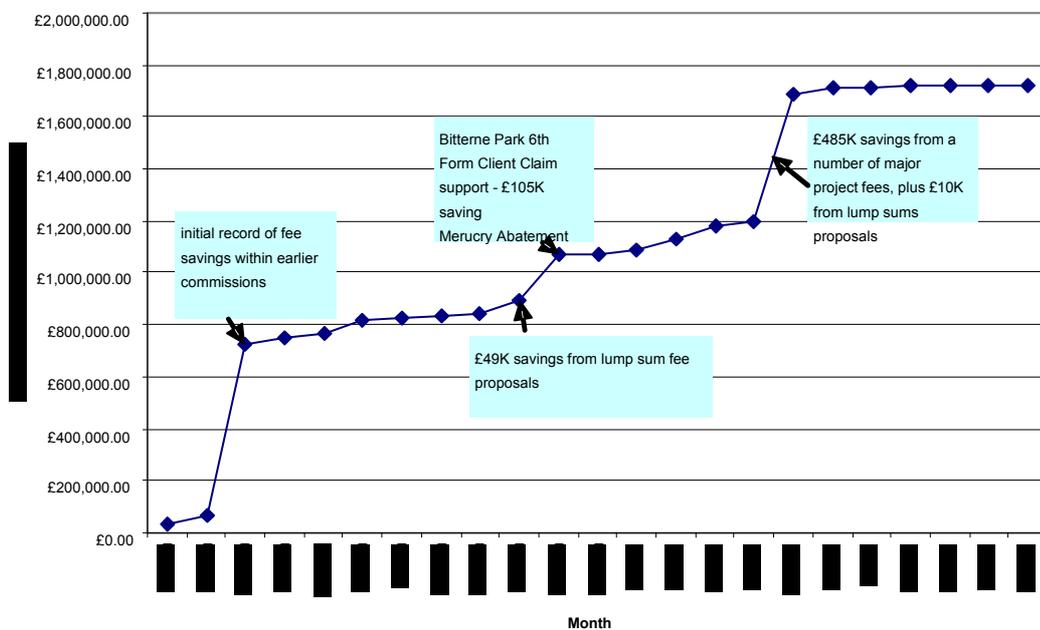
and Safety compliance and Capita are demonstrating on a regular basis that they are minimising the number of gaps. They are doing this by using the system to help manage contractors in a way that has increased their reliability, consistency and feedback of information into the system.

**6. Poor value for money due to high fees: A number of issues highlighted concerns within service areas over the fees charged by Capita.**

Disputes over fees have formed a very high proportion of the Property Services issues. The cause of many of the issues has been attributed to:

- A lack of clarity when fees have been proposed by Capita;
- Differing interpretation of the fee tables in the contract by discrete business units operating within the Capita office;
- Unrealistic SCC service area expectations.

**Cumulative monthly fee savings January 2010- November 2011**



The graph indicates the level of savings achieved by the Client Agency since the monitoring of Capita fee proposals. The trend suggests that there has been some improvement in the situation. The points below may be a contributory factor in any improvement.

- Prior to April 2011 limited progress had been made in implementing a series of service improvement actions that had previously addressed this.
- Capita had not developed a common approach to advising service areas of the impact on fee costs that result from client changes to service requirements or project variations. Since April 2011 a suitable template has been developed with Capita. This has assisted in resolving some aspects of the client's fee concerns. Further improvements could be achieved by wider use across the Capita Property Service team.
- Since April the commercial direction provided by senior management within Capita has introduced a new more client focused approach setting service delivery as a priority rather than increased fee income.

SCC Clients need to be more aware of what is covered by retained services and more challenging when presented with fee proposals for services that are not required.

**7. Poor reactive maintenance of school buildings:**

Very little effective measurement on customer satisfaction with reactive repairs has been done in the past, but in the last 12 months Capita have been reporting on the satisfaction of customers following the completion of repairs. This has driven improvements to the service and we have seen customer satisfaction rise by 11.4%, from 78.1% to 89.5% in this service.

From the start of the financial year we have been measuring the time taken for contractors to complete repairs. This is currently limited to repairs that are undertaken by organisations other than BCS, although negotiations are in place to ensure full coverage by the start of next year. Since measuring this aspect of performance, we have seen an increase in the number of repairs done within SLA times.

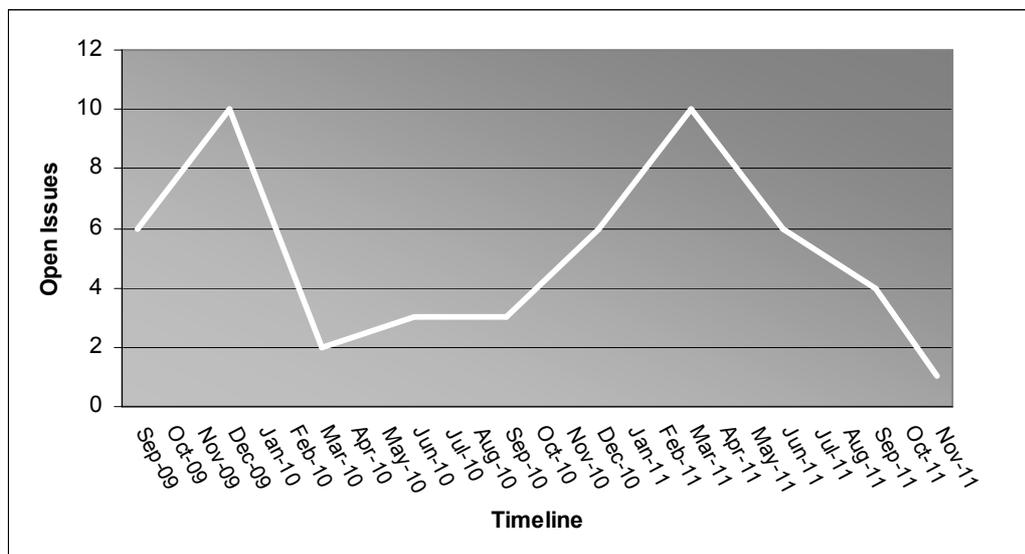
Due to schools opting out of the Fair Funding service level agreement a recurring problem has been the difficulty of managing the reducing repairs and maintenance budget. This has led to difficult decisions regarding prioritising expenditure and a perception that Capita are responsible for the poor maintenance of the schools.

**8. Dispute management:**

The issues log currently records one outstanding issue (relating to additional costs arising from delays in the completion of Manston Court). All other issues have been addressed during the last six months following direct management intervention by senior operational and commercial Capita management in April 2011.

Capita have also re-introduced planned client engagement, with senior managers holding regular meetings with key contacts in many of the service areas.

The chart plots the number of issues that were unresolved at level 2 or above on the issues log since September 2009.



9. **Quality of Professional Services:** A number of issues have related to the quality of the professional services received from Capita.
- Service errors were escalated to issues due to a lack of willingness on the part of Capita to accept responsibility for them and take corrective actions. Since April 2011 the senior management direction has emphasised a focus on service delivery and over the past six months there has been evidence of improvement.
  - Capita Property Services staff did not fully understand the service they are required to provide under retainers:
    - Capita did not take professional ownership of the client relationship. This has since been the subject of an action plan to improve client engagement with regular meetings at senior level.
    - SCC clients should be prepared to challenge Capita on the quality of the services provided.

10. **Key Performance Indicator:**

The services provided by Capita Property Services are monitored by a selection of indicators. The reporting by Capita of their performance during the first three years of the partnership was not supported by robust assurance data and the results were often obtained immediately prior to reporting to the Council, from data that had not been the subject of any form of effective internal monitoring. The results that were achieved were such that service credits were imposed as set out below:

<b>KPI reporting period</b>	<b>Approx value of Service Credit</b>
2008/2009	£400,000
2009/2010	£80,000
2010/2011	£80,000

Over the last year a system has been developed and fully implemented where Capita provide regular and comprehensive assurance reports for KPIs through SharePoint, which are then monitored by Client. Regular monthly meetings take place between Capita and the Client to discuss all of the data submissions and any associated performance issues.

A performance and assurance report has been produced each month from the start of this financial year that is delivered to the Head of Property Services and Commercial Director for Capita Property Services in a performance assurance meeting, and the Partnership Operations Group. In these meetings any issues around KPIs are discussed and where possible, resolved. A RAG status based system has been developed to indicate both the performance and assurance status of any given KPI. Both performance and assurance has improved since implementation of the approach.

**IMPROVEMENT STRATEGIES RELATED TO THE ABOVE**

11. **Management of Staff Changes:**  
**Strategic**

In June 2011 there were changes to the management of Southampton Property Team. A new position of Business Director (Liane Sheppard) replaced the role of Operations Director. This new post has resulted in the

following changes to the management and operation of the Southampton Property Team:

- Empowerment of Senior Managers (at Associate Director level);
- Early resolution of issues;
- Improved communications, internally and with service area clients.

A new Commercial Director also joined the team earlier this year to ensure progress is achieved with commercial issues, finding solutions, and improving communications with service area clients.

The Business Director has also been attending Economic Development DMT meetings to ensure that communications are maintained both ways, issues raised and initiatives identified.

12. **Management of Staff Changes:**

**Operational**

Key members of the Mechanical and Electrical Engineering Team have left the business in the past 6 months and a new structure has been put in place, with new individuals recruited including a Director, and an Associate Facilities Manager with particular responsibilities for the Repairs and Maintenance business. Team leaders have been empowered and more people brought in to ensure that managers manage.

13. **Professional competence improvements and quality assurance:**

The focus of recent professional development training has been in the areas of Environmental Awareness and Fire Risk Assessment, Statutory Compliance and Health and Safety. A joint training opportunity promoting awareness of the correct Health and Safety culture has been offered to relevant SCC staff.

A number of recent appointments have strengthened the core competencies available to support service delivery in key areas of building surveying, health & safety advice and statutory testing and inspection compliance.

A new local apprentice in the civil engineering team has been appointed as part of a new community benefits initiative lead by Liane Sheppard.

14. Capita Property Services achieved the ISO 9001 standard in June 2011 and 14001 certification (Environmental) in October 2011. The auditor was particularly impressed with the evidence of project documents, the Business Management System (BMS) in general and the professionalism of the staff interviewed. No non conformities or opportunities for improvement were identified. In November 2011, the ISO 18001(Health and Safety) standard was achieved.

15. **SUMMARY**

The performance issues in the service provision by Capita Property Services have led to a significant amount of senior management time and resources within the partnership being directed to the development of a range of service improvement strategies.

There is evidence to suggest that improvements have been achieved following a number of changes implemented since the beginning of 2011.

More time is able to be committed to implementing service improvements in areas such as fee agreements and service engagement due to the reduction in time spent in dispute escalation / resolution. This is the result of a new emphasis on achieving improvements in these areas promoted by the Directors appointed earlier this year.

More time is able to be committed to implementing service improvements in areas such as fee agreements and service engagement due to the reduction in time spent in dispute escalation / resolution. This is the result of a new emphasis on achieving improvements in these areas promoted by the Directors appointed earlier this year.

**RESOURCE IMPLICATIONS**

**Capital/Revenue**

16. None

**Property/Other**

17. None

**LEGAL IMPLICATIONS**

**Statutory power to undertake proposals in the report:**

18. The duty to undertake overview and scrutiny is set out in Section 21 of the Local Government Act 2000 and the Local Government and Public Involvement in Health Act 2007.

**Other Legal Implications:**

19. None.

**POLICY FRAMEWORK IMPLICATIONS**

20. None.

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**KEY DECISION?** No

<b>WARDS/COMMUNITIES AFFECTED:</b>	None directly as a result of this report.
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**SUPPORTING DOCUMENTATION**

**Non-confidential appendices are in the Members' Rooms and can be accessed on-line**

**Appendices**

1.	None
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**Documents In Members' Rooms**

	None
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**Integrated Impact Assessment**

Do the implications/subject of the report require an Integrated Impact Assessment (IIA) to be carried out.	No
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**Other Background Documents**

**Integrated 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)
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	None	
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<b>DECISION-MAKER:</b>	OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE
<b>SUBJECT:</b>	SECOND QUARTER PERFORMANCE MONITORING FOR 2011/12
<b>DATE OF DECISION:</b>	15 DECEMBER 2011
<b>REPORT OF:</b>	THE LEADER
<b>STATEMENT OF CONFIDENTIALITY</b>	
None	

## **BRIEF SUMMARY**

This report outlines the progress made at the end of September 2011 against the targets and service improvement actions (commitments) contained within the 2011/12 Council Plan. The analysis contained in this report has been compiled on an exceptions basis. It only highlights variances for the targets and service improvement actions set out in the Council Plan.

As at the end of September 2011 57% of the Council's Key Critical Performance Indicators, and 89% of the Service Improvement Actions and Projects set out in the 2011/12 Council Plan are reported to be on target.

## **RECOMMENDATION:**

- (i) That the Committee consider and comment on the performance monitoring position at the end of September 2011, as detailed in the attached appendices, and highlight any areas where further discussion is required with the relevant Cabinet Member to ensure that appropriate action is in train.

## **REASONS FOR REPORT RECOMMENDATIONS**

1. The consideration of performance information is an important part of the role of the Overview and Scrutiny Management Committee which includes assessing the progress made by the Executive in the delivery of key plans and objectives approved by Full Council. This report therefore provides an opportunity for the Overview and Scrutiny Management Committee to review the second quarter performance results for improvement measures contained within the 2011/12 Council Plan which are currently being reported as at risk of not being achieved by the year end.

## **ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

2. To not submit this report. This option was rejected, as it is inconsistent with good management practice.

## **DETAIL (Including consultation carried out)**

3. The Full Council meeting on 13<sup>th</sup> July 2011 approved the Council Plan which is a cross cutting document covering all areas of the Council's activities. The Plan reflects the leadership role of the Executive in delivering the Council's policy objectives, value for money and service improvement for the benefit of residents and businesses in the city.

4. The Council Plan identifies a short list of top priorities for improvement that the Council as a whole will focus on. It has been agreed that progress against these priorities for improvement will be reported to Cabinet regularly. In addition, each directorate will also focus on a maximum of 12 priorities for improvement with the aim of narrowing our focus on the essential performance indicators within each directorate. The same focussed approach for improving performance will be applied at a service level.
5. This quarterly report outlines the progress made against the targets and service improvement actions set out in the 2011/12 Council Plan, on an exceptions basis. Any variations which are of concern will be escalated to the relevant Cabinet Member by Directors so that agreed, appropriate action can be taken.
6. The 2011/12 Council Plan contains the agreed targets for 14 Council Key Critical Performance Indicators and 71 Service Improvement Actions and projects with milestones for 2011/12. A top-level summary of the Key Critical Performance Indicators at the end of the 2<sup>nd</sup> quarter indicates that 57% are on target, this is a reduction on the 77% reported to be on target at the end of June 2011. The approach this year has been to identify in the Council Plan only those performance indicators which are considered top priority for the Council as a whole to focus on. Therefore, comparison with performance in previous years is difficult as the monitoring information until 2011/12 included all Performance Indicators (PI). However, it is important to note that the performance in previous years was 62% at the end of March 2011 and 68% in the 2<sup>nd</sup> quarter of 2010/11.
7. The summary also indicates that 89% of service improvement actions were also reported to be on target, compared to 89% at the end of June 2011, 93% at the end of the 2<sup>nd</sup> quarter of 2010/11 and 86% at the end of the 2<sup>nd</sup> quarter of 2009/10.
8. It should be noted that to ensure a consistent means of determining good and poor performance, the same assessment criteria have been applied as in previous monitoring reports. An indicator is therefore deemed to be:
  - On Target (Green) if performance is within 5% of the agreed target
  - Have a slight variance (Amber) if the variance is between 5 and 15%
  - Have a significant variance (Red) if the reported variance is more than 15% from the agreed target
  - Data Unavailable (Grey).
9. At the end of the 2<sup>nd</sup> quarter of 2011/12 the following five measures have been highlighted as having either significant or slight variances, explanations for these can be found in Appendix 1:
  - Percentage of household waste arising which have been sent by the authority for reuse recycling composting or anaerobic digestion (Former NI192) (Significant Variance)
  - Total number of social rent housing and intermediate housing delivered (Former NI155) (Significant Variance)
  - Percentage of total absence from school (Slight Variance)
  - Increase the timeliness of Initial Child Protection work for vulnerable

children (Slight Variance)

- Percentage of Children and Young People in Care with a permanence plan in place (Slight Variance).

10. At the time of writing this report data was unavailable for one measure:

- Number of collections missed per 100,000 collections of household waste per quarter.

11. The overview of the 14 KCPIs for the Council is as follows:

Portfolio	Total	Monitored 2nd Qtr	Progress at the end of quarter two			
			Green	Amber	Red	Grey
Adult Social Care & Health	1	1	1	0	0	0
Children's Services & Learning	7	7	4	3	0	0
Environment & Transport	4	4	2	0	1	1
Housing	1	1	0	0	1	0
Resources, Leisure and Culture	1	1	1	0	0	0
<b>2<sup>nd</sup> Qtr Total 2011/12</b>	<b>14</b>	<b>14</b>	<b>8</b>	<b>3</b>	<b>2</b>	<b>1</b>
%		<b>100%</b>	<b>57%</b>	<b>22%</b>	<b>14%</b>	<b>7%</b>
1 <sup>st</sup> Qtr Total 2011/12	14	13	10	2	0	1
%		100%	77%	15%	0%	8%
2 <sup>nd</sup> Qtr Total 2010/11	52	44	30	11	4	0
%		100	68%	25%	7%	0%
2 <sup>nd</sup> Qtr Total 2009/10	296	247	170	24	29	24
%		100	69%	10%	11.5%	9.5%

### Service Improvement Actions (Commitments)

12. There are 71 service improvement actions contained within the Council Plan designed to improve the quality, performance and reach of Council services by the end of the financial year 2011/12. Progress reported against these items at the end of the 2<sup>nd</sup> quarter indicates that 89% of these improvement actions are on track for completion by the end of March 2012.

13. At the end of the 2<sup>nd</sup> quarter of 2011/12 there is one Service Improvement Action that has significantly slipped. Explanations for all variances can be found in Appendix 2:

- More interventions to improve children's dental health/more children with healthy teeth.

14. At the end of the 2<sup>nd</sup> quarter of 2011/12, there were also 7 Service Improvement Actions that have slightly slipped:

- Started the development of Watermark WestQuay
- Ensured that all children and young people in the local authority's care, live in the right placement, attend school regularly, make good progress at school, and leave care equipped to do well in adult life
- More people supported to move from Job Seekers Allowance into work
- Completed 350 affordable homes
- Demonstrated that customer views and needs are central to the planning and delivery of services and drive the Council's business

planning

- Empowered staff to have more time with customers and involve them in service design - encourage them to take personal responsibility and take the initiative to make improvements in their services
- Demonstrate effective business-friendly regulation across all our enforcement activities.

### Service Improvement Actions

15. Portfolio	Total	Progress at the end of quarter two		
		Green	Amber	Red
Adult Social Care & Health	10	10	0	0
Children's Services & Learning	22	20	1	1
Environment & Transport	5	5	0	0
Housing	8	7	1	0
Leaders	20	15	5	0
Resources, Leisure and Culture	6	6	0	0
<b>2nd Qtr Total 2011/12</b>	<b>71</b>	<b>63</b>	<b>7</b>	<b>1</b>
%	100%	89%	10%	1%
1st Qtr Total 2011/12	71	63	7	1
%	100%	89%	10%	1%
2nd Qtr Total 2010/11	97	90	7	0
%	100%	93%	7%	0%
2nd Qtr Total 2009/10	184	158	24	2
%	100%	86%	13%	1%

### RESOURCE IMPLICATIONS

#### Capital/Revenue

16. None

#### Property/Other

17. None

### LEGAL IMPLICATIONS

#### Statutory power to undertake proposals in the report:

18. Monitoring of the Council's performance against statutory and local performance indicators is in line with the Council's statutory duties under the Local Government Acts 1999, 2000 & 2003.

#### Other Legal Implications:

19. None

### POLICY FRAMEWORK IMPLICATIONS

20. The Council Plan forms part of the Council's approved Policy Framework.

<b>AUTHOR:</b>	Name:	Karen Hilleard	Tel:	023 8083 4065
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**KEY DECISION?** No

<b>WARDS/COMMUNITIES AFFECTED:</b>	None
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**SUPPORTING DOCUMENTATION**

**Non-confidential appendices are in the Members' Rooms and can be accessed on-line**

**Appendices**

1.	Council Plan Indicators: Variances
2.	Council Plan Service Improvement Actions and Projects (Commitments): Slippage

**Documents In Members' Rooms**

	None
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**Integrated Impact Assessment**

Do the implications/subject of the report require an Integrated Impact Assessment (IIA) to be carried out.	No
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**Other Background Documents**

**Integrated 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. None	

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# Agenda Item 11

Appendix One

Council Plan Indicators: Variances for Quarter 2

## Appendix 1

Measure Description	Comments	Current Quarter Status	Year End Target	1st Qtr Actual	2nd Qtr Actual	3rd Qtr Actual	4th Qtr Actual
<b>Children's Services &amp; Learning</b>							
<b>Education, Prevention and Inclusion</b>							
Percentage of total absence from school	Reported performance relates to the 2009/10 academic year. Performance for 2010/11 won't be available until January 2012.	Slight Variance	6.3	6.98	6.98		
<b>Safeguarding - Children</b>							
Increase the timeliness of Initial Child Protection work for vulnerable children		Slight Variance	85	83	80		
Percentage of Children and Young People in Care with a permanence plan in place	This is a draft figure and subject to change following audit.	Slight Variance	80		73		
<b>Environment &amp; Transport</b>							
<b>Waste and Fleet Management</b>							
Percentage of household waste arising which have been sent by the authority for reuse recycling composting or anaerobic digestion (Former NI192)	The difficult economic climate continues to reduce the amount of recyclables that are being put out by residents for collection; particularly newspapers and magazines where readership has fallen. The on-going industrial action, particularly the strike action, has compounded this by reducing the tonnages of kerbside dry recyclables and particularly garden waste that the authority has collected. Third party contractors are being used to collect dry recyclables to reduce the effects of the industrial action.	Significant Var	29.09	29.96	24.78		
WFT2 Number of collections missed per 100,000 collections of household waste per quarter.	Due to industrial action and action short of strike which has impacted on service delivery we are unable to capture this information at present.	N/A	39	21			
<b>Housing</b>							
<b>Skills, Economy and Housing Renewal</b>							
Number of affordable homes delivered (gross) (Former NI155)	21 new affordable homes completed in Q2, all for rent. This is significantly lower than the target. This is due to 59 units at Centenary Quay being delayed until Q3 because of utility connection problems; plus a scheme completing in Q1 that was expected to be ready early Q2; plus no mortgage rescue completions in Q2. The full year target of 350 is still achievable provided the number of mortgage rescue and FirstBuy completions increases in Q3 and Q4.	Significant Var	350	24	45		

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# Agenda Item 11

Council Plan Service Improvement Actions and Projects (Commitments): Slippage  
for Quarter 2

Appendix 2  
Appendix Two

Description	Quarter 1 Actual	Quarter 2 Actual	Quarter 3 Actual	Quarter 4 Actual	Current Quarter Comments
<b>Children's Services &amp; Learning</b>					
More interventions to improve children's dental health/more children with healthy teeth for longer	Significantly Slipped	Significantly Slipped	N/A	N/A	Children's surveys show decayed, missing and filled teeth (dmft) below national average. Provision of dental services across the city very good but uptake low.
Ensured that all children and young people in the local authority's care, live in the right placement, attend school regularly, make good progress at school, and leave care equipped to do well in adult life	Slightly Slipped	Slightly Slipped	N/A	N/A	CLA still perform less well educationally, and in terms of employment than the general population, but their life experience is often a challenge. Placement stability is satisfactory
<b>Housing</b>					
Completed 350 affordable homes	On Target	Slightly Slipped	N/A	N/A	21 new affordable homes completed in Q2, all for rent. This is significantly lower than the target of 98. This is due to 59 units at Centenary Quay being delayed until Q3 because of utility connection problems; plus a scheme completing in Q1 that was expected to be ready early Q2; plus no mortgage rescue completions or FirstBuy completions in Q2. The full year target of 350 is still achievable provided the number of mortgage rescue and FirstBuy completions increases in Q3 & 4.
<b>Leaders</b>					
Started the development of Watermark WestQuay	On Target	Slightly Slipped	N/A	N/A	The council is working with Hammerson on the revisions to the scheme, the options are taking longer to work up than originally programmed.

Council Plan Service Improvement Actions and Projects (Commitments): Slippage  
for Quarter 2

Appendix Two

Description	Quarter 1 Actual	Quarter 2 Actual	Quarter 3 Actual	Quarter 4 Actual	Current Quarter Comments
Demonstrated that customer views and needs are central to the planning and delivery of services and drive the Council's business planning	On Target	Slightly Slipped	N/A	N/A	This has slipped as the relevant Senior Manager position is not expected to be filled until December 2011.
Empowered staff to have more time with customers and involve them in service design - encourage them to take personal responsibility and take the initiative to make improvements in their services	On Target	Slightly Slipped	N/A	N/A	Delay in implementing this due to changes and capacity in the HR/OD team and the ongoing implementation of the senior management restructure. Work will be undertaken by March 2012 to approve a framework for service design which will include customer and staff involvement.
Demonstrate effective business-friendly regulation across all our enforcement activities'	On Target	Slightly Slipped	N/A	N/A	Discussions are underway with other departments to identify ways of successfully achieving this. Regulatory Services are continuing with the 'Open for Business' approach for business regulation. Activities during the second quarter have included supporting the extension of the 'Support with Confidence' initiative, targetted interventions to raise awareness of the causes of accidents in businesses and preparations to implement the national food hygiene rating scheme.
More people supported to move from Job Seekers Allowance into work	On Target	Slightly Slipped	N/A	N/A	Based on JSA Claimant Count. The quarterly average for quarter 2 is 5528 claimants, against a target of 5383 for the year ending March 2012

<b>DECISION-MAKER:</b>	OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE
<b>SUBJECT:</b>	MONITORING SCRUTINY RECOMMENDATIONS TO THE EXECUTIVE
<b>DATE OF DECISION:</b>	15 <sup>th</sup> DECEMBER 2011
<b>REPORT OF:</b>	HEAD OF CORPORATE POLICY AND PERFORMANCE
<b>STATEMENT OF CONFIDENTIALITY</b>	
None	

## **BRIEF SUMMARY**

This item enables the Overview and Scrutiny Management Committee to monitor and track progress on recommendations made to the Executive at previous meetings.

## **RECOMMENDATIONS:**

- (i) That the Committee considers the responses from Cabinet Members to recommendations from previous meetings and provides feedback.

## **REASONS FOR REPORT RECOMMENDATIONS**

1. To assist the Committee in assessing the impact and consequence of recommendations made at previous meetings.

## **ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

2. None.

## **DETAIL (Including consultation carried out)**

3. Appendix 1 of the report sets out the recommendations made to Cabinet Members at previous meetings of the Overview and Scrutiny Management Committee. It also contains summaries of any action taken by Cabinet Members in response to the recommendations.
4. The progress status for each recommendation is indicated and if the Overview and Scrutiny Management Committee confirms acceptance of the items marked as completed they will be removed from the list. In cases where action on the recommendation is outstanding or the Committee does not accept the matter has been adequately completed, it will be kept on the list and reported back to the next meeting. It will remain on the list until such time as the Committee accepts the recommendation as completed. Rejected recommendations will only be removed from the list after being reported to the Overview and Scrutiny Management Committee.

## **RESOURCE IMPLICATIONS**

### **Capital/Revenue**

5. None

### **Property/Other**

6. None

## **LEGAL IMPLICATIONS**

**Statutory power to undertake proposals in the report:**

7. The duty to undertake overview and scrutiny is set out in Section 21 of the Local Government Act 2000 and the Local Government and Public Involvement in Health Act 2007.

**Other Legal Implications:**

8. None.

**POLICY FRAMEWORK IMPLICATIONS**

9. None.

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**KEY DECISION?** No

<b>WARDS/COMMUNITIES AFFECTED:</b>	None directly as a result of this report.
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**SUPPORTING DOCUMENTATION**

**Non-confidential appendices are in the Members' Rooms and can be accessed on-line**

**Appendices**

1.	Monitoring Scrutiny Recommendations – December 15 <sup>th</sup> 2011
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**Documents In Members' Rooms**

None
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**Integrated Impact Assessment**

Do the implications/subject of the report require an Integrated Impact Assessment (IIA) to be carried out.	No
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**Other Background Documents**

**Integrated 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)
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None	
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# Overview and Scrutiny Management Committee: Holding the Executive to Account

Scrutiny Monitoring – 15<sup>th</sup> December 2011

Date	Portfolio	Title	Action proposed	Action Taken	Progress Status
17.11.11	N/A	Petition Appeal	That the Head of Legal, Human Resources and Democratic Services meets with the CAB to discuss the issues raised by the Petitioner and reports back the outcomes of the meeting to the Overview and Scrutiny Management Committee and the Petitioner.	The Head of Legal, Human Resources and Democratic Services is in discussion with colleagues in the Communities team to arrange any meeting necessary. This will probably not happen until the New Year.	OSMC to be updated in January 2012
17.11.11	Adult Social care and Health	Adult Social Care – Options for Alternative Delivery Vehicles	The Executive are urged to resolve the issue of the appropriate delivery vehicle for adult social care as a matter of urgency.	A report to the Management Board of Directors is being presented on 20 <sup>th</sup> December to request a steer on the status of the project and resources available to further clarify financial projections.	OSMC to be updated in early 2012
20.10.11	Children's Services and Learning	Wessex YOT	That a local impact assessment be undertaken on the proposal to include all young people leaving the criminal justice system as care leavers	An impact assessment will be undertaken to assess the impact of the Children Act Guidance & Regulations published in November 2010 which had an implementation date of 1st April, 2011. The assessment will also include the future impact of the reach of these regulations being extended next year when the Legal Aid, Sentencing and Punishment of Offenders Bill is enacted stating that 17 year olds in the Criminal Justice system will be classified as children and have the same entitlements as younger children.	A full impact assessment will be completed by the end of December 2011.
22.09.11	Children's Services and Learning	School Absence	That progress in implementing the recommendations generated by the Scrutiny Inquiry into the links between crime and disorder and absence from school is reported to a future meeting of the Committee.	A review of progress against selected scrutiny inquiry recommendations is currently scheduled for the January meeting of the OSMC.	To be considered at the January meeting of the OSMC.
28.07.11	Housing	Grants	That the Cabinet Member instructs officers to review the grant allocation period with a view to moving to a three yearly cycle.	This will be considered as part of the delegated work already agreed by Cabinet in March 2011 to look at commissioning models.	A further report will be submitted to Cabinet in Nov/Dec 2011.

Date	Portfolio	Title	Action proposed	Action Taken	Progress Status
30.06.11	Housing	Housing strategy	That money received from the New Homes Bonus is used to develop new homes in the city.	Options for the use of the New Homes Bonus are being drawn up including consideration of the use of the NHB for developing new homes.	This work is still on-going.
30.06.11	Housing	Estate Regeneration Programme	That the OSMC is informed in due course of the decision regarding the provision of a library in Weston.	A review of existing buildings in Weston is underway to determine their suitability for delivering a library service in Weston. Should no suitable options be identified, the option to include service provision within the new development will continue to be considered.	OSMC to be updated when a location for a library in Weston has been identified.
30.06.11	Leaders	Council Plan	Cabinet considers how the Council can utilise the forthcoming General Power of Competence that local authorities are to be given to help address issues in the city.	July 2011: An update on the use of the General Power of Competence will be prepared for December's meeting of the OSMC.  December 2011: The Head of Legal, HR and Democratic Services will be doing members briefings on the whole of the Localism Act over the next few months.	The General Power of Competence will be covered in the briefing sessions run by the Head of Legal, HR and Democratic Services
14.04.11	Resources Leisure and Culture	Capita	The Committee receives an update on the performance of Property Services at an appropriate meeting of the OSMC.	Actions to improve the performance of Property Services are underway. An update on their success will be provided to OSMC when there has been the opportunity for these to bed down and show sustained improvement. Most likely this will be in the Autumn.	A report on this is on the Dec 15 <sup>th</sup> agenda.
22.03.11	Children's Services and Learning	Safeguarding	That: a) the death rate of children and young people in Southampton, identified in Table 1 of the LSCB Annual Report, be compared to comparable cities b) analysis is undertaken on the reasons behind the seemingly high levels of neonatal mortality in Southampton. c) the information requested in a) and b) be presented to a future meeting of the OSMC.	14 <sup>th</sup> April 2011: The Head of Safeguarding has contacted Southampton City Council officers and Dr Sarah Steele, from SUHT, to see if it is possible to produce/collect this information.  2 <sup>nd</sup> June 2011: Feedback from SUHT has indicated that given the nature of the work needed and the expertise required to undertake the analysis a report will be prepared for a meeting of the Committee in early 2012.	To be programmed for a meeting of the OSMC in early 2012.

<b>DECISION-MAKER:</b>	OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE
<b>SUBJECT:</b>	THE BIG SOCIETY - INTRODUCTION TO CORPORATE SOCIAL RESPONSIBILITY AND VOLUNTEERING IN SOUTHAMPTON
<b>DATE OF DECISION:</b>	15 DECEMBER 2011
<b>REPORT OF:</b>	HEAD OF CORPORATE POLICY AND PERFORMANCE
<b>STATEMENT OF CONFIDENTIALITY</b>	
None	

## **BRIEF SUMMARY**

The Government has recognised that corporate responsibility plays an important role in empowering the communities that a business operates in and the people that live there. Liane Sheppard, Capita Business Director, Regions South, will outline Capita's approach to corporate social responsibility (CSR) and highlight their local pledges for the City.

The success and support of the voluntary sector is recognised as pivotal to the Big Society and a better Southampton. Jo Ash, Chief Executive of Southampton Voluntary Services, will talk to the committee about volunteering in Southampton, the opportunities that the Big Society agenda brings alongside the barriers and enablers to success that they, and the organisations they support, are experiencing and anticipate in the future.

## **RECOMMENDATIONS:**

- (i) That the Committee considers the presentations and discussions with Liane Sheppard from Capita, and Jo Ash from SVS, to highlight any matters that should be taken forward in the development of the Big Society Inquiry report or recommendations.

## **REASONS FOR REPORT RECOMMENDATIONS**

1. To enable OSMC members to identify any matters which they feel should be taken into account in the Big Society Inquiry report or recommendations.

## **ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

2. None

## **DETAIL (Including consultation carried out)**

### **Corporate Social Responsibility**

3. Corporate social responsibility is where a business accounts for their social and environmental impact as well as their financial performance, and makes a positive contribution to the communities they work in.
4. Government supports the role of businesses to empower people and support them to take responsibility for the world around them through corporate social responsibility (CSR), although the Commission for the Big Society in a recent report stated that 'business's potential to contribute to the big society agenda remains untapped'. Their report, May 2011, 'Powerful People, Responsible Society', outlines the role of business in the Big Society.

5. Chapter 4, executive summary 'Harnessing the power of the private sector' states:

*'It is clear to us that it is not just from individuals and communities that we should be asking for greater social responsibility, but from businesses too.*

*We see enormous potential for businesses to empower people and support them to take responsibility for the world around them, and we see some examples of excellent practice. But we also see too much 'Corporate Social Responsibility' (CSR) which is tokenistic, more about marketing than making a difference. Much of business's potential to contribute to the big society agenda remains untapped. We make a series of recommendations to the Government, the CBI, IoD and Business in the Community to work together to catalyse a sea change in business leadership.*

*We also fear that changing patterns of working hours risk depriving a significant proportion of the population of the time and opportunity to have a 'community life' – i.e. time and opportunities to engage with and contribute to the communities they live in.'*

6. The report recommends that:

*'Rather than launching a 'national day to celebrate and encourage social action, the Government amend the Employment Rights Act 1996 to extend employees' existing right to take reasonable time off for certain public duties (e.g. to serve as magistrates, councillors or on the governing bodies of schools) to enable them to take reasonable time off, with the permission of their employers, to serve a voluntary organisation. We also recommend that brokerage between business and voluntary organisations be scaled-up, and that Government incentivise employers to encourage and facilitate employee engagement with charitable giving.'*

For a copy of the report go to <http://www.acevo.org.uk/document.doc?id=1515>

7. Although Southampton City Council has a strong focus on its own and the city's sustainability and environmental impacts, it does not have an overarching policy for its own corporate social responsibility.
8. Capita are recognised for having developed a strong sense of corporate social responsibility and Liane Sheppard, Capita, Business Director Regions South, has been invited to outline their CSR approach to the Committee. Information on their approach can be found at:  
<http://www.capita.co.uk/corporate-responsibility/Pages/Corporate-responsibility.aspx>
9. At the recent 'Big Society, Bigger Southampton' event Capita made a number of local pledges for the city for 2011/12. A copy of these is attached at Appendix 1.

## **Volunteering in Southampton and SVS**

10. Volunteering in Southampton has a strong history of partnership and joint working in the voluntary sector with nearly 500 volunteer organisations registered with Southampton Voluntary Services (SVS), which both supports and acts as their voice in Southampton. They have seen a significant increase in new registrations of volunteers from 242 to 1,837 over four years.
11. The Southampton City Survey 2010 revealed that 14% of the 1,171 respondents had undertaken some form of volunteering in Southampton in the last 12 months.
12. The Southampton Volunteering Action Plan, which provides a framework to work together to enhance volunteering in the city, was adopted by the Southampton Partnership in October 2009, which has since been superseded by Southampton Connect. A copy is attached at Appendix 2.
13. 2011 is the international year of volunteering, and in their recent annual report, SVS recognises the opportunity that Big Society presents to 'restate and value the essential principles of voluntary action and spirit of volunteering which underpins that we are about.' A summary of their Annual Report 2010/11 is attached in Appendix 3, with the full report available at: <http://www.southamptonvs.org.uk/wp-content/uploads/Southampton-Voluntary-Services-Annual-Report-2010-2011.pdf>
14. Alongside their annual report, SVS provide regular updates, support and services to members. A copy of their latest newsletter for December is attached at Appendix 4.
15. Jo Ash, Chief Executive of Southampton Voluntary Services, will talk to the committee about:
  - Trends in volunteering and VS income strands
  - Barriers and enablers for volunteering
  - Measures of success for volunteering
  - The future outlook for SVS and volunteering.

## **RESOURCE IMPLICATIONS**

### **Capital/Revenue**

16. None

### **Property/Other**

17. None

## **LEGAL IMPLICATIONS**

### **Statutory power to undertake proposals in the report:**

18. None

### **Other Legal Implications:**

19. None

## **POLICY FRAMEWORK IMPLICATIONS**

20. None

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**KEY DECISION?** No

<b>WARDS/COMMUNITIES AFFECTED:</b>	All
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### **SUPPORTING DOCUMENTATION**

**Non-confidential appendices are in the Members' Rooms and can be accessed on-line**

#### **Appendices**

1.	Capita Pledges - Big Society, Bigger Southampton
2.	Southampton Volunteering Action Plan
3.	SVS Annual Report 2010/11 Summary
4.	SVS December 2011 newsletter

#### **Documents In Members' Rooms**

1.	None
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#### **Integrated Impact Assessment**

Do the implications/subject of the report require an Integrated Impact Assessment (IIA) to be carried out.	No
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#### **Other Background Documents**

**Integrated Impact Assessment and Other Background documents available for inspection at:**

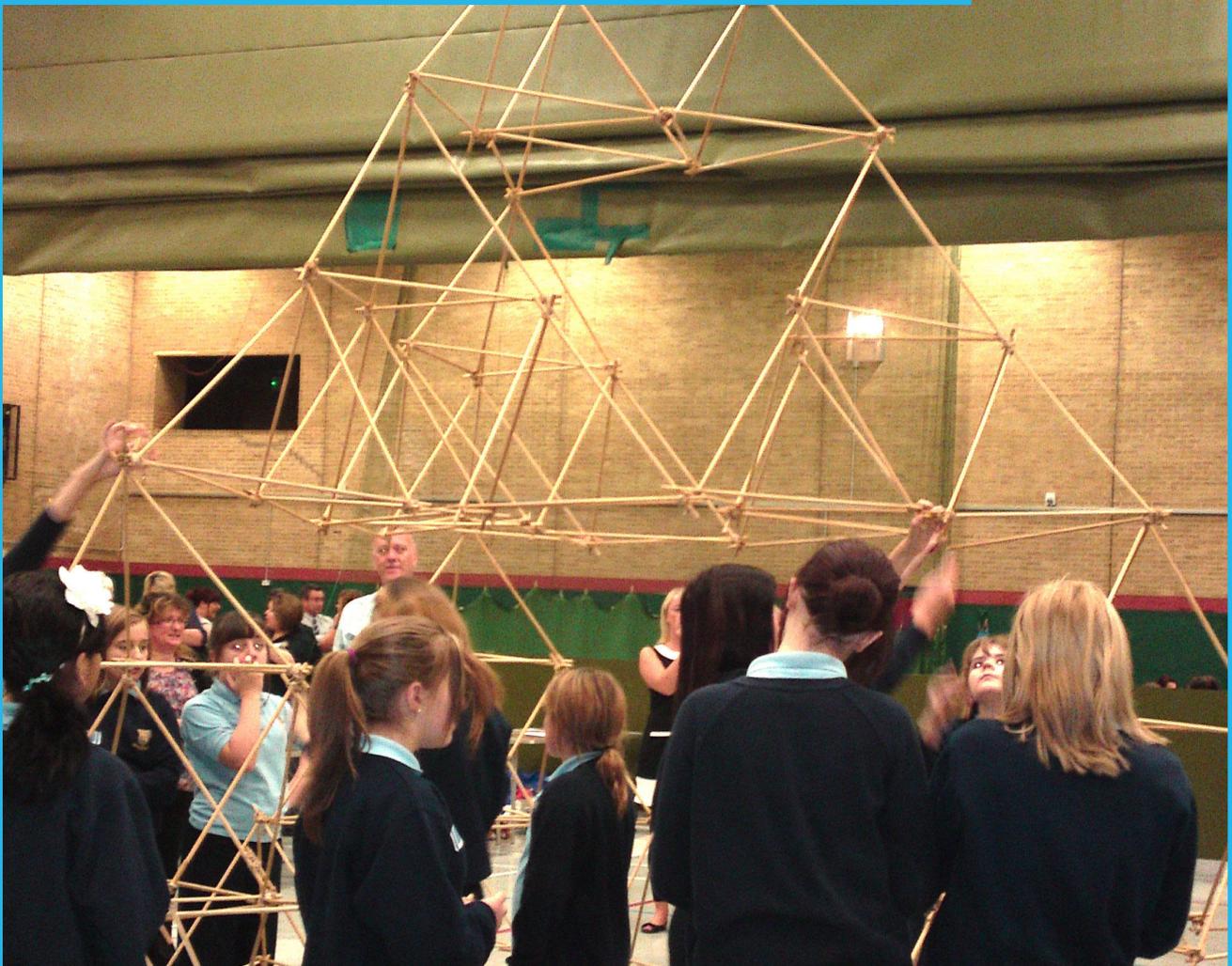
Title of Background Paper(s)	Relevant Paragraph of the Access to Information Procedure Rules / Schedule 12A allowing document to be Exempt/Confidential (if applicable)
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None	
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## Big Society, Better Southampton

### Our Pledge

11th November 2011



As a company, we strive to be a Sustainable and Responsible Business (SRB). This means maximising resources to meet business objectives and community needs producing an overall positive impact on society. In recent years we have been involved in a number of local community initiatives firmly helping to embed our SRB culture.

For 2012, Capita will be involved in the following initiatives:

### Prestige

A pilot for a mentoring programme run by Victoria Oladele - a young entrepreneur with first hand experience of the benefits of mentoring - with students from Southampton City College (City Horizons) and Regents Park Community School.

The programme is based on a highly successful project that was based in London and will include supporting vulnerable families by supporting their young people's development.

### Family Champion Scheme

The Prestige Mentoring scheme encompasses the government initiative - the Family Champion Scheme. Capita will work with Southampton City Council and the Prestige programme to transform the lives of the UK's 120,000 most vulnerable families by 2015.

### Preparing for work

The Senior and Middle management within Capita will assist in a programme of mock interviews with Southampton students between ages of 14 and 18 years old through a programme developed in partnership with Business in the Community.

### Careers Opportunities

Capita will continue to be involved in educating students around further work opportunities in the consulting and construction industry.

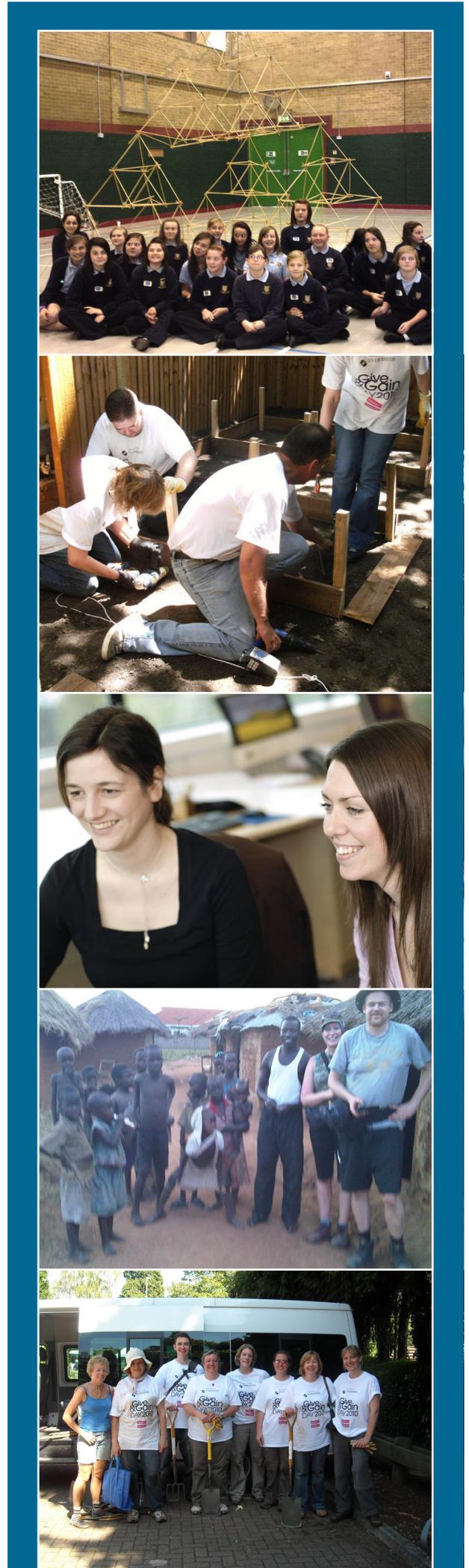
We will work with students to look at wider career options and give female students the opportunities to break down stereotypical roles.

We will set up "Building Futures" events in local schools where students participate in team building and constructing games from giant tetrahedrons to spaghetti bridges.

Liane Sheppard  
Business Director Regions South

## CAPITA

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## Appendix 2

### VOLUNTEERING ACTION PLAN

#### Introduction

The purpose of this action plan is to progress volunteering schemes within the City with voluntary organisations, partners and businesses to promote opportunities for volunteering in the current financial climate.

This meets the strategic objective of increasing volunteering in Southampton so that it becomes the norm for everyone to be positively involved in their communities.

#### Consultation

This action plan has been developed by the Southampton Volunteering Task Force (comprising Southampton Voluntary Services, Southampton City Council and Job Centre Plus) in consultation with the Southampton Partnership Delivery Board.

#### Management and Monitoring of this Action Plan

The actions in this plan are monitored by the Southampton Volunteering Task Force.

#### Version Control

1:2 – 24<sup>th</sup> September 2009

1 Objective: promoting Volunteering and improving brokerage between Volunteers and Opportunities					
	Action	Benefits and measures of success	Timescales and milestones	Financial and other resource requirements	Responsible Officer
1.1	SP Partners to promote Do-it.org ( <a href="http://www.do-it.org.uk/">http://www.do-it.org.uk/</a> ) to staff, and in appropriate publications to local residents	<p>Benefits – more people finding out about local volunteering opportunities about and becoming involved in volunteering</p> <p>Measure - Increased numbers recorded on Do-it database</p>	<p>Immediate</p> <p>Quarterly stats from SVS</p>	<p>Increased demand on SVS staff time to interview and signpost potential volunteers and record and monitor via database</p> <p>SP staff time in promoting Do-it.org and space in appropriate publications to residents</p>	Named officer in each SP partner
1.2	SP Partners to have volunteering policies which enable staff to get involved in local voluntary and community sector activities. (Eg SCC staff have a three day a year Learning and Development entitlement which can be used to spend time with a voluntary sector organisation providing it is relevant to that member of staff's work based learning and development).	<p>Benefits –</p> <ol style="list-style-type: none"> <li>1. Provide clear framework for volunteering support and development</li> <li>2. More people finding out about local volunteering opportunities about and becoming involved in volunteering</li> <li>3. Staff within SP Partners have a closer relationship and understanding of the Voluntary Sector in Southampton</li> </ol> <p>Measure –</p> <ol style="list-style-type: none"> <li>1. Number of SP organisations which have adopted policy and in</li> </ol>	By December 2010	<p>SP staff time to draft and consult on policy</p> <p>Costs of implementation include induction, flexible release of staff time linked to Toil or flexitime</p> <p>Cost of induction and training linked to personal and organisational development ( liP)</p> <p>Cost of management , supervision and</p>	Named officer in each SP partner

		place 2. Number of staff engaged as volunteers	20% of staff involved by December 2011	support of volunteers by receiving organisations  Cost to SVS for Volunteering development team time to support and advise	Di Bernstein – SVS
1.3	Support and promote the Volunteer Certificate awards, specifically by extending the invitation list, and securing participation of leaders and opinion formers in the city .	Benefits 1. Volunteers contribution to city recognised 2. Volunteers can use certificate and references to support application for work or training 3. Employers better understand skills, commitment and experience gained through volunteering  Measure – 1. Recipients of volunteer certificate awards 2. City leavers attendance at award ceremonies	From next Vols certificate event in Jan 2010	Costs of hosting employers awareness event –  Marginal increase in costs of Vol certificate presentation event with increased numbers -	Vanessa Shahani - SCC  Di Bernstein - SVS
1.4	Support relationship between JCP and SVS, to maximise the voluntary offer for job seekers.	Benefit - JC+ volunteering option package works effectively in city for unemployed people and agencies based on shared understanding of issues  Measure - 1. Number of people successfully placed in volunteering opportunities 2. Mutual recognition of value of	2 day a week support in place with JC+ staff seconded to SVS, increasing to meet rising numbers coming through  Immediate with quarterly reviews	Need to assess if contribution to SVS will match time and workload attached – currently no money yet received but much time invested – national reports of Volunteer centre by Volunteering England show many	Becky Spake/ Di Bernstein SVS  Rachel Hawkins JC+

		<p>scheme and support relationship by JC+ and SVS</p> <p>3. Customers have smooth journey path through the scheme and expectations are met as much as possible</p>		<p>withdrawing or not participating in the scheme due to mismatch – SVS has invested from its reserves to try to cope with additional pressures and demand but this is not sustainable next year</p>	
1.5	<p>Support the existing Volunteer Coordinators (VCG) meeting by having a rolling programme of representation from different SP partners to develop 9 below.</p>	<p>Benefit –</p> <ol style="list-style-type: none"> <li>Better mutual awareness of issues , opportunities and problems</li> <li>Increased volunteering opportunities vacancies for unemployed to access</li> </ol> <p>Measure –</p> <ol style="list-style-type: none"> <li>Number at VCG meeting and input from different agencies</li> <li>Number of registered voluntary opportunities vacancies increased</li> </ol>	<p>From next scheduled VCG meeting with planned programme for input tba</p>	<p>Time input to VCG meeting</p>	<p>Di Bernstein - SVS</p>
1.6	<p>Ensure SVS and SYA have systems to</p> <p>a) refer appropriate volunteers from one organisation to the other (ie ensure youth volunteers are directed to SYA, and adults to SVS)</p> <p>b) share information on</p>	<p>Benefits –</p> <ol style="list-style-type: none"> <li>Appropriate support offered to customers</li> <li>Host organisations only has to register opportunities with either SVS or SYA</li> </ol>	<p>Already in place informally as SYA and SVS have done joint work and recruitment campaigns together. Shared agreement – in place by July 2010.</p>		<p>Di Bernstein/ Becky Spake SVS Joanna Quinn SYA</p>

	volunteer opportunities available in the city				
1.7	Support pilot project underway working in Children Centres targeting parents to enter training, employment or volunteering	Benefit – provide supportive pathways into work for unemployed parents.  Measure – number of parents supported into work	Contract to be let October 2009 Target is 30 parents into sustained work (6 months plus)	DCSF/DWP funding secured	Sara Crawford SCC
1.8	Encourage Business partners to get involved in projects with local voluntary and community sector organisations through CSR actions. SVS to broker opportunities.	Benefits – 1. Voluntary organisations benefit from business support, facilities and in kind help and expertise of their staff. 2. Business gain from positive association and publicity, increased proximity to customer base and from staff/ team development and raised morale  Measure – number of local businesses involved in volunteering & community sector projects	1. SCC to host event in new year (linked to volunteer certificate awards) - with view to progressing links through 2010 with wider business engagement 2. SP to consider running an “in-house” Common Purpose type course	Staff time in arranging event	Nick Murphy SCC Jo Ash / Di Bernstein SVS
<b>2.</b>	<b>Objective: Creating New Volunteering Opportunities</b>				
2.1	SP partners to list what volunteering opportunities already exist within their organisations, and consider what they can create in addition to these. Ensure they are advertised within SVS and Solent Youth Action.	Benefit – 1. More customers get enhanced support or service over that provided by statutory/other service providers 2. Unemployed volunteers have quality volunteering opportunities  Measure – Number and type of	SP Partners to list existing opportunities by January 2010 and consider additional opportunities	Staff time to identify suitable vacancies recruit, induct, train , support and recognise volunteers when placed	SP partners Jo Ash / Di Bernstein SVS

		registered volunteering opportunities			
2.2	SP sub groups to consider how volunteering opportunities could be created as part of their work. For example, Active Southampton has created a volunteering sub group, to get more people involved in coaching and running sports clubs.	Benefit – 1. More customers get enhanced support or service over that provided by statutory/other service providers 2. Unemployed volunteers have quality volunteering opportunities  Measure – Number and type of registered volunteering opportunities	SP sub groups to discuss by January 2010	Time for discussion and consideration at SP sub group meeting	SP sub groups
2.3	Voluntary sector organisations need to be made aware of the increase in volunteers and skills and asked to consider how they can make best use of them.	Benefits – 1. Better match between supply and demand 2. Better quality placement experience for volunteers 3. Greater likelihood of retaining volunteers input and support long term even when they return to work if had positive experience 4. Voluntary organisation customers have better in put from volunteers	Already started through SVS Mailing and Volunteer Co-ordinators group	Better use of existing communication channels	Jo Ash / Di Bernstein SVS
2.4	Explore how the new National Talent Bank ( <a href="http://www.nationaltalentbank.org.uk/">http://www.nationaltalentbank.org.uk/</a> ) can provide new volunteering opportunities in the city .	Benefit – potentially to assist more unemployed people into volunteering  Measure – number of people successfully placed	To be confirmed with Timebank	Externally funded?	Di Bernstein SVS
2.5	a) Fund project	Benefit –	Contract to be let	Approx £30k (current	Wheatsheaf

	<p>management and supervisory capacity within a host organisation to establish a rolling programme of community projects (such as painting and decorating community buildings, or green projects in public open space).</p> <p>b) Find and support opportunities for the rolling programme of community projects.</p>	<p>1. practical projects to provide volunteering opportunities to people with skills currently on SVS books 2. Range of community improvements</p> <p>Measures – 1. Number of volunteers placed 2. Number of projects completed</p>	asap	bid from voluntary grants budget)	Trust
2.6	Maximising take up of places available under the V scheme (full time volunteering for 16 – 18 NEETS) run by SCC.	<p>Benefit – volunteering opportunities within Children’s Services for NEETS with training up to NVQ Level 2</p> <p>Measure – 30 young people supplied over two years</p>	2 <sup>nd</sup> tranche of applicants Autumn 2009	Funded by National Charity	Denise Edghill SCC
2.7	Probation to consider offering volunteer opportunities alongside Community Payback projects, to provide positive role models and mentoring to offenders.	<p>Benefits – 1. additional volunteering opportunities for skilled people 2. positive role model for offenders</p> <p>Measure – number of volunteering opportunities created</p>	Consideration currently underway	Within existing resources	David Renouf Probation Service
2.8	A specific project is developed to utilise the availability of volunteers	<p>Benefits – 1. To unemployed volunteers maintains and develops their IT</p>	2010 onwards	Need technical input to draft scoping document and project initiation	SP Partners IT teams Jo Ash

	with web design and IT skills to improve local voluntary sector websites. SP Partners volunteer to buddy up with named voluntary organisations to ensure sustainability and continuity in their website development.	skills in demonstrable practical application 2. To voluntary organisations supports their IT use and capacity 3. To public who get improved access to information  Measures – 1. Number of voluntary placements 2. Number of voluntary sector websites improved		documents  Needs commitment from major organisations IT departments to give pro bono support to small number linked voluntary organisations for ongoing sustainability  Needs co-ordination of input from – volunteers, voluntary organisations and IT departments participating –  Costing to be developed	SVS
2.9	Request SP partners working on the Skills development zone, the Future Jobs Fund and developing work experience / placements to consider incorporating volunteering opportunities.	Benefit – link other initiatives and funding streams to increasing volunteering in the city	Ongoing	Within existing resources and utilising new funding sources as they come on stream	SP Delivery Board
2.10	Encourage potential volunteers with entrepreneurial ambition to consider setting up social enterprises through:	Benefit – establish new social enterprises to meet local needs  Measure – number of new social enterprises established	a) Introductory sessions to begin in 2010 b) Referral to Wessex Business Link	Within existing resources	Stephen Dixon Business Link Social enterprise

	<p>a) arranging a series of social enterprise introductory sessions (through Southampton Area Co-operative Development Agency, SACDA, West Itchen Community Trust, WICT and RISE), and</p> <p>b) referrals through to Wessex Business Link for business start up advice or the Princes Trust for young people enterprise start up help and loans.</p>		with immediate effect		network – SVS / Change Up consortium
<b>3</b>	<b>Objective: Measuring Performance</b>				
3.1	21.7 % of Southampton residents said they regularly participate in volunteering (NI6 Place Survey 2009). The Place Survey is not scheduled to be repeated until 2011. Any Mori survey between Place Surveys could ask the same question to track changes on an annual basis.	Benefit – track performance against N16	Consideration of MORI survey in Autumn 2009	Resources allocated for survey (to check)	Joy Wilmot Palmer SCC
3.2	Develop a range of proxy indicators outside the Place Survey / Mori Survey such as number of volunteers	Benefits – ongoing awareness of current position and changing profile	SVS to produce on quarterly basis	Within existing resources	Becky Spake SVS

and number of volunteering opportunities registered with SVS / SYA.	Measure – SVS recorded volunteering enquiry and opportunities stats and any available from SYA			
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**Southampton  
Voluntary Services**



# Adapting To Change



## Annual Review

April 2010 - March 2011

This is a summary of our activities over the past year.

If you would like to know more about the work we do, or how we can work with you, there is a full Annual Report available on our website or as a hard copy.

We would also be very pleased to talk to you about our work.

Please look on our website: [www.southamptonvs.org.uk](http://www.southamptonvs.org.uk) or give us a ring on: 023 8022 8291

## Adapting To Change

This annual review covers the year where we have set our theme as **'Adapting to Change'**, a theme that has been common throughout the voluntary, public and private sectors. However, throughout these times of change we have continued to make a real difference to our member organisations and the variety of people we seek to support. Through difficult times Southampton Voluntary Services have stayed true to our values, visions and aims of **promoting voluntary action** and volunteering, providing effective **independent support**, giving a strong **voice for the voluntary sector** and delivering public benefit through provision of **quality services** to some of the most in need and disadvantaged people in Southampton.

For the voluntary sector generally it has been a time of **'stretch and strain'** with rising demand for services as the recession and rising unemployment has increasingly impacted on peoples lives. This is alongside resource pressures ranging from reduced public sector funding, greater competition for scarce charitable trust funds and declining donations by both businesses and the general public. A number of major funding streams came to an end on 31st March 2011 and as a sector we are largely at the **'end of the food chain'** for decision making as the implications of the autumn and winter public funding settlements and associated policy priorities work their way through from national government level to local public bodies. Those in turn have grappled with how to do all they need to do whilst balancing the books and simultaneously restructuring and reducing staffing.



Doing It For Love event

### Key highlights of the year include:

- Leading the successful bid for pump priming **Big Local** funding for Harefield, on behalf of the group of local agencies looking to work with local groups and people to develop capacity and opportunities in the area through a £1m Big Lottery funded 10 year programme;
- Strategic development work through the **Children and Young People's Alliance** to support the sector to adapt to changes within Children Services and Learning Directorate and newly introduced Locality working arrangements;
- Completing the **final year of Capacity Builders** programme which included commissioning the development of a quality standards tool, providing two specifically commissioned training courses, 'Demonstrating Outcomes' and 'Preparing Successful Bids for Statutory Contracts and Grants', as well as sector support for Personalisation including the development of an information hub and bursary scheme;
- Reviewing and updating our IT systems including installing a new server and rebuilding our **new website**. Additionally, the increase in targeted electronic based communication with our member organisations and updated factsheets and good practice guides
- Launch of the **Free Community Paint Scheme** for voluntary groups with business partners PPG Architectural Coatings and Canillon.
- Successfully delivering the **V-Steps** programme as part of the Anti Poverty pilot scheme in partnership with Sure Start Centres and Job centre Plus to help parents explore their route back into employment and training through volunteering opportunities
- Securing Department of Health funding to sustain our **Safe In Sound** peer led outreach project for young people that address issues around risky behaviour, alcohol, drugs, sexual health and the night time economy
- Progressing the Southampton Volunteering Action Plan by organising a Valentines Day breakfast seminar aptly titled **'Doing It For Love'**, in partnership with Business Southampton, where colleagues from the voluntary, public and private sectors came together to share ideas surrounding how through increased corporate social responsibility and practical business engagement with the voluntary sector we can work together more effectively to tackle social issues and improve things for people in Southampton.

### SVS volunteers in action

Peter

*"I am an ex-serviceman and have spent several years in homeless services. Since being involved with the SVS Task Force I have been attending the allotment and have also helped on a decorating project for someone who has had mental health problems. The allotment project helps me with my mental health problems. It helps me to keep my hand in, doing something, helping me get ready for work in the future. The NOCN qualification has helped me relearn the techniques of planting again and working as a team. I was very proud to be part of the project. I have also completed a British Red Cross 'Save a Life' accredited course, played in the Homeless Partnership Football Tournament and attended the Service User Group held at SVS."*

## Promoting & Supporting Volunteering in the City

A key component of the work of the Voluntary Sector Support Team is promoting and supporting volunteering throughout the City. This includes working with a broad range of voluntary and statutory organisations, which are part of the Volunteer Co-ordinators Group, to develop their volunteering opportunities, capacity and skill base to effectively to recruit, induct, train and support their volunteers. This ensures safe and best practice is in place and that individuals have a positive and fulfilling experience in their volunteering roles.

In the last five years we have seen an almost **700% increase** in the number of new volunteer registrations, highlighting the positive progress and interest of volunteering within Southampton and the shift towards volunteering becoming an essential part of the fabric of culture. The Voluntary Sector Support Team has supported member organisations to update their volunteer opportunities, in line with the changing volunteer profile, and promote these opportunities through the tools such as the Do It website and **Volunteering Information Sessions**, held at the Voluntary Action Centre. With 2011 being the European Year of Volunteering we are set to see a continued increase in volunteer enquiries. Use 2011 European Year of Volunteering logo

In 2010-11 two Southampton Voluntary Services led projects have contributed to Southampton City Council's priority of **"Getting the city working"** and the SVS vision of "a City in which all people are inspired to make positive contributions to their communities"

- The Volunteering Development Team has, in partnership with Southampton Job Centre Plus, actively engaged those who are unemployed for at least six months to take on volunteering to improve their work skills and enhance their C.V's. This resulted in successfully placing **65 job seekers** into voluntary work with a high proportion going on to paid employment.

Susie

*"I have been volunteering with Southampton Voluntary Services Young Carers Project for 4 years. I feel that I am making a difference for these young people and the bonus for me is that I get to take part in activities I might never have tried."*



James

*"I have been volunteering with Southampton Voluntary Services for a while now, helping out as part of the admin team. This is giving me great experience to put on my CV as I eventually hope to get a paid job."*



- As part of an anti poverty pilot SVS has co-ordinated the Volunteering S.T.E.P.S. (Southampton Takes Employment for Parents Seriously) project. The delivery team at SVS have exceeded all targets resulting in **25 parents becoming involved in voluntary activity**. There has also been an increase in local volunteering opportunities as a result of the project.

Together with our partners at Southampton City Council we have successfully run two **Volunteer Certificate Scheme** presentations. This has recognised and celebrated the contribution of over 80 exceptional volunteers in the city.



Celebrating SVS volunteers

In all aspects of SVS work and service delivery we have teams of active volunteers who continually enhance our work and the services we offer to the public. Some of our SVS volunteers have themselves experienced unemployment, whilst others have additional support needs, so our experience in working with and involving them provides an excellent grounding for the work we do in encouraging others to actively involve volunteers.

To thank volunteers from across the organisation SVS marked the International Day of Volunteering by holding a celebratory "You are All Stars" Supper and Entertainment evening for all SVS's 80+ volunteers.



## Voluntary Sector Support Team

As the umbrella body for the local voluntary sector SVS aims to 'promote voluntary action' – providing it with a **strong voice**, giving effective **independent support** and **development expertise** to local voluntary and community groups ensuring that we are the foundation stone of our sector and play a crucial part in enhancing community engagement and civil society.

"Our funding for the last 2 years resulted from advice from SVS. This has allowed 11 author visits to schools, benefiting over 500 children and their teachers. SVS has also helped us with constitutional matters, safeguarding children practices and writing policies. We would have been unable to provide such an effective service without this help." **Southampton Books for Children Group**

Our representational and development work is informed by local expertise and strong links with **national sector organisations**. As the only local body to hold both key national quality standards accreditation, from NAVCA and Volunteering England, our members and funders can be assured that we fulfil our sector support roles soundly, effectively and utilising best practice.

"Highfield Residents Association involvement with SVS goes back some 20 years now and they have been instrumental in helping many community groups become established and develop into successful organisations capable of supporting their own neighbourhoods. This has been as a direct result of the many training courses and presentations they have hosted, the administration of the previous Community Empowerment Fund and ongoing general assistance with fund raising and perhaps most importantly, network development. We would certainly not be where we are now without their early support. Thank you SVS." **Highfield Residents Association**

## Example of VSST work

Over 8 months input, with others, SVS assisted Shahjalal Mosque and Islamic Centre with its comprehensive governance review, development of children's safeguarding policy and CRB checks, as well as adoption of a new Constitution, organising well contested elections with over 90% turnout followed by induction and handover of working files to the new Committee trustees to now take forward the charities work for its community.

Our small, experienced team offered information, training, one to one input and independent support and advice across the wide span of voluntary sector specific governance, operational, volunteering and policy issues which we and our nearly 500 member organisations face on a daily basis. The Voluntary Action Centre also provides a resource base for local groups to use.

In **supporting our member organisations** we have provided a varied and widespread program of development including input on:

- Constitutions, legal structures, regulation and compliance
- Committee and trustee development
- Funding advice, bids and financial management guidance
- Recruiting and managing staff and volunteers including training, support and development as well as performance management, disciplinary and grievance issues
- Operational policies and procedures including Health and Safety, CRB and safeguarding children and vulnerable adults, information sharing and data protection
- Compliments and complaints

"The support from SVS has given us excellent volunteers who support our whole social enterprise. We would not have had the capacity to create and support the jobs we have without our volunteers. There aren't enough of you-SVS is vital-the city really needs you!" **Who Made Your Pants**

For SVS, alongside our member organisations and the wider sector, this has been a year of unprecedented uncertainty however it has also been a year where SVS has led in key areas to **support the sector to adapt to change**. This includes:

- Providing a safe haven in which organisations can address problems and issues and get independent information and guidance;
- Reporting on a local and national level on the impacts of funding reduction for our sector;
- Following on from sector support during the Southampton City Council grants review SVS has continued to help voluntary organisations identify new funding sources and opportunities as well as ensuring the sector is equipped for contracting and tendering;

Cllr Roy Perry commented that,

"As independent Commissioners invited to oversee the election, we can certainly testify to the integrity and efficiency of the organisation of the election. That efficient organisation is a tribute to the Trustees of the Mosque and Jo Ash of Southampton Voluntary Services"

"We are really pleased that in 2010 we were able to support six Southampton charities with grants totalling £150,800. In respect of this, I would like to thank you for your work in raising awareness of the Foundation among charities eligible to apply for funding. I would also like to highlight the very positive comments I heard about the level of support provided to charities by SVS in respect of supporting organisations' development, governance and management and helping them develop their capacity and ability to seek funding." **major trust fund manager, Loyds TSB**

- As part of the work with the Children and Young People's Alliance, progressing the Workforce Development training programme, including online services;

"SVS has provided excellent training on essential topics relating to running a group. It has made us more efficient and knowledgeable in the running of our group." **South Hampshire Deaf Children's Society**

- Providing briefings and training sessions to support the sector to adapt to change in Government policy and make a reality of the Big Society concept;
- Conducted a questionnaire to our member organisations seeking their views of how we can best support them in the coming year and how we can help broker groups sharing resources or back office functions and facilities;
- Offering training and development opportunities including volunteer management, use of social media, health and safety and first aid, independent examination of accounts, safeguarding, ISA and CRB, fundraising and writing funding bids;
- Providing the CRB umbrella service for a growing number of local groups;

"We most value that you have identified potential volunteers and helped with CRB check procedures." **Wessex Cancer Trust**

- As partners of Hampshire and Isle Of Wight Community Foundation supported groups applying for Grassroots grants.

"We value the independent advice and guidance provided by SVS as well as support with training and volunteer co-ordinating. This has increased our volunteer support with funding bids has led to funding of a key service." **Positive Action**

Throughout the year SVS has listened to members concerns and taken a proactive role in representing their views and interests thus providing a voice for the sector, locally and nationally

- Deputy Chief Executive, Phil Lee, was part of the NCVO Public Service network delegation to meet the Prime Minister to discuss the needs of the sector and impacts of the government policy and cuts;



- Coordinated, consulted and provided support for the sector on a three year savings proposal within Children's Services and Learning;
- Arranged a number of opportunities for the voluntary sector to directly engage with key developments and people in the city. These have included meeting with Bob Deans, Chief Executive of the PCT, Penny Furness Smith, SCC Executive Director of Health and Social Care, contributing to the Joint Strategic Needs Assessment and a major 'Health Changes' conference. From SVS "we most value the impartial advice and access to key issues." **Parent Support Link**
- Organised voluntary sector representation in the city's key strategic partnerships including the Local Strategic Partnership which is now Southampton Connect;
- Consulted on and fed into the Office of Civil Society consultation on Infrastructure Support for our sector.
- From SVS "we most value the provision of a platform and information on changes." **East Basset Residents Association**





All of our SVS services are operated in partnership with other voluntary and statutory bodies and our thanks are due to them for both their tangible (especially monetary) support as well as for their willingness to share ideas, expertise and work collaboratively with us. We also receive practical support and help from a wide variety of private and voluntary sector partners to whom again a big thank you is due. We genuinely appreciate the trust and confidence all our supporters place in us.

SVS's Services to the general public have adapted to change to continue to serve some of the most vulnerable and disadvantaged people in the City in increasingly difficult times.

**Family Projects** has had another year of successfully working with families across the City to enable them to address their complex needs. It has been a challenging year of changes on many levels requiring us to review our service and make some hard decisions whilst continuing to support the families in our unique way.



Parents have been supported to address their individual issues through group work whilst their children have had stimulating developmental play opportunities in our Ofsted registered crèches.

Children's and adults health needs have been addressed throughout the year including a Health and Wellbeing visit to St Mary's Stadium by the Fathers group who had health checks that gave some of them quite a wake up call and resulted in lifestyle changes. We have also covered topics including internet safety, education and employment skills. Once again we have delivered two very successful Incredible Years Parenting courses that had an 80% completion rate.

Family Projects once again co-ordinated the city's annual toy appeal making sure those children most in need in the City received a gift at Christmas. At the launch of the appeal this year we were very pleased to be supported by The Right Worshipful, The Mayor of Southampton Cllr Carol Cunio, Fred Dinenage of Meridian TV and the school children from Springhill Catholic Primary School who provided some excellent entertainment.

Over shadowing the success of this year though has been the impending reduction of funding by 50% for the 2011-12 financial year which required us during the last quarter of the period covered by this report to start to reconfigure and amalgamate groups with an overall reduction of groups and local accessibility to parents from April 2011.

The **Young Carers Project** has engaged with and supported 173 young carers aged 8-18 whose lives are affected by caring for an unwell or disabled family member, with 28% of these young people caring for more than one member of their family.

The project has offered these young people tailored and holistic support packages that could include one to one or group work both in and out of school, needs specific workshops and invaluable respite opportunities including days out, weekends away and access to a range of activities.

We have seen a 30% increase on the previous year in the types and volumes work undertaken and the amount of contact had with young carers. This has all been whilst restructuring the project in line with new contractual obligations. One young carer, aged 15, commented that

*"the Young Carers Project do an amazing job. Sometimes I really don't know where I would be without them".*

Highlights of the year have included three young people being recognised for the contributions they make to their families through the 'I Am Southampton' awards. One young person also had the opportunity to travel to 10 Downing Street and be presented with an award from PM David Cameron, having been a finalist in 'Britain's Kindest Kid' competition.



**City Shopmobility** provides wheelchairs, powerchairs and mobility scooters for use in Southampton City Centre, as well as a Shopping Companion service. We also provide long term loan of manual wheelchairs, crutches and portable mobility scooters. The key factor in our work is an underlying commitment to keep disabled and older people, with long or short term medical conditions, mobile and independent. Our service extends to those with temporary disabilities, with the aim of allowing all people, whatever their mobility impairment, to enjoy their city centre.

Our service helps its users maintain, and in many cases regain, their independence. Allowing people access to shops, facilities, public services and city events promotes equality for users and decreases social isolation for people with mobility problems. Our customer feedback regularly confirms the importance of our service to its users and also the high quality of the service provided.

*"The staff are very welcoming...I know I can go in and have a chat to them as I'm on my own and they help me with problems. I would be lost without them as it is a lifesaver to get around town... I can go around freely and not in pain".*

This has been an extremely challenging year for City Shopmobility, arguably the most challenging in the service's 12 year history due to proposal to withdraw all funding to the service. The proposal prompted much distress and outcry from our users and other disability groups which led to the council maintaining funding albeit at a reduced level.

Highlights of the year have included an increase in overall service use by 8.5% and the registration of over 400 new customers.

The work of the **Street Homeless Prevention Team** improves the life chances of some of the City's most visibly marginalised people particularly those most imminently at risk of being street homeless. Trends in homelessness have changed including the age of people getting younger with 51% of people under the age of 31.

Throughout the year the team have conducted twice weekly outreach sessions, managed the risk of eviction scheme and conducted daily day centre hostel referral sessions, seeing a 61% rise in the numbers of people regularly attending. SHPT have continued to co-ordinate a volunteering and befriending scheme providing those with a homelessness/rough sleeping background opportunities for education, training and employment. SHPT also operates several projects which provide the first steps in personal development and lies at the heart of people sustaining their accommodation. This also leads to a positive life style change conducive to a life away from the streets. We have been pleased to attract additional funding to support elements of this work including funding from Comic Relief and Saints in the Community. The highlight of the year has to be the allotment project's participation in the Eden Project Places for Change garden at the Chelsea Flower Show last summer-a real achievement by all those involved.

*"The Street Homeless Prevention Team supported and found me some safe accommodation and offered me some structured opportunities to change my future for the better. A volunteer from the Befriending Service supports me with my college work, as I have dyslexia. Karen helped me enrol in a work based - horticulture course at Sparsholt College. Today my life is a far cry from my time spent on the streets." Jay, service user*



**Safe in Sound** has had considerable success in securing funding enabling it to redevelop with a new direction focusing on all health issues, not just drugs. The redevelopment of the project has included appointing a new member of staff and increased volunteer development such as the expansion of outreach team, and development of volunteer team leader roles alongside the development of two new volunteering roles.

The project now has a broader focus on all aspects of health risk behaviour and the night time economy – moving forward from a focus purely on substance use to take into account the interrelationship between personal safety, sexual health alcohol and substance use. We have also focused on harnessing expertise, through volunteering and in partnership with the City's two universities, in the design of campaigns incorporating up to date research on influencing behaviour change.



**MORPH** provides advocacy and a users voice for (ex) drug users, utilising the personal knowledge and experience of our volunteers and 2 workers to assist some of the City's most vulnerable citizens. Our work helps individuals go from chaotic, dangerous, despairing lives to become happy, healthy, independent, productive members of their communities.

Throughout the year we have continued to provide a weekly drop in session, produce a regular newsletter, co-ordinate a warning poster scheme for bad gear and facilitate opportunities for peer support.

Highlights this year include work towards changing professional and services attitudes towards drug users so that more responsive pathways and successful engagement can be developed and maintained. This included co facilitating training with the Royal College of General Practitioners wide range of professionals locally and nationally including GP's, drug workers and nurses, as well as joining the Integrated Drug Treatment System Management Board at HMP Winchester which dovetails drug treatment both in and out of prison. We have also worked in partnership to deliver Hidden Harm training across the City and with the City's two universities to deliver drug related training to a range of medical, mental health, criminology and psychiatry students.



## SVS Staff, and how to contact us (as at August 2011)

All staff except the Shopmobility service operate from the Voluntary Action Centre.

All staff can be contacted by email: [initial.sumame@southamptonvs.org.uk](mailto:initial.sumame@southamptonvs.org.uk) We are happy to meet up with groups outside of office hours, so do give us a ring, this may be particularly useful for committee members who may be busy with other things during the day. All areas of work within the organisation are supported by trained volunteers. Our thanks go out to all of them.

### Staff based at the Voluntary Action Centre

#### Kingsland Square, St Mary St, Southampton, SO14 1NW

Telephone: 023 8022 8291  
Opening hours: Monday – Thursday 9.30am – 4.30pm,  
Friday 9.30am-4pm

Late night opening until 7.30pm on the first Thursday of every month for help with group support or volunteering enquiries.

#### Voluntary Sector Support team

Jo Ash	Chief Executive
Philip Lee	Deputy Chief Executive
Louise Evans	Small groups and Volunteering Worker (p/t)
Auran Sood	Adults & Learning and Skills Development worker (p/t)
Megan Marks	Development Worker (p/t)
Cassy Quinn	Development and Admin Internship (p/t)
Julie Marron	Volunteering Development Team Leader (p/t)
Anna Hutchings	Volunteering Development Worker (p/t)
Karen Ringwald	Volunteering Development Worker (p/t)
Rob Kurn	Health Development Team Leader
Roxanne Kalidas	SLINK Development Worker (p/t)

#### Finance and Administration

Jude Perrott	Finance and business controller (p/t)
Rowena Singh	Receptionist / administrator (p/t)
Debbie Sutton	Receptionist / administrator (p/t)
Joe Alsford	Receptionist / administrator (p/t)
Caroline Webb	Receptionist / administrator (p/t)
Sue Vine	Cleaner (p/t)

#### Family Projects staff

Di Barnes	Team leader
Jacqui Honeywell	Project worker
Debbie Connis	Project worker (p/t)
Sarah Baker	Project worker (p/t)

Plus sessional playworkers

#### Young Carers Project team

Julie Marron	Young Carers Team Leader (p/t)
Suzanne Channer	Young Carers Project Worker (p/t)
Anna Hutchings	Young Carers Project Worker (p/t)
Jo Payne	Young Carers Project Worker (p/t)
Kerrie Spooner	Young Carers Project Worker (p/t)

#### MORPH

Simon Parry	MORPH project co-ordinator
Sue Tutton	MORPH project co-ordinator

#### Safe In Sound

Rob Kurn	Team Leader
Anthony Douglas	Project Admin Worker

#### Staff based at City Shopmobility Service

##### 7 Castle Way, Southampton, SO14 2BX

Telephone	023 8063 1263
Opening hours:	Monday – Saturday 9.30am-5pm
Lilah Turtle	Co-ordinator
Sue Perrin	Assistant co-ordinator (p/t)
Richard Wilson-Smith	Office assistant (p/t)

Plus volunteers

#### SVS Executive Committee

Elected representatives (as at August 2011)

Mr R Stubbs	Chair
Mr M Treasure Jones	Vice Chair
Mr C Warburg	Honorary Treasurer
Ms M Carnegie	
Mr M De-La Haye	
Mr P Keeley	
Mr S Mantle	
Mr L Slack	
Mr D Wrighton	
Mr K Liles	

#### Southampton City Council nominated representatives

Cllr N Fitzgerald  
Cllr E Daunt

#### Ex-Officio members

Dr G Watkinson	Southampton City Primary Care Trust
Mr G Henderson	Probation Trust



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# e-news

## Volunteering Development Team - What can we offer?



### Advice and Guidance

The SVS Volunteering Development Team (VDT) can offer support to you as volunteer coordinators. There is often only one Volunteer Coordinator in an organization, meaning sometimes when it comes to specific issues you may need somewhere to turn.

We can give advice on issues such as the following:

- **Recruitment of volunteers**
- **Volunteer Policies and Procedures**
- **Training volunteers**
- **Promoting volunteering opportunities**
- **Retaining volunteers**
- **Support and Supervision of Volunteers**
- **Valuing Volunteers**

This can be provided via email, over the phone or during a one-to-one meeting arranged with the VDT.

### Volunteer Brokerage

The VDT can promote your volunteering opportunities online and at

in-house Volunteering Information Sessions. We can promote multiple volunteering roles at one time and we will then send you details of anyone who is interested. With around **150 enquiries a month** coming through SVS there is bound to be some volunteers out there for you.

### New Resources

We have recently re-vamped the Volunteers Charter following some consultation in a Volunteer Coordinators Group meeting. Thank-you to those of you who had input to this.

We also have two new resources 'Involving Volunteers - Have you got everything in Place?' and 'Recruiting Volunteers Guide'.

All the above can be found on the SVS website

<http://www.southamptonvs.org.uk/volunteering/manage-volunteers/>



**Southampton Voluntary Services**

## Have You Any Christmas Volunteering Opportunities?

It could be a one off event or just an extra pair of hands for the busy periods. Lots of people are willing to volunteer on Christmas day, boxing day etc. It is a great way to give someone a taster of your organisation and could help you in recruiting some long-term volunteers.

### Examples of previous opportunities:

- Christmas Conservation Days
- Host UK
- Night Shelters
- Packing Christmas Boxes for needy Children
- Day Centre - Kitchen Assistants, Receptionists
- Support for the Elderly
- Steam Railway - Santa Train Rides

**If you have an opportunity**

**please contact the Volunteering Development Team on**

[volunteer@southamptonvs.org.uk](mailto:volunteer@southamptonvs.org.uk)

## Volunteer Certificate Scheme - October 2011

The event was very successful with 33 volunteers receiving certificates. Due to unforeseen circumstances the awards were held at SVS, however the magic of the event was not lost.

With thanks to his Worship the Mayor, Councilor Terry Mathews.

For more photos from this event click on

<http://www.mediafire.com/?ycnfg8ebdg31tje>



Photography by Cassy Quinn - SVS



## Changes to Criminal Records Bureau Checks

Recently there have been some extreme changes to the criteria of determining who needs a Criminal Records Bureau Check (CRB) and who does not. SVS is a registered umbrella body for the CRB, this means that we can countersign CRB Checks for community and voluntary sector. If your organisation is interested in registering with the SVS CRB service go to <http://www.southamptonvs.org.uk/volunteering/manage-volunteers/>.

## Eligible Checks Regulated Activity

### Eligible Checks Regulated Activity

Regulated Activity is a statutory term used to describe working or volunteering with children or vulnerable adults.

It covers work, whether paid or unpaid, which is carried out on a frequent, intensive or overnight basis, but does not include family or personal arrangements.

<b>A</b>	Of a <b>specific</b> nature	<b>C</b>	<b>Frequently, intensively and/or overnight</b>
<b>OR</b>			
<b>B</b>	In a <b>specified place</b> ***	<b>C</b>	<b>Frequently, intensively and/or overnight</b>
		<b>D</b>	Gives the person the <b>opportunity</b> for contact with C or VA

\*\*\* - Or is a specific role – includes fostering and “defined office holders”

<b>A... Of a specific nature</b>	<b>B... In a specified place</b>
<ul style="list-style-type: none"> <li>• Teaching</li> <li>• Training</li> <li>• Supervision</li> <li>• Advice</li> <li>• Treatment</li> <li>• Transport</li> </ul>	<ul style="list-style-type: none"> <li>• Schools</li> <li>• Childcare premises</li> <li>• Residential children’s care homes</li> <li>• Children’s Hospitals</li> <li>• Children’s detention centres</li> <li>• Children’s centres in England.</li> <li>• Adult care homes</li> </ul>
<b>C... Frequently, intensively and/or overnight</b>	<b>D... Gives that person</b>
<ul style="list-style-type: none"> <li>• Once a week for most services, but once a month or more for health and social care services involving personal care.</li> <li>• Takes place on 4 days in one month or more.</li> <li>• Overnight between 2am – 6am</li> </ul>	<ul style="list-style-type: none"> <li>• The opportunity, in consequence of anything he is permitted or required to do in connection with the activity, to have contact with specifically children or specifically vulnerable adults.</li> </ul>

# Southampton LINK<sup>®</sup>

## Local Involvement Network

### What is Southampton LINK?

Southampton Local Involvement Network (LINK) is part of a number of LINKs across the country, our primary concern is to find out what the public thinks about their local Health and Social Care services. We, as your local LINK then talk directly to senior professionals and service managers about the services they provide, working with them and you to ensure local citizens get the services they deserve.

### Southampton Voluntary Services - Southampton LINK's New Host

As of the 1<sup>st</sup> July 2011 SVS successfully secured the contract with Southampton City Council to act as host for Southampton LINK.

Southampton Voluntary Services first piece of work as host of Southampton LINK is to increase the LINK's membership. Over the coming months we will be running a number of campaigns to raise awareness of the LINK and encourage participation from all of Southampton's vibrant communities.

If your group is interested in becoming a LINK member please contact:

**Roxane Kalidas, Southampton LINK Development Worker**

**Telephone number: 02380 216018 email: [r.kalidas@southamptonvs.org.uk](mailto:r.kalidas@southamptonvs.org.uk)**



## Upcoming Events

### 5th December 2011 International Volunteer Day

Celebrate the achievements and time given by your volunteers. Saturday, 5th December, is [International Volunteer Day](#) - set up to give volunteer organisations and individual volunteers the opportunity to show their contributions to peace and development.

### 1st February 2011 Volunteer Coordinators Group (VCG)

**The Meeting will be held at Southampton Voluntary Services  
The Voluntary Action Centre 2pm - 4pm**

This is the forum that offers support for anyone involved with volunteers and volunteering. Whether you're a Volunteer Coordinator managing a large team of volunteers or a volunteer yourself supporting other volunteers, this forum is for you.

### Contact Us

If you have any questions or enquiries regarding volunteer management best practice or need support with volunteer recruitment, don't hesitate in contacting the Volunteering Development Team.



[volunteer@southamptonvs.org.uk](mailto:volunteer@southamptonvs.org.uk)

Southampton Voluntary Services The Voluntary Action Centre  
Kingsland Square St Mary's Street Southampton SO14 1NW

Tel: 02380 216202



[SVS Facebook Page](#)



[SVS Twitter](#)



2011-2012

## SVS Training Programme

**29/11/11 Investing in Good Information** £10

**13/12/11 How to Develop Corporate Support**  
£60 SVS members, £85 Non members

**20/12/11 Thinking Differently about Fundraising**  
£60 SVS members, £85 Non members

**16/01/12 & 17/01/12 Effective Fundraising Practice**  
£120 SVS Members, £170 Non members

**24/01/12 Duties of a Company Secretary**  
£60 SVS members, £85 Non members

**31/01/12 Bid Writing for Commissioning**  
£60 SVS members, £85 Non members

**14/02/12 & 15/02/12 Effective Fundraising Strategy**  
£120 SVS Members, £170 Non members

**21/02/12 Effective Marketing for Small Organisations**  
£60 SVS members, £85 Non members

**Lunch is included with all courses apart from 29/11/11**

**All training takes place at:**  
The Voluntary Action Centre  
Kingsland Square  
St Mary's Street  
Southampton  
SO14 1NW



DIRECTORY OF SOCIAL CHANGE



Contact Cassy Quinn for further  
information:

[c.quinn@southamptonvs.org.uk](mailto:c.quinn@southamptonvs.org.uk)

Tel: 02380 228291

Or visit: [www.southamptonvs.org.uk/  
updates/training-events](http://www.southamptonvs.org.uk/updates/training-events)

Southampton Voluntary Services  
2011-2012

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