

# Public Document Pack

## Overview and Scrutiny Management Committee

Thursday, 16th June, 2016  
at 5.30 pm

### **PLEASE NOTE TIME OF MEETING**

Council Chamber - Civic Centre

This meeting is open to the public

#### **Members**

Councillor Fitzhenry (Chair)  
Councillor Fuller  
Councillor Furnell  
Councillor Hannides  
Councillor Morrell  
Councillor Moulton  
Councillor Whitbread  
Councillor Murphy  
Councillor Savage  
Councillor T Thomas

#### Appointed Members

Mrs U Topp, (Roman Catholic Church)  
Rev. J Williams, The Church of England  
(Portsmouth and Winchester Dioceses)  
Vacancies

- Primary Parent Governor Representative;  
and
- Secondary Parent Governor Representative

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## PUBLIC INFORMATION

### 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.

#### **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.

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

Any person or organisation filming, recording or broadcasting any meeting of the Council is responsible for any claims or other liability resulting from them doing so.

Details of the Council's Guidance on the recording of meetings is available on the Council's website.

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

- Jobs for local people
- Prevention and early intervention
- Protecting vulnerable people
- Affordable housing
- Services for all
- City pride
- A sustainable Council

#### **Procedure / Public Representations**

At the discretion of the Chair, members of the public may address the meeting on any report included on the agenda in which they have a relevant interest. Any member of the public wishing to address the meeting should advise the Democratic Support Officer (DSO) whose contact details are on the front sheet of the agenda.

**Smoking Policy:-** The Council operates a no-smoking policy in all civic buildings.

**Mobile Telephones:-** Please switch your mobile telephones to silent 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 is available for disabled people.** Please contact the Democratic Support Officer who will help to make any necessary arrangements.

#### **Dates of Meetings: Municipal Year 2016/17**

<b>2016</b>	<b>2017</b>
16 June	12 January
14 July	16 February
11 August	16 March
15 September	13 April
13 October	
10 November	
15 December	

## **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.

### **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.

## **DISCLOSURE OF INTERESTS**

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

### **DISCLOSABLE PECUNIARY INTERESTS**

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

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

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

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

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

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

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

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

- a) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body, or
- b) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you / your spouse etc has a beneficial interest that exceeds one hundredth of the total issued share capital of that class.

## **Other Interests**

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

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

Any public authority or body exercising functions of a public nature

Any body directed to charitable purposes

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

## **Principles of Decision Making**

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

- proportionality (i.e. the action must be proportionate to the desired outcome);
- due consultation and the taking of professional advice from officers;
- respect for human rights;
- a presumption in favour of openness, accountability and transparency;
- setting out what options have been considered;
- setting out reasons for the decision; and
- clarity of aims and desired outcomes.

In exercising discretion, the decision maker must:

- understand the law that regulates the decision making power and gives effect to it. The decision-maker must direct itself properly in law;
- take into account all relevant matters (those matters which the law requires the authority as a matter of legal obligation to take into account);
- leave out of account irrelevant considerations;
- act for a proper purpose, exercising its powers for the public good;
- not reach a decision which no authority acting reasonably could reach, (also known as the "rationality" or "taking leave of your senses" principle);
- comply with the rule that local government finance is to be conducted on an annual basis. Save to the extent authorised by Parliament, 'live now, pay later' and forward funding are unlawful; and
- act with procedural propriety in accordance with the rules of fairness.

## AGENDA

**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 ELECTION OF VICE-CHAIR**

To elect a Vice-Chair to the Overview and Scrutiny Management Committee for the 2016-2017 municipal year.

### **3 DISCLOSURE OF PERSONAL AND PECUNIARY INTERESTS**

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

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.

### **4 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.

### **5 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.

### **6 STATEMENT FROM THE CHAIR**

### **7 MINUTES OF THE PREVIOUS MEETING (INCLUDING MATTERS ARISING)** (Pages 1 - 2)

To approve and sign as a correct record the Minutes of the meetings held on 14 April 2016 and to deal with any matters arising, attached.

### **8 SCRUTINY INQUIRY PANEL - MAKING SOUTHAMPTON DEMENTIA FRIENDLY FINAL REPORT** (Pages 3 - 56)

Report of the Chair of the Scrutiny Inquiry Panel requesting that the Overview and Scrutiny Management Committee consider and approve the final report of the Scrutiny Inquiry Panel and forward it to the Executive for consideration and further action, attached.

**9 FORWARD PLAN** (Pages 57 - 58)

Report of the Service Director, Legal and Governance enabling 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, attached.

a) Forward Plan: Go Southampton proposal for a City Centre Business Improvement District (Pages 59 - 122)

Briefing Paper of the Head of Economic Development and Skills as part of the Committee's consideration of the Forward Plan item, Go Southampton proposal for a City Centre Business Improvement District, attached.

**10 TRANSFORMATION PROGRAMME UPDATE** (Pages 123 - 130)

Report of the Transformation Director providing an update on the progress made in relation to the Council's transformation programme, attached.

**11 MONITORING SCRUTINY RECOMMENDATIONS TO THE EXECUTIVE** (Pages 131 - 134)

Report of the Service Director, Legal and Governance enabling the Overview and Scrutiny Management Committee to monitor and track progress on recommendations made to the Executive at previous meetings.

Wednesday, 8 June 2016

Service Director, Legal and Governance

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SOUTHAMPTON CITY COUNCIL  
OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE  
MINUTES OF THE MEETING HELD ON 14 APRIL 2016

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Present: Councillors Fitzhenry (Chair), Galton, Hannides (Except Minute 54 and 57), Jordan, Morrell and Moulton (Except Minute 54 and 57) (Vice-Chair)

Apologies: Councillors Fuller, Furnell, Keogh and Whitbread

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

**RESOLVED** that the minutes of the meeting held on 10 March 2016 be approved and signed as a correct record.

55. **CONSIDERATION OF PETITION**

The Committee considered the report of the Service Director, Legal and Governance seeking consideration of the response to the petition "Help the Peddlers of Southampton.

Emily Byrne (Petitioner) was present and with the consent of the Chair addressed the meeting.

**RESOLVED**

- (i) that the Executive outline the Council's vision for the High Street;
- (ii) that the Cabinet Member meets with Peddlers representatives and explores options to resolve the problems identified; and
- (iii) that the Committee requested that the petition be discussed at the Cabinet meeting on 21 June 2016.

**COUNCILLOR MOULTON IN THE CHAIR**

56. **FORWARD PLAN**

(A) **HOUSES OF MULTIPLE OCCUPATION SUPPLEMENTARY PLANNING DOCUMENT**

The Committee considered the report of the Senior Planning Policy Officer detailing the item, "Houses of Multiple Occupation Supplementary Planning Document" requested for discussion from the current Forward Plan.

**RESOLVED:**

- (i) that the revised policy be monitored regularly to understand the impact it is having on the housing market. This should commence as soon as up to date information becomes available;
- (ii) that an update be provided to the Committee on the regulation of To-let signs in Southampton;
- (iii) that the Committee be provided with an overview of the powers the Council have to bring vacant homes back in to use and how they were being applied in Southampton; and

- (iv) that the Committee be provided with a breakdown of expenditure on the HMO Licensing Scheme since it was introduced, and the forecast expenditure for 2016/17 and 2017/18.

**NOTE:** Councillor Fitzhenry declared a personal interest in the matter set out in the report. He withdrew as Chair for this item but remained in the meeting and took part in the discussion.

### **COUNCILLOR FITZHENRY IN THE CHAIR**

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

The Committee received and noted the report of the Service Director, Legal and Governance detailing the actions of the Executive and monitoring progress of the recommendations of the Committee.



# Agenda Item 8

<b>DECISION-MAKER:</b>	OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE		
<b>SUBJECT:</b>	SCRUTINY INQUIRY PANEL – MAKING SOUTHAMPTON DEMENTIA FRIENDLY FINAL REPORT		
<b>DATE OF DECISION:</b>	16 JUNE 2016		
<b>REPORT OF:</b>	CHAIR OF THE SCRUTINY INQUIRY PANEL		
<b><u>CONTACT DETAILS</u></b>			
<b>AUTHOR:</b>	<b>Name:</b>	<b>Mark Pirnie</b>	<b>Tel:</b> 023 8083 3886
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<b>STATEMENT OF CONFIDENTIALITY</b>	
None	
<b>BRIEF SUMMARY</b>	
From September 2015 to April 2016 the Scrutiny Inquiry Panel undertook an inquiry looking at the issue of making Southampton a dementia friendly city. The final report of the Panel is attached as Appendix 1 for consideration and approval by the Overview and Scrutiny Management Committee (OSMC).	
<b>RECOMMENDATIONS:</b>	
(i)	To consider and approve the final report of the Scrutiny Inquiry Panel, attached as Appendix 1, and forward it to the Executive for consideration and further action.
(ii)	To delegate authority to the Chair of the Committee to approve any minor amendments arising from considerations raised at the Committee's meeting on 16th June 2016.
<b>REASONS FOR REPORT RECOMMENDATIONS</b>	
1.	In accordance with the Council's constitution, this Committee must approve the final report of a Scrutiny Inquiry and refer it to the Executive for consideration and further action.
<b>ALTERNATIVE OPTIONS CONSIDERED AND REJECTED</b>	
2.	None.
<b>DETAIL (Including consultation carried out)</b>	
3.	The OSMC, at its meeting on 13th August 2015, requested that the Scrutiny Inquiry Panel undertake an inquiry looking at how Southampton can become a dementia friendly city. The OSMC agreed that the inquiry would not focus on the wider issues of prevention, research, or clinical treatments for people with dementia.
4.	The set objectives of the Inquiry were: <ul style="list-style-type: none"> <li>• To understand how far we are progressing in making Southampton a dementia friendly city, and to identify further actions needed.</li> <li>• To align our work and priorities to the existing framework in place: Alzheimer's Society building dementia-friendly communities - a priority for everyone.</li> </ul>

	<ul style="list-style-type: none"> <li>To support the registration to the recognition process for dementia friendly communities and achieve to the 'working to become dementia friendly' symbol.</li> </ul>
5.	The Scrutiny Inquiry Panel undertook the inquiry over 6 evidence gathering meetings and received information from a wide variety of organisations. This included health professionals, charitable organisations supporting people with dementia, volunteers, housing managers, urban designers, shopping centre operators, commissioners, academics and bus operators.
6.	In order for dementia-friendly communities to succeed, the views and opinions of people with dementia and their carers must be at the heart of any considerations or decisions. In recognition of this principle from the outset the inquiry has sought to engage people with dementia and their carers. In addition to Panel Members attending a Dementia Friends Awareness session specific events designed to engage and understand the views of people with dementia in Southampton included: <ul style="list-style-type: none"> <li>A visit to the Memory Café at Medwall Court – 6th October</li> <li>A visit to Dementia Friendly Fridays at Manston Court – 12th February.</li> </ul>
7.	The final report contains 18 recommendations in total, summarised in Appendix 2, which if implemented the Panel believe will help to accelerate progress towards Southampton becoming a dementia friendly city.
8.	A final report of the Inquiry is attached as Appendix 1. This Committee needs to consider whether the report adequately responds to the inquiry objectives outlined in the Terms of Reference shown within the attached report.
9.	The Overview and Scrutiny Management Committee procedure rules within the constitution require that within two months of the date of this committee approving a final inquiry report, the Executive will consider the report and submit a formal response to the recommendations contained within them. If this Committee is therefore minded to accept the final version of the report, then the document will be forwarded to the Executive on 21st June 2016 for further action.
<b>RESOURCE IMPLICATIONS</b>	
<b><u>Capital/Revenue</u></b>	
10.	In practice any future resource implication arising from this review will be dependent upon whether, and how, each individual recommendation within the inquiry report is progressed by the Executive. More detailed work will need to be undertaken by the Executive in considering its response to each of the recommendations set out in the report.
<b><u>Property/Other</u></b>	
11.	None.
<b>LEGAL IMPLICATIONS</b>	
<b><u>Statutory power to undertake proposals in the report:</u></b>	
12.	The duty to undertake overview and scrutiny is set out in Part 1A Section 9 of the Local Government Act 2000.
<b><u>Other Legal Implications:</u></b>	
13	None

<b>POLICY FRAMEWORK IMPLICATIONS</b>	
14.	None

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

**SUPPORTING DOCUMENTATION**

**Appendices**

1.	Making Southampton Dementia Friendly – Final Report
2.	Making Southampton Dementia Friendly – Summary of recommendations

**Documents In Members' Rooms**

1.	None
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**Equality Impact Assessment**

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

Do the implications/subject of the report require a Privacy Impact Assessment (PIA) to be carried out.	No
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**Other Background Documents**

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

Title of Background Paper(s)	Relevant Paragraph of the Access to Information Procedure Rules / Schedule 12A allowing document to be Exempt/Confidential (if applicable)
1.	None

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# Making Southampton Dementia Friendly Scrutiny Inquiry Panel

## Dementia-friendly communities



### PANEL MEMBERSHIP

Councillor Coombs (Chair)  
Councillor Lewzey (Vice Chair)  
Councillor Burke  
Councillor Houghton  
Councillor McEwing  
Councillor Painton  
Councillor Parnell

Scrutiny Manager – Mark Pirnie  
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**SOUTHAMPTON**  
CITY COUNCIL

## Contents

<b>Contents</b>	<b>Page</b>
Chair's Introduction	3
The Aim of the Inquiry	5
Introduction	7
Conclusions and Recommendations	12

### Appendices

Appendix 1 – Terms of Reference

Appendix 2 – Inquiry Plan

Appendix 3 - Summary of Key Evidence

Appendix 4 – Findings

Appendix 5 - Types of Dementia

# Chair's Introduction

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## **Councillor Hannah Coombs - Chair of the Making Southampton Dementia Friendly Inquiry Panel (2015/16)**

I would like to thank all of the City Council officers, Integrated Commissioning Unit officers, members and contributors to the inquiry evidence gathering meetings. I am sure that when enacted, the recommendations made in this report will enable Southampton to achieve better outcomes for people with dementia and their carers and families through making the City dementia friendly. One in three people over 65 will have dementia by 2020 and 40 – 50% of the beds at the General Hospital are currently occupied by people with dementia, so this work is vital.

Although there are areas highlighted in the report where further work is needed, there is a lot of positive work being done, which the Panel were impressed to hear about and witness first hand at the Dementia Fun Friday session at Manston Court and at the dementia village in West Quay. We can build on the great work being done by Admiral Nurses, ISPACE GP practices, CPNs, the Alzheimer's Society, Age UK and MARC at Moorgreen Hospital to signpost people with dementia and their carers to services and activities and use this knowledge to create a dementia roadmap for Southampton.

Small and often inexpensive projects can have a huge effect on the life of a person with dementia, their carers and family, e.g. access to green open space with a bench, a quiet room in a train station, a wider aisle in the supermarket, a shop worker who takes the time to help with small change, a well signposted toilet, a flow detector on the bath to stop flooding, a MIND befriender who can take you to do a favourite activity and give your carer a precious couple of hours to themselves, a local school or library asking a person with dementia to help teach children to read (giving that person a sense of purpose), a place of worship offering a tailored service for people with dementia or a meals on wheels worker staying a bit longer to make sure the person with dementia eats and drinks.

Projects like those listed above are being delivered by the Senior Saints Project, the Making Highfield, Portswood and St Denys Dementia Friendly Group, the Museum Memory Box Project and Café at the General Hospital, Erskine Court, the Age UK gardening club at Sunrise, Bassett, the Park Run, Weston Court, the over 60s outreach supporter (who works with people with dementia who are still in their own homes), Mayfield Nursery, the Community Farm, and the district nurses and volunteers working with the GP clusters running clinics at Manston and Neptune Courts.

The good practice we have learnt about at the Dementia Friendly Hampshire project managed by Andover MIND will be invaluable in guiding our work, especially around awareness raising and promotional events. With their 440 members and 150 community volunteers (as of September 2015), they are an inspiration.

Some of the areas we need to work on in addition to those listed in the report are increasing the percentage of agency domiciliary care staff who attend the City Council's one day training course (which includes dementia training) from 25% to 100%; increasing the take up of dementia friend training (we are behind Eastleigh and the New Forest in this area); encouraging UHS to sign up to John's Campaign (where carers of a person with dementia have the same rights as carers of a child in hospital); increasing the number of ISPACE GP practices (10% have the accreditation); introducing some evening groups for younger carers who work or are in education; training existing leisure clubs and groups so that people with dementia can continue to attend them; making hospitals, shopping centres, residential homes and public offices easily navigable for people with dementia; and applying for funding for an SCA bus to take people with dementia and their carers to Manston Court for Dementia Fun Friday.

I look forward to working with the Southampton Dementia Partnership to set up the Southampton Dementia Action Alliance and achieve recognition as a Dementia Friendly Community.



## Making Southampton Dementia Friendly

### The Aim of the Inquiry

1. In March 2012 the Department of Health published the Prime Ministers Challenge to deliver major improvements in dementia care and research by 2015.
2. In February 2015 the Department of Health, building on the Challenge published in 2012, published the Prime Ministers Challenge on Dementia 2020 which sets out the programme of action to deliver sustained improvements in health and care and boost dementia research.
3. In acknowledgement that two thirds of people with dementia live in the community<sup>1</sup> a key objective within the 2020 Challenge includes:
  - Over half of people living in areas that are recognised as Dementia Friendly Communities.
4. A dementia friendly community is described as:

*'A city, town or village where people with dementia are understood, respected and supported, and confident they can contribute to community life. In a dementia friendly community people will be aware of and understand dementia, and people with dementia will feel included and involved, and have choice and control over their day to day lives.'*<sup>2</sup>
5. In recognition of the importance of this issue, and the opportunity to make a difference for people living with dementia and their carers in Southampton, the Overview and Scrutiny Management Committee (OSMC), at its meeting on 13<sup>th</sup> August 2015, requested that the Scrutiny Inquiry Panel undertake an inquiry looking at how Southampton can become a dementia friendly city.
6. The OSMC agreed that the inquiry would not focus on the wider issues of prevention, research, or clinical treatments for people with dementia.
7. The set objectives of the Inquiry were:
  - a. To understand how far we are progressing in making Southampton a dementia friendly city, and to identify further actions needed.
  - b. To align our work and priorities to the existing framework in place: Alzheimer's Society building dementia-friendly communities - a priority for everyone.
  - c. To support the registration to the recognition process for dementia friendly communities and achieve to the 'working to become dementia friendly' symbol.
8. The full terms of reference for the Inquiry, agreed by the OSMC, are shown in Appendix 1.

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<sup>1</sup> Dementia UK, Second Edition - Overview, Alzheimer's Society, September 2014

<sup>2</sup> Alzheimer's Society, Guidance for communities registering for the recognition process for dementia friendly communities, 2013

## **How the inquiry was conducted**

9. The Scrutiny Inquiry Panel undertook the inquiry over 6 evidence gathering meetings and received information from a wide variety of organisations. This included health professionals, charitable organisations supporting people with dementia, volunteers, housing managers, urban designers, shopping centre operators, commissioners, academics and bus operators. A list of witnesses that provided evidence to the Inquiry is detailed in Appendix 2.
10. To deliver the set objectives the agreed project plan identified that each evidence gathering meeting of the inquiry would focus on a number of the 10 key characteristics of a dementia friendly community.
11. At each meeting appropriate guests were invited to outline activities and practice in Southampton related to the 10 key areas and to identify what best practice looks like. This enabled the Panel to undertake a mini audit of the strengths and weaknesses/opportunities in the city and to recommend key actions that, if implemented, would help Southampton become more dementia friendly.
12. In undertaking this inquiry the Panel were made aware that the development of dementia friendly communities was a cross cutting issue and that councils, working in partnership with others, are well placed to deliver on this ambition.
13. The key findings, conclusions and recommendations from the inquiry are detailed succinctly later in this report.

## **Consultation**

14. In order for dementia-friendly communities to succeed, the views and opinions of people with dementia and their carers must be at the heart of any considerations or decisions. In recognition of this principle from the outset the inquiry has sought to engage people with dementia and their carers. In addition to Panel Members attending a Dementia Friends Awareness session specific events designed to engage and understand the views of people with dementia in Southampton include:
  - A visit to the Memory Café at Medwall Court – 6<sup>th</sup> October 2015
  - A visit to Dementia Friendly Fridays at Manston Court – 12<sup>th</sup> February 2016.
15. Members of the Panel would like to thank all those who have assisted with the development of this review, in particular Amanda Luker, Commissioner within the Integrated Commissioning Unit, who has provided the Panel with invaluable advice throughout the inquiry.

## **Introduction**

### **What is Dementia?**

16. The word 'dementia' describes a group of symptoms that include loss of memory, difficulties with planning, problem solving, difficulties with language and communication, and sometimes, changes in mood or behaviour.
17. Dementia isn't a natural part of aging. It occurs when the brain is affected by a disease. Dementia is progressive, which means the symptoms will gradually get worse over time.

### **Types of Dementia**

18. There are many types of dementia but the most common are Alzheimer's disease and vascular dementia. Of those people with dementia in the UK, 62% have Alzheimer's disease and 17% vascular dementia. Others include mixed dementia (10%), dementia with Lewy bodies (4%), rarer causes of dementia (3%) and fronto-temporal dementia (2%). Appendix 5 provides a brief description of each type of dementia.

### **Facts and Figures**

19. In England, it is estimated that 676,000 people have dementia<sup>3</sup>. It is expected that this figure will double in the next 30 years as life expectancy increases.
20. Dementia costs society an estimated £26 billion a year, more than the costs of cancer, heart disease or stroke. In the next 30 years, predicted costs are likely to treble<sup>4</sup>.
21. The estimated number of people with dementia in Southampton is 2,618 (March 2015). This figure is expected to rise in line with an increase in the over 65 population which is expected to grow by 11% between 2012 and 2019.

### **What are Dementia Friendly Communities?**

22. Traditionally, the focus for dementia care has been NHS treatments and care services delivered by local councils. Recently there has been a shift to a focus on how we can enable people who have been diagnosed with dementia to live as full a life as possible and encourage communities to work together to help people to stay healthier for longer.
23. Alzheimer's Society have been active in the move nationally towards supporting communities to become dementia friendly. They define a dementia-friendly community as one in which people with dementia are empowered to have high aspirations and feel confident, knowing they can contribute and participate in activities that are meaningful to them.<sup>5</sup>
24. A number of communities have already signed up to the national Dementia Friendly Communities accreditation process, overseen by Alzheimer's

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<sup>3</sup> Department of Health, Prime Minister's challenge on dementia 2020, February 2015, p10

<sup>4</sup> Department of Health, Prime Minister's challenge on dementia 2020, February 2015

<sup>5</sup> Alzheimer's Society, Building dementia-friendly communities: a priority for everyone, August 2013

Society, and are making progress supporting people with dementia to live well with the condition.

### **Why is it important that communities become dementia friendly?**

25. People with dementia want to live everyday lives continuing to stay connected to their interests, social networks and communities. However, research suggests that people with dementia increasingly withdraw from everyday life.<sup>6</sup>
26. Two thirds of people with dementia live in the community, close to a third of whom live on their own. With the support from wider communities, enabling people with dementia to take part in everyday activities is key not only to enabling them to live fulfilling lives but to reducing and delaying their dependence on expensive health and social care services.<sup>7</sup>
27. Dementia has a significant financial impact. Analysis shows that a year living in the community with dementia is estimated to cost £24,128, including integrated health and social care package, together with respite, therapies and medication. A year in residential care costs an average of £35,424. Therefore a saving of £11,296.<sup>8</sup> The more support we can give people with dementia to remain independent within communities the better for the individual and the greater the savings on public finances.

### **What are the key characteristics of a dementia friendly community?**

28. In 2013 Alzheimer's Society and the National Dementia Action Alliance identified 10 key areas that communities working to become dementia friendly should focus on:

#### **1. Involvement of people with dementia**

Shape communities around the needs and aspirations of people living with dementia alongside the views of their carers. Each community will have its own diverse populations and focus must include understanding demographic variation, the needs of people with dementia from seldom heard communities, and the impact of the geography.

#### **2. Challenge stigma and build understanding**

Work to break down the stigma of dementia, including in seldom heard communities, and increase awareness and understanding of dementia.

#### **3. Accessible community activities**

Offer organised activities that are specific and appropriate to the needs of people with dementia. Also ensure that existing leisure services and entertainment activities are more inclusive of people with dementia.

#### **4. Acknowledge potential**

Ensure that people with dementia themselves acknowledge the positive contribution they can make to their communities. Build on the goodwill in the general public to make communities dementia friendly.

<sup>6</sup> Alzheimer's Society, Building dementia-friendly communities: a priority for everyone, August 2013

<sup>7</sup> LGA, Dementia Friendly Communities – Guidance for councils, July 2015

<sup>8</sup> Alzheimer's Society, Building dementia-friendly communities: a priority for everyone, August 2013

### **5. Ensure an early diagnosis**

Ensure access to early diagnosis and post-diagnostic support. Have health and social care services that are integrated and delivering person-centred care for people with dementia in all settings.

### **6. Practical support to enable engagement in community life**

Deliver a befriending service that includes practical support to ensure people with dementia can engage in community life as well as offering emotional support.

### **7. Community-based solutions**

Support people with dementia in whatever care setting they live, from maintaining independence in their own home to inclusive, high-quality care homes. Community based solutions to housing can prevent people from unnecessarily accessing healthcare and support people to live longer in their own homes.

### **8. Consistent and reliable travel options**

Ensure that people with dementia can be confident that transport will be consistent, reliable and responsive and respectful to their needs.

### **9. Easy-to-navigate environments**

Ensure that the physical environment is accessible and easy to navigate for people with dementia.

### **10. Respectful and responsive businesses and services**

Promote awareness of dementia in all shops, businesses and services so all staff demonstrate understanding and know how to recognise symptoms. Encourage organisations to establish strategies that help people with dementia utilise their business.

## **What is the process to become accredited as a dementia friendly community?**

29. The journey to become a dementia-friendly community will take time and Alzheimer's Society are currently reviewing the assessment process. To become part of the current dementia friendly communities recognition process, a representative from a community needs to fill out an online application form. By registering for the process your community commits to, amongst others, the following conditions:
  - Meeting the foundation criteria for a dementia-friendly community that have been developed
  - Providing a brief six-monthly update
  - Completing an annual self-assessment of progress towards the criteria.
30. Once a community has registered with the process, they may demonstrate how they meet the foundation criteria for 'working to become dementia friendly' by:
  - Ensuring the right local structure is in place to maintain a sustainable dementia friendly community

- Identifying a person to take responsibility for driving forward the work to support a community to become dementia friendly
- Having a plan in place to raise awareness about dementia in key organisations and businesses within the community that support people with dementia
- Developing a strong voice for people with dementia living in communities
- Raising the profile of the work to increase reach and awareness to different groups in the community
- Focusing plans on a number of key areas that have been identified locally
- Having in place a plan or system to update the progress of your community.



31. Once a community has demonstrated how they meet the criteria, they are issued with a symbol that they can give to organisations and businesses in their community that wish to be part of the dementia friendly communities' initiative and have stated what their actions are towards becoming dementia friendly.
32. The process is designed to enable communities to be publicly recognised for working towards becoming dementia friendly and to show that they are following common criteria that are based on what is known to be important to people affected by dementia and will change their experience.
33. At the time of the presentation to the Panel 115 communities had registered through the Alzheimer's Society Dementia Friendly Communities recognition process. In recognition that becoming a dementia friendly community may take a number of years the Panel, at the meeting on 29<sup>th</sup> October 2015 recommended that officers submit an application as soon as possible for Southampton to be recognised as 'working towards becoming dementia friendly' to formally start the journey.

### **Dementia Friends and Dementia Action Alliances**

34. Dementia Friends, Dementia Champions and Dementia Action Alliances are important enablers to creating dementia friendly communities. Dementia Friends is a national initiative to raise awareness of dementia. There are 1.3 million Dementia Friends nationally who are able to recognise the symptoms and support people with dementia, with a target for a further 3 million by 2020.
35. Dementia Friends awareness sessions are delivered by Dementia Champions. To become a Dementia Friends Champion, a person must attend a one day course run by Alzheimer's Society.
36. A Dementia Action Alliance is a steering group of local stakeholders working with organisations and businesses to support and encourage them to take actions to work to become dementia friendly. To become a member organisations must sign up to the National Dementia Declaration and submit a short action plan setting out how they will work towards delivering the outcomes outlined in their declaration.

37. In September 2015 there were 170 Local Dementia Action Alliances nationwide. They are recommended vehicles for developing dementia friendly communities. Hampshire is recognised as being in the vanguard in developing dementia friendly communities and has an active Dementia Action Alliance that works under the umbrella of the Dementia Friendly Hampshire project, established in 2013 and managed by Andover Mind. Southampton has a Dementia Partnership but not a Dementia Action Alliance.

## **Conclusions and Recommendations**

38. A summary of the key evidence presented at each of the inquiry meetings is attached as Appendix 3. In addition a summary of findings for Southampton against the key areas of focus for communities working to become dementia friendly is attached as Appendix 4. Conclusions were drawn from each meeting and disseminated to the Panel. All of the reports, presentations and minutes from the inquiry meetings can be found here:

<http://www.southampton.gov.uk/modernGov/ieListMeetings.aspx?CommitteeId=624>

### **Conclusions**

- The inquiry has clearly demonstrated to the Panel that people can live well with dementia and that there are significant benefits to individuals living with dementia and the City of Southampton in becoming dementia friendly.
- The Panel were encouraged by the range and diversity of activities and support currently being provided to people with dementia and their carers across Southampton.
- The Panel recognised that there had been substantial improvements in the support to people with dementia and their carers in the city over the past few years, particularly in the integration of housing, health and social care services, and the increasing diagnosis rates, and that outcomes would continue to improve.
- However, Southampton can do more to support people with dementia and changes can be made that can make the day to day lives of people living with dementia and their carers better.
- Examples of good practice exist locally that Southampton can learn from as we seek to become dementia friendly. Hampshire has demonstrated what can be achieved with focus, planning and support.
- To help the city to become dementia friendly a priority must be to improve co-ordination. This will help spread good practice across Southampton and galvanise community support.
- To help achieve this priority the Panel, at the second meeting of the inquiry, recommended that the Integrated Commissioning Unit utilise an identified budget for 2015/16 to commence a procurement process to engage an organisation to oversee and kickstart the drive to becoming dementia friendly. This has proved invaluable in Hampshire.
- It is identified good practice that a Southampton Dementia Action Alliance is established to work alongside the aforementioned organisation procured to kickstart and co-ordinate activity.
- The journey to be recognised as a dementia friendly community should commence as soon as possible with a submission to Alzheimer's Society to be recognised as 'working to become dementia friendly'. The changes will not happen overnight but it is an opportunity to transform the lives of people with dementia and their carers in Southampton.



- It is essential that in order for the drive to become a dementia friendly community to succeed the views and opinions of people with dementia and their carers must be at the heart of any decisions and that consideration should be given to hearing the voice of people with dementia throughout the process.
- The findings and recommendations identified during the inquiry are reflected within Southampton Better Care vision; which is to join up care and support for each and every unique person in our city needing our care. Some of the areas that Better Care contributes to the lives of people living with Dementia specifically in relation to dementia friendly communities includes:
  - Workforce development project that involves organisations within the sphere of better care delivery have a commitment to ensuring that all staff have the skills required to undertake their role
  - The development of cluster teams, providing an integrated approach to care, includes the older person mental health services
  - With the progress of integration, care and support plans will be undertaken in a holistic person centred way
  - Development of cluster working, is resulting in all community providers statutory and non-statutory developing, this will support an increased knowing of where to go for particular resources or support
  - Carer awareness is key to the development of person.

### **Recommendations**

39. Reflecting the key findings and conclusions the following actions are recommended to accelerate progress towards Southampton becoming a dementia friendly city:

#### **General Co-ordination and Strategic Direction**

**Recommendation 1** - That the Integrated Commissioning Unit engages an organisation to oversee and kickstart the drive to becoming dementia friendly.

**Recommendation 2** - That the successful applicant/organisation submits an application to the 'working to become dementia friendly' on behalf of Southampton.

**Recommendation 3** - That the Council works with existing members of the Southampton Dementia Partnership to establish a Dementia Action Alliance in Southampton.

**Recommendation 4** - That the Council use strategic drivers such as the community safety plan, health and wellbeing strategy, local transport plan, planning function as well as strategies for older people and people with dementia as levers to reinforce the needs of people living with dementia.

**Recommendation 5** - That the Council seeks to deliver the recommendations locally identified within the Local Government Associations recently published guide to combating loneliness.

### **Challenge stigma and build understanding**

**Recommendation 6** - That Dementia Friends sessions are made compulsory for all customer facing Council employees, including elected members, and that it is included in Council and relevant Capita inductions.

**Recommendation 7** - That the Council supports key staff and elected members to become dementia champions – so they can train and support other members and officers to become dementia friends and to act as ambassadors and supporters of work to promote dementia friendly communities locally.

**Recommendation 8** - In partnership with the recommended Southampton Dementia Action Alliance a ‘Southampton DEMFEST’ is organised in 2017.

### **Accessible community activities / Acknowledge potential/ Practical support to enable engagement in community life**

**Recommendation 9** - With the opening of the new arts centre imminent explore funding opportunities from the Arts Council to facilitate accessible activities for people with dementia.

**Recommendation 10** - Explore the opportunity to create a dementia roadmap for Southampton that provides high quality information about the dementia journey alongside local information about services, support groups and care pathways to assist primary care to support people with dementia, their families and carers.

### **Community-based solutions**

**Recommendation 11** - That the City Council’s Housing Services engages with Hampshire Constabulary to utilise new systems to locate people with dementia that have gone missing.

### **Respectful and responsive businesses and services**

**Recommendation 12** - Through the Health and Wellbeing Board and NHS Southampton Clinical Commissioning Group General Assembly Southampton GP Practices are actively encouraged to sign up to the ISPACE initiative.

### **Consistent and reliable travel options**

**Recommendation 13** - That the Council ensures that new travel and transport schemes in the city incorporate dementia friendly design principles.

### **Easy-to-navigate environments**

**Recommendation 14** - That City Council Planning Officers consult groups representing people with dementia in the development of the Local Plan.

**Recommendation 15** - That dementia experts at the University of Southampton are invited to give feedback on the Streets and Spaces framework to ensure it reflects the specific needs of people with dementia.

**Recommendation 16** - The Council/CCG proactively engages with Hammerson to identify how their resources, enthusiasm and expertise can be utilised to increase support for dementia friendly Southampton.

**Recommendation 17** - That office environment audits are undertaken on all City Council customer facing buildings.

**Recommendation 18** - That the City Council explores opportunities to develop a Community Toilet Scheme in Southampton.

## Appendices

Appendix 1 –Inquiry Terms of Reference

Appendix 2 – Inquiry Plan

Appendix 3 – Summary of Key Evidence

Appendix 4 - Findings

Appendix 5 –Types of Dementia

## Appendix 1 – Terms of Reference

### Making Southampton a Dementia Friendly City Terms of Reference and Inquiry Plan

#### 1. Scrutiny Panel membership:

- a. Councillor Coombs
- b. Councillor Burke
- c. Councillor Houghton
- d. Councillor Lewzey
- e. Councillor McEwing
- f. Councillor Painton
- g. Councillor Parnell

#### 2. Purpose:

To review how far we are progressing in making Southampton a dementia friendly city, and to identify further actions needed using the recognised framework developed by Alzheimer's Society.

#### 3. Background:

- In March 2012 the Department of Health published the Prime Ministers Challenge to deliver major improvements in dementia care and research by 2015.
- In August 2013 Alzheimer's Society produced 'Building dementia-friendly communities: a priority for everyone. In this report a dementia friendly community is described as:

*'A city, town or village where people with dementia are understood, respected and supported, and confident they can contribute to community life. In a dementia friendly community people will be aware of and understand dementia, and people with dementia will feel included and involved, and have choice and control over their day to day lives.'*

- In February 2015 the Department of Health published the Prime Ministers Challenge on Dementia 2020 which sets out the programme of action to deliver sustained improvements in health and care, create dementia friendly communities, and boost dementia research.
- The estimated number of people with dementia in Southampton is 2618 (March 2015). This figure has been rising and is expected to increase further in line with an increase in the over 65 population which is set to increase by 11% between 2012 and 2019.
- Southampton has a diagnosis rate of 65%; there is a need to review and improve the provision of post diagnostic support that is available, which includes making our city dementia friendly.
- The City has a dementia partnership that has good attendance from a range of health and voluntary sector agencies. There is an aspiration within

the partnership to extend the work into a formal framework that will enable delivery of dementia friendly community in a more co-ordinated way, to include wider representation, and to be appropriately resourced.

#### **4. Objectives:**

- d. To understand how far we are progressing in making Southampton a dementia friendly city, and to identify further actions needed.
- e. To align our work and priorities to the existing framework in place: Alzheimer's Society building dementia-friendly communities - a priority for everyone.
- f. To support the registration to the recognition process for dementia friendly communities and achieve to the 'working to become dementia friendly' symbol.

#### **5. Methodology:**

- a. Working within the existing framework - Alzheimer's Society building dementia friendly communities: a priority for everyone
- b. Benchmarking our current progress against framework
- c. Seek stakeholder views, including those living with dementia and their carers through attendance at existing networks
- d. Undertake desktop research
- e. Identify best practice

#### **6. Proposed Timetable:**

Seven meetings between September 2015 and March 2016.

#### **7. Inquiry Plan (subject to the availability of speakers)**

##### **Meeting 1: 24<sup>th</sup> September 2015**

- Introduction, context and background – Overview of Alzheimer's Society building dementia-friendly communities: a priority for everyone, and recognition process.
- Review current progress against recognition framework in Southampton.

##### To be invited:

- Cabinet Member for Health and Adult Social Care
- Penny Ford, Dementia Action Alliances Projects Manager, Alzheimer's Society
- Sara Miles, Programme Manager, Dementia Friendly Communities, Alzheimer's Society
- Debbie Morshead, Andover Mind, Dementia Friendly Hampshire Project Lead
- Barry Dickinson, Commissioner, Integrated Commissioning Unit, Portsmouth City Council & NHS Portsmouth Clinical Commissioning Group

**Between meetings 1 and 2 – Consultation event engaging people with dementia and their carers.**

## Meeting 2: 29<sup>th</sup> October 2015

To develop an understanding, and identify best practice in the following areas:

- **Challenge stigma and build understanding** – work to breakdown the stigma of dementia, including seldom heard communities, and increase awareness and understanding of dementia
- **Acknowledge potential** – ensure that people with dementia themselves acknowledge the positive contribution they can make to their communities, build on the goodwill in the general public to make communities dementia friendly
- **Practical support to enable engagement in community life, and accessible community activities** – Offer organised activities that are specific and appropriate to the needs of people with dementia. Also ensure that existing leisure services and entertainment activities are more inclusive of people with dementia.

### To be invited:

- Karen Cotton, Lead Admiral Nurse, Solent NHS Trust
- Sharon Harwood, Integrated Service Matron/Learning Facilitator, Southern Health NHS Foundation Trust
- Gary Walker, Services Manager Team South, Alzheimer's Society
- Sue Dewhirst, Public Health Support Manager, Public Health England South East
- Sally Denley, Public Health Development Manager, Southampton City Council
- Community Solutions Group, Southampton Integrated Commissioning Unit
- Arts Council South West

## Meeting 3: 19<sup>th</sup> November 2015

To develop an understanding, and identify best practice in the following areas:

- **Community based solutions** – support people with dementia in whatever care setting they live, from maintaining independence in their own home to inclusive, high quality care homes. Community based solutions to housing can prevent people from unnecessarily accessing healthcare and support people to live longer in their own homes.

### To be invited:

- Head of Housing Services, Southampton City Council
- Supported Services Manager, Southampton City Council
- Quality Lead for Residential and Care Homes, Southampton Integrated Commissioning Unit
- Community Solutions Group, Southampton Integrated Commissioning Unit

## Meeting 4: 3<sup>rd</sup> December 2015

To develop an understanding, and identify best practice in the following areas:

- **Respectful and responsive business and services** – promote awareness of dementia in all shops, businesses and services so all staff demonstrated understanding and know how to recognise symptoms. Encourage organisations to establish strategies that help people with dementia utilise their business.
- **Consistent and reliable travel options** – ensure that people with dementia can be confident that transport will be consistent, reliable and responsive and respectful to their needs.

To be invited:

- Katherine Barbour, Senior Project Manager, Wessex Academic Health Science Network
- Phil Williams, Age UK Southampton
- Dianne Bizley, Solent Mind
- Sara Baily, Voluntary Sector Liaison Manager, Southampton Integrated Commissioning Unit
- Local bus operators
- Travel and Transport, Southampton City Council

#### **Meeting 5: 21<sup>st</sup> January 2016**

To develop an understanding, and identify best practice in the following areas:

- **Ensure an early diagnosis** – ensure access to early diagnosis and post-diagnostic support. Have health and social care services that are integrated and delivering person-centred care for people with dementia in all settings.

To be invited:

- Adult Social Care, Southampton City Council
- Dr Sue Robinson, Clinical Chair, Southampton City Clinical Commissioning Group
- Dr Cliff Howells, Clinical Programme Lead for Mental Health, Southampton City Clinical Commissioning Group
- Debbie Robinson, Head of Integrated Care, Southern Health NHS Foundation Trust
- University Hospital Southampton NHS Foundation Trust

#### **Meeting 6: 25<sup>th</sup> February 2016**

To develop an understanding, and identify best practice in the following areas:

- **Easy to navigate environments** – ensure that the physical environment is accessible and easy to navigate for people with dementia

To be invited:

- Housing, Southampton City Council
- Planning Policy, Conservation and Design, Southampton City Council



- Dr Ruth Bartlett, University of Southampton, Dementia Action Research and Education Network

**Between the final evidence gathering meeting and agreeing the final report – Consultation event discussing emerging recommendations with people with dementia and their carers.**

**Meeting 7: Date TBC**

To approve the final report of the inquiry and recommendations.

## Appendix 2 - Inquiry Plan

DATE	MEETING THEME	TOPIC DETAIL	EVIDENCE PROVIDED BY
24/09/15	<p><b>Agree Terms of Reference</b></p> <p><b>and</b></p> <p><b>Introduction to the Inquiry</b></p>	Introduction, context and background.	<ul style="list-style-type: none"> <li>• Councillor Shields (Cabinet Member for Health and Social Care)</li> <li>• Penny Ford (Dementia Action Alliances Projects Manager, Alzheimer’s Society)</li> <li>• Debbie Morshead (Dementia Friendly Hampshire Project Lead, Andover Mind)</li> <li>• Amanda Luker (Commissioner, Southampton Integrated Commissioning Unit)</li> </ul> <p><b>Items appended to reports:-</b></p> <ul style="list-style-type: none"> <li>• Inquiry draft Terms of Reference and Inquiry Plan</li> <li>• Building Dementia Friendly Communities: A priority for everyone, Alzheimer’s Society</li> </ul>
29/10/15	<p><b>Challenge Stigma</b></p> <p><b>Acknowledge Potential</b></p> <p><b>Engagement in Community Life</b></p> <p><b>Accessible Community Activities</b></p>	To develop an understanding of the current position in Southampton and best practice.	<ul style="list-style-type: none"> <li>• Sue Dewhirst (Public Health Support Manager, Public Health England)</li> <li>• Sally Denley (Public Health Development Manager, SCC)</li> <li>• Karen Cotton (Lead Admiral Nurse, Solent NHS Trust)</li> <li>• Gary Walker (Services Manager South Hampshire, Alzheimer’s Society)</li> </ul> <p><b>Items appended to reports:-</b></p> <ul style="list-style-type: none"> <li>○ Feedback from a visit to the Memory Café at Medwall Court</li> <li>○ Links to Arts Council initiatives</li> </ul>

DATE	MEETING THEME	TOPIC DETAIL	EVIDENCE PROVIDED BY
19/11/15	<b>Community Based Solutions</b>	To develop an understanding of the current position in Southampton and best practice.	<ul style="list-style-type: none"> <li>• Dr Rosalind Willis (Lecturer in Gerontology, Centre for Research on Ageing, University of Southampton)</li> <li>• Carol Alstrom (Associate Director of Quality, Integrated Commissioning Unit)</li> <li>• Morag Forrest-Charde (Integrated Care Transformation Manager, Integrated Commissioning Unit)</li> <li>• Nick Cross (Head of Housing Services, SCC)</li> <li>• Jean Brown (Supported Services Manager, SCC)</li> </ul>
03/12/15	<b>Respectful and Responsive Business and Services</b>  <b>Consistent and Reliable Travel Options</b>	To develop an understanding of the current position in Southampton and best practice.	<ul style="list-style-type: none"> <li>• Phil Williams (Health &amp; Wellbeing Development Officer, Age UK Southampton)</li> <li>• Katherine Barbour (Senior Programme Manager, Wessex Academic Health Science Network &amp; Dementia Friendly Portswood High Street Volunteer)</li> <li>• Paul Walker (Travel and Transport Manager, SCC)</li> <li>• Matt Kitchin (General Manager, Bluestar, Southern Vectis and Unilink, Go South Coast Ltd)</li> <li>• Chrissie Bainbridge (Business Performance Director, First Hampshire, Dorset and Berkshire, General Manager Southampton)</li> </ul>
21/01/16	<b>Ensure an Early Diagnosis</b>	To develop an understanding of the current position in Southampton and best practice.	<ul style="list-style-type: none"> <li>• Dr Cliff Howells (Clinical Programme Lead for Mental Health, NHS Southampton Clinical Commissioning Group and Southampton GP)</li> <li>• Dr Maged Swelam (Consultant Psychiatrist, Older People Mental Health, Southern Health NHS Foundation Trust)</li> </ul> <p><b>Items appended to reports:-</b></p>

DATE	MEETING THEME	TOPIC DETAIL	EVIDENCE PROVIDED BY
			<ul style="list-style-type: none"> <li>○ Joint declaration on post-diagnosis dementia care and support</li> </ul>
<b>25/02/16</b>	<b>Easy to Navigate Environments</b>	To develop an understanding of the current position in Southampton and best practice.	<ul style="list-style-type: none"> <li>● Dr Ruth Bartlett (Associate Professor in Ageing and Social Research, Faculty of Health Sciences, University of Southampton)</li> <li>● Darren Shorter (City Design Group Leader, Planning, SCC)</li> <li>● Jonathan Brookes (Community Manager, Hammerson)</li> </ul>
<b>26/04/16</b>	<b>Agree final report.</b>	Approve report for submission to Overview and Scrutiny Management Committee	N/A

The minutes for each meeting, the evidence submitted to the Scrutiny Inquiry Panel and presentations delivered at each meeting is available at: - <http://www.southampton.gov.uk/modernGov/ieListMeetings.aspx?CommitteId=624>

## **Appendix 3 – Summary of Key Evidence**

### **Scrutiny Panel – Making Southampton Dementia Friendly**

#### **Inquiry Meeting 1 – 24 September 2015**

Introduction to the inquiry

#### **Summary of information provided:**

##### **Cabinet Member for Health and Social Care, SCC – Councillor Shields**

- Welcomes the inquiry. Good chance to find out what is going on across the city and to position Southampton as a leading dementia friendly city in Europe.
- Key challenges in the city include: Appropriate mix of housing to support people to live independently; making our town and district centres dementia friendly; equipping public sector staff; understanding the leadership required from the City Council.

##### **Dementia Action Alliances Projects Manager, Alzheimer's Society – Penny Ford**

- 850,000 people with dementia in the UK by 2015, predicted to be 2m by 2051
- £26.3 billion per year (£11.6 billion unpaid care)
- 51% carers in work
- Two thirds of people with dementia live in the community. The more support we can give people with dementia to remain independent the better for the individual and the greater the savings on hard pressed public finances.
- A wide range of organisations, all working to become dementia friendly, through awareness raising, reviewing current practices and adapting to meet the needs of people living with dementia.
- Currently 170 Local Dementia Action Alliances: Steering Group of local stakeholders working with organisations and businesses to support and encourage them to take actions to work to become dementia friendly.
- There is a Dementia Friendly Community Assessment and a requirement for a 6 monthly progress update.
- Where should Southampton focus? – Concentrate on a few areas first; more Dementia Friends needed; work with bus companies to make sure people with dementia can get around the city; organise dementia awareness sessions for community groups; improve clarity of signage.
- Some good examples – Medway, York Railway Station

##### **Project Lead, Dementia Friendly Hampshire - Debbie Morshead (Andover Mind)**

- Dementia Friendly Hampshire Project commenced in March 2013 (Phase 1 was up to 2015)
- 1 full time and 6 part time employees – HCC funded
- 6 key objectives of the Dementia Friendly Hampshire Project:

- Consultation and engagement (C&E)
- Awareness
- Peer support – identify gaps in service provision
- Ambassadors – The face of the campaigns, championing the cause
- Hampshire Dementia Action Alliance (HDAA)
- Dementia Friendly High Streets
- Results achieved:
  - C & E - 141 events, 1025 people
  - Promotional Events – 249
  - Dementia Ambassadors – 26
  - Dementia Action Groups – 10 firm, 16 under development
  - Awareness - 348
  - Dementia Friends - 3404
  - Peer Support (new groups) - 23
  - HDAA - 440
  - Dementia Friendly High Streets - 10
- Dementia Friendly Hampshire look after the admin to enable the various Dementia Action Groups to focus on making a difference in the community and fund raising.
- Hampshire Constabulary and Fire and Rescue are signed up
- Good practice / How to guides have been developed for businesses and shopping centres.
- Top tips to creating dementia friendly communities:
  - Keep it personal
  - Be flexible
  - Sufficient resources and consider sustainability early in process
  - Communication is key
  - Let communities lead but key has been a dedicated team to oversee and kick start process
  - Involve everyone
  - Enjoy!
  - Southampton – Opportunities for inter-generational work with student population.

### **Commissioner, Southampton Integrated Commissioning Unit - Amanda Luker**

- A Dementia Partnership exists in Southampton. Would like to establish a Dementia Action Alliance.
- Last year, working with a range of voluntary sector providers, a number of social activity groups were provided funding for 1 year to pilot initiatives. Including – art, seafaring, singing for the brain, walking, green care project at Down to Earth community farm.
- Some groups have been successful and have secured alternative funding. Some groups were not well attended and may not have been what people with dementia were looking for.
- Memory Cafes in the city supported by Admiral Nurses.
- Gaps in the city identified include – Awareness in care homes / residential homes, buses, engagement work about what people in Southampton want.

### **Conclusions from meeting:**

- Significant benefits associated with communities becoming dementia friendly.
- Clear merits in having a dedicated team to oversee and kick start the process of becoming dementia friendly.
- Good practice exists in Hampshire and elsewhere and there are clear opportunities to learn from others.
- Need to ensure that people with dementia and their carers are fully engaged in the process.
- More Dementia Friends are needed.
- There is enthusiasm and support to make Southampton dementia friendly – start the process asap and don't wait until the inquiry is finished to make a difference.

### **Inquiry Meeting 2 – 29 October 2015**

Challenge Stigma, Acknowledge Potential, Engagement in Community Life & Accessible Community Activities

- 6 Panel Members attended the Dementia Friends awareness session on 26<sup>th</sup> October 2015.

### **Summary of information provided:**

**A Public Health Perspective – Sue Dewhirst, Public Health Support Manager, Public Health England (PHE) & Sally Denley, Public Health Development Manager, SCC**

- A briefing paper providing an update on current dementia projects undertaken by PHE and PHE South East (Wessex) was circulated. [Public Health England Briefing](#)
- Dementia is one of the 7 key priorities for PHE.
- Recognition that the uptake of Dementia Friends awareness sessions in Southampton needs to be increased. There is a need to identify gaps in the city where Dementia Friends sessions could be delivered.
- Opportunities to increase awareness across SCC by including Dementia Friends awareness session in the new employee induction programme and to make it compulsory for every customer facing employee and Councillor to attend a Dementia Friends awareness session.
- PHE are developing awareness and prevention leaflets and posters. There is value in ensuring these are distributed throughout the network of community centres and notice boards across Southampton, as well as through social media and the council's website.
- The Wessex Academic Health Science Network - Hoping to introduce John's campaign to UHS and Southern and Solent hospital services in Southampton; working well with GP Surgeries to make them dementia friendly; opportunity to develop a **dementia roadmap** for Southampton (a web based platform that provides information about the dementia journey alongside local information

about services, support groups and care pathways). More details from Katherine Barbour in December.

- Good practice regarding the NHS Health Checks (NHS HC) in Southampton - local training sessions last year to look at signs and symptoms of dementia and the role of the awareness raising in the NHS HC. This was run by Southern Health, Solent and Public Health (SCC) – 1 hour sessions in GP surgeries to capture the practice nurses and HCAs.
- Good feedback about it. During this training we decided to change our protocol around the awareness raising and ensure that all people seen for an NHS HC are told that the risk factors for Cardiovascular Disease are the same for Vascular dementia – promoting raising awareness from age 40+ rather than the recommended over 65s when it is potentially too late.

### **Lead Admiral Nurse, Solent NHS Trust – Karen Cotton**

- Admiral Nurses are specialist dementia nurses who give practical and emotional support to family/informal carers, as well as the person with dementia.
- They have provided training sessions for Solent NHS employees on dementia awareness. This has helped Solent NHS employees to deliver dementia screening as part of their visits, helping to raise awareness and diagnosis of dementia in Southampton.
- Confidence is key to acknowledging potential and for people with dementia to engage in community life. Admiral Nurses work with people with dementia to give them confidence to understand and manage risk and to keep doing things they were doing pre-diagnosis as this is usually preferable to creating specialist activities.
- Society can be supported to become more confident in supporting people with dementia to enable them to continue to undertake social activities. Dementia Friends awareness is very important in building confidence within communities. More can be done in Southampton to encourage community groups, societies, cafes, churches and pubs etc to be dementia friendly.
- Specific issues raised related to the provision of respite care, and the importance of a range of respite options for carers to choose from, and the variation in the approach and attitude of banks towards people with dementia.

### **Services Manager South Hampshire, Alzheimer's Society - Gary Walker**

- A presentation was delivered by Gary Walker - [Alzheimer's Society Presentation](#)
- Historically Alzheimer's Society have not been very active in Southampton. Following the recent grant award from the ICU activity levels are growing.
- Alzheimer's are working with Memory Advisors and Admiral Nurses. Working together we can make a difference to help people living with dementia (Inc. carers) stay in control for longer.
- Alzheimer's now run a number of groups in Southampton although sustainability is a concern. Potential to significantly increase reach to people and their carers who live with Dementia in Southampton.



- Working in partnership with Southampton Football Club has opened up opportunities to increase the number and sustainability of groups, with the potential to bring in additional external funding.
- 'One Million Hands' Partnership with the Scouts could help to reduce the stigma by 'normalising' dementia amongst this generation. Targeting schools is key.
- It is important that there is an increase in the numbers of Dementia Friends within Southampton; stronger links are developed with Mental Health; referral routes into social activities are improved; operational support is provided for a local structure in Southampton to develop and maintain a sustainable DFC (see recommendation from report on Consultation feedback).

## Arts Council

- Amanda Luker, Commissioner within the ICU, outlined the funding opportunities that are available from the Arts Council to help support people with dementia.

### Conclusions from meeting:

- Dementia Friends can make a significant difference to reducing stigma, and increasing engagement in community life. More Dementia Friends are needed in Southampton.
- Opportunities exist to increase awareness in the council by making Dementia Friends sessions compulsory for all customer facing employees and including it in council inductions.
- Activity and awareness is growing in Southampton. Co-operation and co-ordination is essential to maximise opportunities and effectiveness to support people with dementia and their carers. A Dementia Action Alliance would help this process.
- Need to improve referral routes into social activities.
- Explore funding opportunities from the Arts Council.

## Inquiry Meeting 3 – 19 November 2015

Community Based Solutions

### Summary of information provided:

**Lecturer in Gerontology: Centre for Research on Ageing, University of Southampton - Dr Rosalind Willis**

- A presentation was delivered by Dr Willis - [Insights from a Gerontologist's research](#)
- The numbers of people with dementia are not increasing as quickly as was once predicted - Potentially due to healthier lifestyles, better education, improvements in care, etc.
- Carers who had familiarity with the social care system were more satisfied

- Many South Asian carers viewed social services as fulfilling an important role, and something to be used when absolutely necessary (at crisis point) - Formal social services are not incompatible with British Asian cultural values
- 'One-stop-shop' memory clinics can provide access to a range of helpful services (joined-up care)
- Continuity of care is valued and important in dementia care
- Need to improve communication between social services and carers/service users at every stage of the process: Outreach, assessment, meet language needs at all stages, more follow-up calls / visits (not dropped from caseload)
- These issues are particularly problematic for the South Asian group, who had additional barriers to knowledge about social care services.

### **Associate Director of Quality, Integrated Commissioning Unit – Carol Alstrom**

- Mixed picture regarding care homes in Southampton and supporting people with dementia. Some homes are responding to the dementia challenge (Fair Havens care home is exceptional and has even trained kitchen staff as well as care staff). The ICUs role is to drive up standards amongst the 9 nursing homes and 54 residential care homes.
- Care homes can take an assessment against a 'dementia friendly' toolkit. The ICU is encouraging this and is supporting care homes to make improvements.
- A number of training sessions focussing on dementia awareness and support for People with dementia (PWD) are offered by SCC.
- Dignity Champions Network & Dignity Forum; Residential Homes Forum; Bi-monthly meeting of Registered Managers all help to raise the profile of dementia awareness and share good practice across care homes in Southampton.
- The creation of the ICU has helped with co-ordination and communication. Providing staff training on dementia is a contracting criteria for care homes that provide services for PWD.
- Good progress made but need to build on work developed through the Domiciliary Care Framework and transfer this to care homes.
- Training is an ongoing challenge because of high staff turnover in sector (as much as 50%). Estimated that around 25% of employees have been provided with dementia awareness sessions.

### **Integrated Care Transformation Manager, Integrated Commissioning Unit - Moraig Forrest-Charde**

- A presentation was delivered by Moraig Forrest-Charde – Southampton Better Care vision
- The Southampton Better Care Plan should contribute to improving the lives of PWD by ensuring that care is integrated and centred on the needs of the individual, and that services are more proactive at identifying need.
- The new Domiciliary Care Framework commenced in spring 2015. 14 agencies are now delivering care to 1,200 people in their own homes (if council funded). This is a significant reduction in agencies.
- The new framework has a strong emphasis on staff awareness and skills

- The new framework has resulted in a number of improvements through improved communications and trust, sharing good practice and improving quality through stronger relationships.
- Working with agencies to provide personalised services – Working towards flexible care and support plans (inc banking time when the individual needs more care).
- Providers undergo ICU led quality reviews that supports the performance and contract meetings.
- The Domiciliary Care Forum meets quarterly – Working to improve outcomes and make framework a success.
- Good engagement with GPs, working closely with SCC Housing Services and now beginning to reach out to housing associations. Looking for council support to access private landlords.

### **Head of Housing Services, SCC – Nick Cross & Supported Services Manager, SCC – Jean Brown**

- A presentation was prepared by Nick Cross and Jean Brown – [Housing Services](#)
- SCC Housing Services deliver a number of supported housing schemes across the city to help people to live independently.
- SCC has invested in buildings to improve standards. New builds include Erskine Ct an Extra Care development built following HAPPI principles (Housing our Ageing Population Panel for Innovation) with a development planned at Woodside Lodge.
- New build schemes are easier than re-designing existing properties such as Graylings and Manston Ct, a vibrant scheme that has been re-modelled using designing for dementia principles.
- Specific housing initiatives are supported by the ‘Decent Neighbourhoods Programme’ that has been improving the public realm and communal spaces using design guidelines, and the programme of adaptations to homes to enable people to continue to live independently.
- Dementia Friendly Fun Fridays – Successful volunteer led initiative from Marston Ct. Preliminary findings show that for every £1 invested there has been a £44.69 return in wellbeing and social value.
- Working with the Saints Foundation.
- All housing staff working with older people have undertaken dementia awareness sessions. In Supported Services 3 or 4 officers are Dementia Champions.
- Number of opportunities and challenges for housing including transport; engaging local businesses and communities with housing schemes (Graylings off Shirley High example of scheme struggling to engage with community); supporting younger people with dementia and ensuring that the right tenants are in the properties; and exploring the potential of telecare in the city (including working with partners such as Hampshire Constabulary).
- Telecare – Potential to further engage with Hampshire Constabulary to link with developing technologies to help locate people with dementia that go missing.

**Conclusions from meeting:**

- Evidence of strong links and integrated services between housing / Integrated Commissioning Unit / domiciliary care / residential and nursing care that are helping to provide community based solutions for people with dementia.
- Recognition of importance of training and dementia awareness – Consider dementia awareness training for Action Line staff.
- As part of the development of telecare in the city SCC could further explore the potential of engaging with Hampshire Constabulary to utilise new systems to locate people with dementia that have gone missing.

**Inquiry Meeting 4 – 3 December 2015**

Respectful and Responsive Business and Services  
Consistent and Reliable Travel Options

**Summary of information provided:****Health & Wellbeing Development Officer, Age UK Southampton – Phil Williams**

- Age UK Southampton are working closely with Business in the Community (BITC) to encourage businesses to support local voluntary organisations. Working with their Community Social Responsibility reps is often productive. It is a win/win situation for businesses and communities.
- Key to dementia friendly high streets is to work with a community that is enthusiastic and start small, if it is seen to work it will escalate.
- Need to engage with banks and post offices.
- Dementia Friends awareness is key. Get staff in businesses aware of dementia.
- Age UK Southampton are leading a review into assisted transport for older people. Engaging with SCA and SCC.
- Age UK Southampton have undertaken an office environment audit to become a dementia friendly office through a national Age UK initiative working with Innovations in Dementia. It was a simple process that identified the importance of clear signage so that people with dementia know that they are in the right place, where the toilets are and how to navigate themselves back to where they need to be.

**Senior Programme Manager, Wessex Academic Health Science Network (WAHSN) & Dementia Friendly Portswood High Street Volunteer – Katherine Barbour**

- [Handout](#) provided on the work of the WAHSN focussing on dementia.
- ISPACE programme to make GP surgeries dementia friendly – The Old Fire Station Surgery was the first to complete the process and others are in train but only 10% of Southampton GP practices have engaged in the initiative so far.
- Acute Development Programme – UHS has an active Memory Café, Admiral Nurses are engaged, Memory Box (Wessex Heritage Trust Lottery Funded

initiative) on wards at UHS and all Wessex acute hospitals are either signed up to, or in the process of signing up to John's Campaign (campaign that carers of people with dementia should have the same rights as the parents of children when admitted to hospital).

- Portswood, Highfield and St Denys Dementia Action Group are attempting to make Portswood a Dementia Friendly High Street – Active steering group meets regularly.
- Progress has stalled – Hampshire had paid employees driving progress. It is a big time commitment for volunteers. Would like to work with Dementia Champions.
- Continuing to deliver Dementia Friends information sessions on a monthly basis.
- Would support a 'DemFest' in Southampton in 2016.

### **Travel and Transport Manager, Southampton City Council – Paul Walker**

- A [presentation](#) was delivered by Paul Walker on legible cities and networks and the improvements made to the branding, consistency and legibility of signage in Southampton.
- Improved stop kerb facilities to make getting on and off buses easier, and through the Better Bus area funding installed next stop audio and visual announcements on buses across South Hampshire.
- Many services are route branded to assist people getting on the right bus.
- Developing "super stops" which are easier to use.
- Recognition that the council could use its influence to ensure that new travel and transport schemes in the city incorporate dementia friendly design principles, especially when the council part funds initiatives.
- The Travel and Transport Manager would review the Key Performance Indicators used to monitor the contract with SCA to see if they identified support for people with dementia.

### **General Manager, Bluestar, Southern Vectis & Unilink at Go South Coast Ltd – Matt Kitchin**

- A presentation was prepared by Matt Kitchin – [Go South Coast](#)
- Recently launched new fleet of buses with light coloured flooring designed following feedback from people with dementia.
- Engaged in the Dementia Alliance on the IOW – used a bus to raise awareness of dementia on the Island that is utilised by the NHS. The initiatives brought people with dementia back onto the IOW bus network.
- Extensive dementia awareness initiatives undertaken by staff, including all drivers, and it is now embedded into the Certificate of Competency Training Course (CPC).
- Rolling out safe journey cards across the network. Options to include a phone number of a contact on the card.
- Communicate timetable changes on set times each year. Alongside publication of new route specific timetables they work with the Daily Echo, Pensioners Forum and hospital groups to raise awareness of any timetable

changes. Timetables are distributed wherever they are requested including libraries. Inevitable not all people are informed.

- Willing to work with Age UK to designate the Bluestar office in Southampton a 'Safe Haven'.

### **Business Performance Director, First Hampshire, Dorset & Berkshire. General Manager, Southampton - Chrissie Bainbridge**

- A presentation was prepared by Chrissie Bainbridge – [First Bus](#)
- Driver training on dementia awareness – A CPC module is undertaken by drivers developed in conjunction with Alzheimer's Society and the Mental Health Action Group.
- Heart-warming to see the change in attitude of some drivers following the sessions. Training has been hugely beneficial and feedback has been positive.
- Need to do more to roll out awareness sessions across all staff groups.
- Safe Journey cards issued similar to Go South Coast Ltd and next stop audio on buses is working. Radios on board buses have also been used to look out for people with dementia that have gone missing.
- Timetables are provided in one book, not route specific timetables. Sent to anybody who asks for it or is on the mailing list.
- Happy to work with Age UK for First offices to become a 'Safe Haven'.

#### **Conclusions from meeting:**

- Consider office environment audit for all SCC customer facing buildings.
- Potential for DemFest 2016 in Southampton.
- Opportunity for the council to use its influence to ensure that new travel and transport schemes in the city incorporate dementia friendly design principles, especially when the council part funds initiatives.
- Progress is being made by SCC and bus operators to make services more dementia friendly.

### **Inquiry Meeting 5 – 21 January 2016**

Ensure an early diagnosis

#### **Summary of information provided:**

#### **Clinical Programme Lead for Mental Health NHS Southampton City Clinical Commissioning Group - Dr Cliff Howells**

- 70% diagnosis rate for dementia in Southampton. Diagnosis rates have increased dramatically due to work across the system.
- GP's are getting better at diagnosing dementia. Tests for dementia will improve.

- The City Council's website is a useful tool for signposting people to support. Financially it is better to have these tools signposting people with dementia (PWD) and their carers to support rather than GP's themselves.
- In the city Community Navigator roles are available to individuals living with dementia and their carers to provide a way of linking people up to activities and services in the community that they may benefit from, including non-medical services providing social, practical or emotional support.
- Within Primary Care support for PWD includes a wider team of professionals than just GP's. Senior Nurse Practitioners are increasingly being used to support and diagnose PWD.
- The Better Care Fund is leading to closer integration between health and social care. Systems on the ground are being streamlined leading to better outcomes for PWD. There is more to do.
- Encouraging Southampton GP Practices to sign up to ISPACE (programme to make GP surgeries dementia friendly) – Once a few surgeries start to demonstrate the benefits of ISPACE this initiative will roll out quickly across the city.
- BME communities – Cultural issues can deter people from BME communities in Southampton from accessing services at the right time, or at all. Accessing the community is key. Identified good practice includes outreach through the mosques and temples and into West Itchen Trust.
- There is an issue of ensuring that dementia awareness and support leaflets are available in GP Surgeries.

**Consultant Psychiatrist, Older People Mental Health, Southern Health NHS Foundation Trust - Dr Maged Swelam**

- Memory Clinics are run by Southern Health at Moorgreen Hospital and Western Community Hospital. Assessments are also undertaken in the community.
- Early referrals from primary care has increased. 47% of primary care dementia referrals to Southern Health are for people with mild cognitive impairments. In 2008 not many patients were seen at this early stage.
- Secondary care memory assessment are not self-referral, however the memory advisory service will accept referrals from a number of sources including self-referral.. All contact is followed up by a letter to their GP.
- Southern Health will continue to see people in clinics until they are stable. Memory Advisors signpost people to services.
- Services are now working more collaboratively. In the last 18 months following the establishment of the Better Care Fund there is improved working across sectors (primary care, acute, mental and physical health, and adult social care). Dr Swalem meets on a regular basis with stakeholders from across the system, including the Admiral Nurses, GP's and housing services, to address issues and improve outcomes for patients. Organisational boundaries are becoming blurred.
- Memory checks are now part of the NHS Health check programme.
- In Southampton Southern Health and GP's encourage PWD to talk about financial issues, including power of attorney, at an early stage.

- Loneliness is an issue across the city. It has been linked in some studies to an increased risk of Alzheimer's disease. There is a need to signpost these people to activities in voluntary groups.

#### **Conclusions from meeting:**

- Diagnosis rates in Southampton have significantly improved.
- The closer integration of health and care services is helping streamline processes. There is increasing collaboration and sharing good practice.
- More work is required through the Better Care Fund to improve the service received by PWD and their carers.
- There is an issue of ensuring that dementia awareness and support leaflets are available in GP Surgeries.
- Combating loneliness would help to address a number of issues in the city.
- The LGA has recently published a guide to [combating loneliness](#) for local authorities.

#### **Inquiry Meeting 6 – 25 February 2016**

Easy to navigate environments

#### **Summary of information provided:**

**Associate Professor in Ageing and Social Research, Faculty of Health Sciences, University of Southampton - Dr Ruth Bartlett**

- A [presentation](#) was delivered by Dr Bartlett.
- In addition to the understood memory problems dementia also impacts on sensory abilities. Therefore design is important for people with dementia (PWD).
- PWD cannot always process what they see properly. It effects vision and hearing so flooring and music in retail centres can be problematic.
- PWD have rights to expect effective measures to be taken to promote social inclusion and mobility under the UN Convention on the Rights of Person with a Disability.
- Six design principles for a Dementia Friendly Community
  1. Familiarity
  2. Legibility – Southampton's is generally clear and good
  3. Distinctiveness
  4. Accessibility
  5. Safety
  6. Comfort
- New technologies are being developed to support PWD (linked to discussion on telecare and housing at meeting 3).

**City Design Group Leader, Southampton City Council – Darren Shorter**



- In November 2015 SCC published a [Streets and Spaces Framework](#) that sets out public realm design guidance for Southampton city centre that expresses, in greater detail, the aspirations set out in the City Centre Action Plan.
- The 6 principles of design for PWD are the same principles for good place making within the public realm.
- In developing the Framework a number of studies of design environments with health issues in mind were reviewed.
- The Framework recognises that the physical environment impacts on people's mental health and encouraging better connected environments.
- Key design themes, following stakeholder engagement, include:
  1. Continuity and consistency in design
  2. Legibility
  3. Comfort – Massive increase in seating in city centre over past decade
- Looking at opportunities to connect the new and emerging landmarks in the city together, and to reclaim some streets that are not main transport thoroughfares for pedestrians.
- Consideration to be given to removing curbing on pedestrian streets.
- General consensus that signage in the city is clear and increasingly consistent.
- Effective maintenance of the public realm is important. Maintenance costs are factored into the planning and design of the public realm in Southampton.
- The next Local Plan is in development. Opportunities to consult PWD in the development of the Local Plan.
- Opportunity for University of Southampton 'dementia experts' to give feedback on the Streets and Spaces framework to ensure it reflects the specific needs of PWD.
- Concerns were expressed about the availability of public toilet facilities in the city. A number of cities have a community toilet scheme that enables local businesses like pubs, restaurants and shops, to work together with the Council to make additional clean, safe and accessible toilets available to the public.

### **Community Manager, Hammerson – Jonathan Brookes**

- A [presentation](#) was delivered by Jonathan Brookes
- Hammerson (owners of West Quay, as well as the emerging Watermark West Quay) recognises that there exists ethical and commercial drivers to making the retail experience dementia friendly.
- Hammerson have developed a Dementia Friendly Charter for all of their shopping centres. A toolkit runs alongside this. This reflects the BSCS Dementia Friendly Guide 2015.
- The Charter identifies 4 key areas that Hammerson retail centres will focus on: Improving staff awareness and understanding; Reviewing our store's physical environment; Supporting our employees affected by dementia; Support our local community to become more dementia friendly.
- A number of developments have taken place in West Quay to make the design of the centre more Dementia Friendly. This includes improving the acoustics to reduce background noise; installing comfortable seating;

improving lighting levels at entrances and exits; improving wayfinding to toilets and accessible disabled facilities.

- Further adaptations to the physical environment are planned at West Quay including: An audit by third party to support creation of revised action plan; Providing a quiet space in stores for people to sit and relax; Project to improve overall way finding- this will assist a person who may have dementia to find entrances, exits and toilets; Car parks - Marked bays with colour coding scheme and improved pedestrian access routes; Retailer Engagement - Tenant fit out manual guidelines and retail delivery guide.
- People focussed changes planned include: Training and awareness - Dementia champions and training for all front line staff; Dementia-friendly customer service - focus on increasing staff awareness; Retailer Engagement - monthly meetings, retail liaison and mystery shopping.
- Supporting the local community – A community plan exists for West Quay, working with local stakeholders; Encourage the use the centre as a community space for initiatives such as Dementia Friends session and ‘tea and talk; Keen to engage in Dementia Awareness Week; Seed funding exists to set projects up, this could help support Dementia Friendly Community initiatives in Southampton.
- Dementia awareness training – Very early stages regarding working with retailers but rolling this out for Hammerson employees.

#### **Conclusions from meeting:**

- Due to sensory and cognitive challenges design is important to enable PWD to continue to be active citizens.
- New technologies are being developed to support PWD
- The Council’s new Street and Spaces Framework incorporates the principles of design for PWD within the principles for good place making within the public realm.
- Opportunities exist to consult PWD in the development of the Local Plan.
- Opportunity for University of Southampton ‘dementia experts’ to give feedback on the Streets and Spaces framework to ensure it reflects the specific needs of PWD.
- Consideration should be given to implementing a community toilet scheme in Southampton.
- Positive developments at West Quay for PWD. Opportunities exist to work with Hammerson to support local dementia awareness initiatives and to engage with the Council & CCG on events marking Dementia Awareness Week, including the New Arts Centre.

## Appendix 4 – Findings

Key Area of Focus for communities working to become dementia friendly	Positive Developments in Southampton	Weaknesses / Opportunities for Southampton	Recommendations
<p><b>General Co-ordination and Strategic Direction</b></p>	<ul style="list-style-type: none"> <li>• Hampshire Constabulary and Hampshire Fire and Rescue are already signed up to Hampshire’s Dementia Action Alliance.</li> <li>• Good neighbour scheme being explored/developed.</li> </ul>	<ul style="list-style-type: none"> <li>• Co-operation and co-ordination is essential to maximise opportunities and effectiveness to support people with dementia and their carers.</li> <li>• Opportunity exists for the Council to use its influence to promote the needs of people living with dementia.</li> <li>• Loneliness is an issue across the city. It has been linked in some studies to an increased risk of Alzheimer’s disease. Combating loneliness would help to address a number of issues experienced in the city, including progressing dementia friendly Southampton.</li> </ul>	<ol style="list-style-type: none"> <li>1. That the Integrated Commissioning Unit engages an organisation to oversee and kickstart the drive to becoming dementia friendly.</li> <li>2. That the successful applicant /organisation submits an application to the ‘working to become dementia friendly’ on behalf of Southampton.</li> <li>3. That the Council works with existing members of the Southampton Dementia Partnership to establish a Dementia Action Alliance in Southampton.</li> <li>4. That the Council use strategic drivers such as the community safety plan, health and wellbeing strategy, local transport plan, planning function as well as strategies for older people and people with dementia as levers to reinforce the needs of people living with dementia.</li> <li>5. That the Council seeks to deliver the recommendations locally identified within the Local Government Associations recently published guide to combating loneliness.</li> </ol>

Key Area of Focus for communities working to become dementia friendly	Positive Developments in Southampton	Weaknesses / Opportunities for Southampton	Recommendations
<p><b>Challenge stigma and build understanding</b></p>	<ul style="list-style-type: none"> <li>• Activity and awareness is growing in Southampton.</li> <li>• ‘One Million Hands’ Partnership with the Scouts could help to reduce the stigma by ‘normalising’ dementia amongst this generation.</li> </ul>	<ul style="list-style-type: none"> <li>• More Dementia Friends are needed in Southampton.</li> <li>• Opportunities exist to increase awareness in the Council.</li> <li>• Demfest 2015, that took place at the Sir Harold Hillier Gardens, raised awareness of dementia across Hampshire.</li> </ul>	<ol style="list-style-type: none"> <li>6. That Dementia Friends sessions are made compulsory for all customer facing Council employees, including Councillors, and that it is included in Council / Capita inductions.</li> <li>7. That the Council supports key staff and elected members to become dementia champions – so they can train and support other members and officers to become dementia friends and to act as ambassadors and supporters of work to promote dementia friendly communities locally.</li> <li>8. In partnership with the recommended Southampton Dementia Action Alliance a ‘Southampton DEMFEST’ is organised in 2017.</li> </ol>
<p><b>Accessible community activities</b></p> <p><b>Acknowledge potential</b></p>	<ul style="list-style-type: none"> <li>• Working with a range of voluntary sector providers, a number of social activity groups were provided funding for 1 year to pilot initiatives. Including – art, seafaring, singing for the brain, walking, green care project at Down to Earth community farm.</li> <li>• Mapping socials networks and existing resources, ensuring that these are</li> </ul>	<ul style="list-style-type: none"> <li>• Supporting organisations to secure external funding from businesses to secure long term future by developing sustainable economic model.</li> <li>• Potential to significantly increase reach to people and their carers who live with Dementia in Southampton.</li> </ul>	<ol style="list-style-type: none"> <li>9. With the opening of the new arts centre imminent explore funding opportunities from the Arts Council to facilitate accessible activities for people with dementia.</li> <li>10. Explore the opportunity to create a dementia roadmap for Southampton.</li> </ol>

Key Area of Focus for communities working to become dementia friendly	Positive Developments in Southampton	Weaknesses / Opportunities for Southampton	Recommendations
<b>Practical support to enable engagement in community life</b>	<p>recorded and updated on a single portal; Southampton Information Directory</p> <ul style="list-style-type: none"> <li>Admiral Nurses, specialist dementia nurses who give practical and emotional support to family/informal carers, as well as the person with dementia are active in Southampton.</li> <li>Memory Cafes, Memory Advisers</li> </ul>	<ul style="list-style-type: none"> <li>Need to improve referral routes into social activities.</li> <li>Opportunity to develop a dementia roadmap for Southampton (a web based platform that provides information about the dementia journey alongside local information about services, support groups and care pathways).</li> </ul>	
<b>Community-based solutions</b>	<ul style="list-style-type: none"> <li>SCC Housing Services deliver a number of supported housing schemes across the city to help people to live independently.</li> <li>SCC has invested in buildings to improve standards. New builds include Erskine Ct an Extra Care development built following HAPPI principles (Housing our Ageing Population Panel for Innovation) with a development planned at Woodside Lodge.</li> <li>New build schemes have been re-modelled using designing for dementia principles.</li> <li>Dementia Friendly Fun Fridays – Successful volunteer led initiative from Marston Ct. Preliminary findings</li> </ul>	<ul style="list-style-type: none"> <li>New technologies are being developed to support people with dementia. Potential to further engage with Hampshire Constabulary to link with developing technologies to help locate people with dementia that go missing.</li> </ul>	<p>11. That the City Council’s Housing Services engages with Hampshire Constabulary to utilise new systems to locate people with dementia that have gone missing.</p>

Key Area of Focus for communities working to become dementia friendly	Positive Developments in Southampton	Weaknesses / Opportunities for Southampton	Recommendations
	<p>show that for every £1 invested there has been a £44.69 return in wellbeing and social value.</p> <ul style="list-style-type: none"> <li>• All housing staff working with older people have undertaken dementia awareness sessions. In Supported Services 3 or 4 officers are Dementia Champions.</li> <li>• Evidence of strong links and integrated services between housing / Integrated Commissioning Unit / domiciliary care / residential and nursing care that are helping to provide community based solutions for people with dementia.</li> <li>• The creation of the Integrated Commissioning Unit has helped with co-ordination and communication.</li> </ul>		
<b>Ensure an early diagnosis</b>	<ul style="list-style-type: none"> <li>• 70% diagnosis rate for dementia in Southampton. Diagnosis rates have increased dramatically due to work across the system.</li> <li>• GP's are getting better at diagnosing dementia. Tests for dementia will improve.</li> <li>• Early referrals from primary care has increased. 47% of primary care dementia referrals to Southern Health</li> </ul>		

Key Area of Focus for communities working to become dementia friendly	Positive Developments in Southampton	Weaknesses / Opportunities for Southampton	Recommendations
	<p>are for people with mild cognitive impairments. In 2008 not many patients were seen at this early stage.</p> <ul style="list-style-type: none"> <li>• Services are now working more collaboratively. The Better Care Fund is leading to closer integration between health and social care. Systems on the ground are being streamlined leading to better outcomes for people with dementia.</li> <li>• Memory checks are now part of the NHS Health check programme.</li> </ul>		
<p><b>Respectful and responsive businesses and services</b></p>	<ul style="list-style-type: none"> <li>• ISPACE programme to make GP surgeries dementia friendly. The Old Fire Station Surgery was the first to complete the process and others are in train.</li> <li>• Portswood, Highfield and St Denys Dementia Action Group are attempting to make Portswood a Dementia Friendly High Street – Active steering group meets regularly.</li> <li>• Age UK Southampton are working closely with Business in the Community (BITC) to encourage businesses to support local voluntary organisations.</li> </ul>	<ul style="list-style-type: none"> <li>• Only 10% of Southampton GP practices have engaged in the ISPACE initiative so far.</li> <li>• Progress has stalled at Portswood, Highfield and St Denys Dementia Action Group – Hampshire has paid employees driving progress.</li> </ul>	<p>12. Through the Health and Wellbeing Board and NHS Southampton CCG General Assembly Southampton GP Practices are actively encouraged to sign up to the ISPACE initiative.</p>

Key Area of Focus for communities working to become dementia friendly	Positive Developments in Southampton	Weaknesses / Opportunities for Southampton	Recommendations
<b>Consistent and reliable travel options</b>	<ul style="list-style-type: none"> <li>Improved stop kerb facilities to make getting on and off buses easier, and through the Better Bus area funding installed next stop audio and visual announcements on buses across South Hampshire.</li> <li>Progress is being made by SCC and bus operators to make services more dementia friendly.</li> <li>Bluestar recently launched a new fleet of buses with light coloured flooring designed following feedback from people with dementia.</li> <li>Rolling out safe journey cards across the network</li> <li>Extensive dementia awareness initiatives undertaken by bus operators, including all drivers, and it is now embedded into the Certificate of Competency Training Course.</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity for the council to use its influence to ensure that new travel and transport schemes in the city incorporate dementia friendly design principles, especially when the council part funds initiatives.</li> <li>Transport issues identified as a major issue by Cluster Community Action Group workshops, the ICU are mapping need and co-designing a solution.</li> </ul>	13. That the Council ensures that new travel and transport schemes in the city incorporate dementia friendly design principles.
<b>Easy-to-navigate environments</b>	<ul style="list-style-type: none"> <li>SCC published a Streets and Spaces Framework that sets out public realm design guidance for Southampton city centre that expresses, in greater detail, the aspirations set out in the City Centre Action Plan. The 6</li> </ul>	<ul style="list-style-type: none"> <li>The next Local Plan is in development. Opportunities to consult people with dementia in the development of the Local Plan.</li> <li>Opportunity for University of Southampton 'dementia experts' to</li> </ul>	14. That City Council Planning Officers consult groups representing people with dementia in the development of the Local Plan. 15. That dementia experts at the University of Southampton are



Key Area of Focus for communities working to become dementia friendly	Positive Developments in Southampton	Weaknesses / Opportunities for Southampton	Recommendations
	<p>principles of design for people with dementia are the same principles for good place making within the public realm.</p> <ul style="list-style-type: none"> <li>• Improvements made to the branding and legibility of signage in Southampton. General consensus that signage in the city is clear and increasingly consistent.</li> <li>• Positive developments at West Quay for people with dementia.</li> <li>• Age UK Southampton have undertaken an office environment audit to become a dementia friendly office through a national Age UK initiative working with Innovations in Dementia.</li> </ul>	<p>give feedback on the Streets and Spaces framework to ensure it reflects the specific needs of people with dementia.</p> <ul style="list-style-type: none"> <li>• Opportunities exist to work with Hammerson to support local dementia awareness initiatives and to engage with the Council &amp; CCG on events marking Dementia Awareness Week, including the New Arts Centre.</li> <li>• Opportunity for an office environment audit for all SCC customer facing buildings.</li> <li>• Concerns were expressed about the availability of public toilet facilities in the city. A number of cities have a community toilet scheme that enables local businesses like pubs, restaurants and shops, to work together with the Council to make additional clean, safe and accessible toilets available to the public.</li> </ul>	<p>invited to give feedback on the Streets and Spaces framework to ensure it reflects the specific needs of people with dementia.</p> <ol style="list-style-type: none"> <li>16. The Council/CCG proactively engages with Hammerson to identify how their resources, enthusiasm and expertise can be utilised to increase support for dementia friendly Southampton.</li> <li>17. That office environment audits are undertaken on all City Council customer facing buildings.</li> <li>18. That the City Council explores opportunities to develop a Community Toilet Scheme in Southampton.</li> </ol>

## Appendix 5

### Types of Dementia - The dementia guide published by the Alzheimer's Society.

#### Alzheimer's disease

##### Inside the brain

Abnormal material called 'plaques' and 'tangles' builds up in the brain. This disrupts how nerve cells work and communicate with each other, and the affected nerve cells eventually die.

There is also a shortage of some important chemicals in the brain when someone has Alzheimer's disease. Reduced levels of these chemicals mean messages don't travel around the brain as well as they should.

##### Early symptoms

Alzheimer's disease usually begins gradually with mild memory loss. This is because the first changes in the brain are often in the part that controls memory and learning. A person with Alzheimer's disease might forget people's names or where they have put things. They might also have problems with language, such as finding the right word for something.

Other early symptoms include feeling confused or finding it hard to follow what is being said. Some everyday activities might seem challenging, for example, someone might get muddled checking change at the shops. Some people also become more withdrawn and experience mood swings.

#### Vascular dementia

##### Inside the brain

The word 'vascular' relates to blood vessels. Vascular dementia results from problems with the blood supply to the brain – without enough blood, brain cells can die.

There are several types of vascular dementia. One type is caused by stroke (called stroke-related dementia). Another is caused by poor blood supply to deep parts of the brain (called subcortical vascular dementia).

Strokes happen when a blood clot blocks the flow of blood to part of the brain, or when a blood vessel bursts in the brain. Vascular dementia sometimes follows a large stroke. More often though, it comes after a number of small strokes (called multi-infarct dementia).

Subcortical vascular dementia – when there is poor blood flow to the deep parts of the brain – is often due to narrowing of the arteries supplying the brain.

##### Early symptoms

If someone has had a large stroke, symptoms of vascular dementia can begin suddenly. Symptoms can then remain stable or even get a little bit better over time in the early stages. If the person has another stroke, these symptoms might get worse again.

If someone has a series of small strokes, their symptoms may remain stable for a while and then get worse in stages (rather than have a gradual decline). With subcortical vascular dementia, symptoms may get worse gradually or in stages.

The symptoms of vascular dementia will depend on which part of the brain has been damaged. Some people might have physical weakness on one side due to a stroke. Other changes include difficulty thinking quickly or concentrating and there might be short periods when they get very confused. Some people might also become depressed or anxious. Memory loss isn't always a common early symptom.

### Mixed dementia

It's possible for someone to have more than one form of dementia – called mixed dementia. The most common combination is Alzheimer's disease with vascular dementia. It's also possible to have a combination of Alzheimer's disease and dementia with Lewy bodies.

### Dementia with Lewy bodies

#### Inside the brain

This form of dementia gets its name from tiny abnormal structures called Lewy bodies that develop inside brain cells. Similar to the plaques and tangles of Alzheimer's disease, these structures disrupt the way the brain functions, reducing levels of chemical messengers and causing cells to die.

Lewy bodies are also found in people with Parkinson's disease. One third of people who have Parkinson's disease eventually develop dementia (called Parkinson's disease dementia).

#### Early symptoms

People who have dementia with Lewy bodies might find it hard to remain alert and have difficulties planning ahead, reasoning and solving problems. These symptoms typically vary a lot from one day to the next.

People might have problems with how they see things. For example, it might be hard to judge distances or they might mistake one object for another. Many people see things that aren't really there (visual hallucinations). Disturbed sleep patterns are also common.

However, if someone has dementia with Lewy bodies, their memory will often be affected less than someone with Alzheimer's disease. Many people with dementia with Lewy bodies also develop symptoms like those in Parkinson's disease, including shaking (especially in the hands), stiffness and difficulty moving around.

## Frontotemporal dementia

### Inside the brain

The term frontotemporal dementia covers a range of conditions. It was originally called Pick's disease and this term is sometimes still used. Frontotemporal dementia mostly affects people in their 40s, 50s and 60s (younger than most people who get Alzheimer's disease or vascular dementia). It's caused by damage to areas of the brain called the frontal and temporal lobes. These areas control behaviour, emotional responses and language skills.

In most cases, abnormal proteins collect within brain cells in these lobes and cause the cells to die. Important chemicals that carry messages around the brain are also affected.

### Early symptoms

There are three different forms of frontotemporal dementia – behavioural variant, semantic dementia and progressive non-fluent aphasia. With behavioural variant frontotemporal dementia, changes in personality or behaviour are often noticed first. The person might seem withdrawn or not to care as much about other people. They might make socially inappropriate remarks. They may also become obsessive or impulsive, for example developing fads for unusual foods.

When someone has semantic dementia their speech is usually fluent but they lose the meaning or understanding of some words. Language is also affected in progressive non-fluent aphasia. Speech is often slow and requires a lot of effort.

People in the early stages of frontotemporal dementia often don't experience day-to-day memory loss.

### Rarer causes of dementia

A wide range of other conditions can lead to dementia. These are rare, and together account for only about 5% of all people with dementia. However, they are more common in younger people with dementia.

These diseases include:

- Corticobasal degeneration.
- Creutzfeldt-Jakob disease.
- HIV-related cognitive impairment.
- Huntington's disease.
- Alcohol-related brain damage and Korsakoff's syndrome.
- Multiple sclerosis.
- Niemann-Pick disease type C.
- Normal pressure hydrocephalus.
- Progressive supranuclear palsy.

### **Making Southampton Dementia Friendly Scrutiny Inquiry**

#### **Summary of Recommendations**

Reflecting the key findings and conclusions the following actions are recommended to accelerate progress towards Southampton becoming a dementia friendly city:

#### **General Co-ordination and Strategic Direction**

**Recommendation 1** - That the Integrated Commissioning Unit engages an organisation to oversee and kickstart the drive to becoming dementia friendly.

**Recommendation 2** - That the successful applicant/organisation submits an application to the 'working to become dementia friendly' on behalf of Southampton.

**Recommendation 3** - That the Council works with existing members of the Southampton Dementia Partnership to establish a Dementia Action Alliance in Southampton.

**Recommendation 4** - That the Council use strategic drivers such as the community safety plan, health and wellbeing strategy, local transport plan, planning function as well as strategies for older people and people with dementia as levers to reinforce the needs of people living with dementia.

**Recommendation 5** - That the Council seeks to deliver the recommendations locally identified within the Local Government Associations recently published guide to combating loneliness.

#### **Challenge stigma and build understanding**

**Recommendation 6** - That Dementia Friends sessions are made compulsory for all customer facing Council employees, including elected members, and that it is included in Council and relevant Capita inductions.

**Recommendation 7** - That the Council supports key staff and elected members to become dementia champions – so they can train and support other members and officers to become dementia friends and to act as ambassadors and supporters of work to promote dementia friendly communities locally.

**Recommendation 8** - In partnership with the recommended Southampton Dementia Action Alliance a 'Southampton DEMFEST' is organised in 2017.

#### **Accessible community activities / Acknowledge potential/ Practical support to enable engagement in community life**

**Recommendation 9** - With the opening of the new arts centre imminent explore funding opportunities from the Arts Council to facilitate accessible activities for people with dementia.

**Recommendation 10** - Explore the opportunity to create a dementia roadmap for Southampton that provides high quality information about the dementia journey alongside local information about services, support groups and care pathways to assist primary care to support people with dementia, their families and carers.

### **Community-based solutions**

**Recommendation 11** - That the City Council's Housing Services engages with Hampshire Constabulary to utilise new systems to locate people with dementia that have gone missing.

### **Respectful and responsive businesses and services**

**Recommendation 12** - Through the Health and Wellbeing Board and NHS Southampton Clinical Commissioning Group General Assembly Southampton GP Practices are actively encouraged to sign up to the ISPACE initiative.

### **Consistent and reliable travel options**

**Recommendation 13** - That the Council ensures that new travel and transport schemes in the city incorporate dementia friendly design principles.

### **Easy-to-navigate environments**

**Recommendation 14** - That City Council Planning Officers consult groups representing people with dementia in the development of the Local Plan.

**Recommendation 15** - That dementia experts at the University of Southampton are invited to give feedback on the Streets and Spaces framework to ensure it reflects the specific needs of people with dementia.

**Recommendation 16** - The Council/CCG proactively engages with Hammerson to identify how their resources, enthusiasm and expertise can be utilised to increase support for dementia friendly Southampton.

**Recommendation 17** - That office environment audits are undertaken on all City Council customer facing buildings.

**Recommendation 18** - That the City Council explores opportunities to develop a Community Toilet Scheme in Southampton.

# Agenda Item 9

<b>DECISION-MAKER:</b>	OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE		
<b>SUBJECT:</b>	FORWARD PLAN		
<b>DATE OF DECISION:</b>	16 JUNE 2016		
<b>REPORT OF:</b>	SERVICE DIRECTOR - LEGAL AND GOVERNANCE		
<b><u>CONTACT DETAILS</u></b>			
<b>AUTHOR:</b>	<b>Name:</b>	<b>Mark Pirnie</b>	<b>Tel:</b> 023 8083 3886
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	<b>E-mail:</b>	Richard.ivory@southampton.gov.uk	
<b>STATEMENT OF CONFIDENTIALITY</b>			
None			
<b>BRIEF SUMMARY</b>			
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.			
<b>RECOMMENDATIONS:</b>			
	(i)	That the Committee discuss the items 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.	
<b>REASONS FOR REPORT RECOMMENDATIONS</b>			
1.	To enable Members to identify any matters which they feel the Cabinet should take into account when reaching a decision.		
<b>ALTERNATIVE OPTIONS CONSIDERED AND REJECTED</b>			
2.	None.		
<b>DETAIL (Including consultation carried out)</b>			
3.	The Forward Plan for the period June 2016 – September 2016 has been circulated to members of the Overview and Scrutiny Management Committee. The following issues were identified for discussion with the Decision Maker:		
	<b>Portfolio</b>	<b>Decision</b>	<b>Requested By</b>
	Leaders	'Go Southampton' proposal for a City Centre Business Improvement District	Cllr Fitzhenry
4.	A briefing paper responding to the item identified by members of the Committee is appended to this report. Members are invited to use the paper to explore the issues with the decision maker.		
<b>RESOURCE IMPLICATIONS</b>			
<b><u>Capital/Revenue</u></b>			
5.	The details for the item on the Forward Plan will be set out in the Executive decision making report issued prior to the decision being taken.		

<b><u>Property/Other</u></b>	
6.	The details for the item on the Forward Plan will be set out in the Executive decision making report issued prior to the decision being taken.
<b>LEGAL IMPLICATIONS</b>	
<b><u>Statutory power to undertake proposals in the report:</u></b>	
7.	The details for the item on the Forward Plan will be set out in the Executive decision making report issued prior to the decision being taken.
8.	The duty to undertake overview and scrutiny is set out in Part 1A Section 9 of the Local Government Act 2000.
<b><u>Other Legal Implications:</u></b>	
9.	None
<b>POLICY FRAMEWORK IMPLICATIONS</b>	
10.	The details for the item on the Forward Plan will be set out in the Executive decision making report issued prior to the decision being taken.
<b>KEY DECISION</b>	No
<b>WARDS/COMMUNITIES AFFECTED:</b>	None directly as a result of this report
<b><u>SUPPORTING DOCUMENTATION</u></b>	
<b>Appendices</b>	
1.	Briefing Paper – ‘Go Southampton’ proposal for a City Centre Business Improvement District
<b>Documents In Members’ Rooms</b>	
1.	None
<b>Equality Impact Assessment</b>	
Do the implications/subject of the report require an Equality and Safety Impact Assessments (ESIA) to be carried out.	No
<b>Privacy Impact Assessment</b>	
Do the implications/subject of the report require a Privacy Impact Assessment (PIA) to be carried out.	No
<b>Other Background Documents - Equality Impact Assessment and Other Background documents available for inspection at:</b>	
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



**BRIEFING PAPER**


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**SUBJECT:** GO SOUTHAMPTON: PROPOSAL FOR A CITY CENTRE BUSINESS IMPROVEMENT DISTRICT

**DATE:** 16 JUNE 2016

**RECIPIENT:** OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

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**THIS IS NOT A DECISION PAPER****SUMMARY:**

A Steering Group of Southampton businesses and business organisations has been investigating the feasibility of establishing a Business Improvement District (BID) in Southampton City Centre. In accordance with Regulation 3(2) of the Business Improvement Districts (England) Regulations 2004 legislation, on 8 January 2016 the Chair of the Southampton BID Steering Group served 84 days' notice on the Council and the Secretary of State of the intention to request the billing authority to put the BID proposal to a ballot. On 21 June, Cabinet will be receiving a report to approve the proposal, instruct the ballot, vote 'yes' for Council properties in the BID area, and delegate responsibility to the Chief Operating Officer to make future decisions regarding the BID.

The purpose of this report is to

- Provide information on the proposals for a Business Improvement District (BID) in Southampton City Centre; and
- Set out the implications for the Council.

**BACKGROUND and BRIEFING DETAILS:**

1. Over 200 English BIDS are now in operation, including local BIDs in Bournemouth, Salisbury, Winchester, Eastleigh, Basingstoke and Chichester.
2. The Go Southampton BID has an ambition of supporting Southampton City Centre to increase its standing and national reputation. It aims to maximise the benefits to the City through the investment that is currently taking place and planned for the next decade, particularly by adding a place management and promotional element to support the realisation of the City Centre Masterplan, which will be creating £3 billion of investment and over 7,000 jobs.
3. Part 4 of the Local Government Act 2003 and The Business Improvement Districts (England) Regulations 2004, permits local business communities to set up a BID. A BID is a business-led and business funded body formed to improve a defined commercial area. Proposed improvements are captured in a Business Plan, against which businesses within the area vote. Under the BID regulations, the Council has a duty to receive BID proposals as part of the process to ballot. The Council has a role in ensuring compliance and has the power under the regulations to veto a BID proposal after ballot where it believes the BID proposals:
  - are likely to materially conflict with any of the Council's formal policies;
  - place an inequitable and significantly disproportionate financial burden on any class of non-domestic ratepayer as a result of manipulation of the BID area or BID levy.

# BRIEFING PAPER

4. A ballot is run by the local authority or outsourced by the authority to a third party (with local authority oversight) - in this case to Capita. All businesses eligible to pay the levy are balloted. A successful ballot requires a favourable vote from 51% of eligible businesses – both by number, and also by aggregate rateable value. This ensures that the interests of large and small businesses are protected. There is no minimum turnout threshold. The vote for a BID is carried out by secret postal ballot, and eligibility to vote is based on one vote per hereditament situated in the BID area.
5. In Southampton, there was a negative BID ballot in 2009 for an area including Bedford Place, Above Bar and East Street. However, as a result of (i) the improving economy,(ii) a positive feasibility study and (iii) applying the learning from the previous ballot, a second attempt is now proposed.
6. Subject to a ‘yes’ vote at ballot, the Go Southampton BID would commence on 1st April 2017 and its first term would run for five years. To continue thereafter, a renewal ballot process would be required to secure a further BID term of up to five years. The BID proposal (attached at Appendix 1) sets out businesses’ priorities for improvements for the area and area services, as well as how the BID will be managed and operated.
7. A company called ‘The Means’, specialists (with a successful track record) in BID development has been recruited to drive forward this work. A Steering Group has been set up which includes representation as follows :
  - Shopping Centres: Marlands, WestQuay
  - Hospitality: Grand Harbour Hotel, Delicious Dining, Mettricks, Greene King
  - National retail: Cath Kidston, Boots
  - Local Independent: East Street Traders
  - Culture and Arts: Culture Southampton
  - Business Organisations: Hampshire Chamber of Commerce
  - Project Management: Marwell, Kirstie Mathieson
  - Advisers, PR and Communications: Carswell Gould, Lee Peck
8. The BID objectives as detailed in Appendix 1 include the following:
  - a. **A Better City Centre Experience** (cleaner City Centre with improved pavements and streets; Safer City Centre with a measurable reduction in crime and anti-social behaviour; Co-ordinated and better events programme; better transport including improved traffic management and parking).
  - b. **Better Marketing and Stronger Businesses** (‘better welcome’ including high quality, real-time visitor information; ‘bigger welcome’ including raising Southampton’s profile as a place for business and leisure both nationally and internationally; ‘local and longer’ driving new business and actively promoting the evening economy, and ‘data and innovation’ including collecting and sharing key metrics on City Centre activity to support business growth).
  - c. **Stronger Business Community** (‘better economies of scale’, including business to business activity; ‘better voice for business’ including advocates for business; skills and talent retention and actively supporting new investment in the City).

# BRIEFING PAPER

9. The BID would operate with the principles of adding value to existing work, leverage of at least 25% additional resources, providing measurable impact, and not being used to off-set spending reductions.
10. The BID levy will be payable by hereditaments within the BID area on the Non Domestic Ratings List with a rateable value of £15,000 or over, unless exempt under BID Arrangements.
11. The BID levy will be 1.5% of rateable value. However, hereditaments within the main serviced areas of WestQuay, Marlands, WestQuay Retail Park and Studio 144 will be charged 1.4% in recognition of the significant existing contributions to joint marketing and security through their service charges.
12. The proposed BID area is illustrated in Appendix 2 and encompasses the City centre including Bedford Place. This area includes 617 hereditaments generating a projected annual BID levy outturn of approximately £1,087,500. This equates to a five year levy budget of approximately £5.5 million.
13. The BID Steering Group, supported by The Means, has been working with Council and Capita Services to ensure that all aspects are in place to assist the Council in fulfilling its regulatory duties in respect of approving the BID proposal. An Operating Agreement and Baseline Agreement are being agreed, and the draft documents will be attached to the Cabinet Report.
14. The Operating Agreement builds on the BID regulations, setting out the Council's responsibilities in collecting and administering the BID levy on the BID's behalf, and the BID Company's responsibilities when operating the BID. The Agreement would be between the BID and the Council, to be reviewed and signed in the event of a successful ballot, prior to the BID's start date and effective from 1st April 2017.
15. The Baseline Agreement outlines Standard Services within the BID area which are provided by the Council that may overlap with the BID's area of activity. The purpose is to prevent the delivery of existing services being transferred from the Council to the BID company (except if/where the Company is selected as a contractual supplier of services to the Council). The Council will enter into Baseline Agreement by 6 March 2017. The services covered are being drafted and will cover services and benchmark levels in the areas of:
  - **Environment:** Cleaning services, park maintenance, maintenance of historic environment, community safety (eg CCTV, PSPO enforcement, any warden presence)
  - **Car parking:** level of provision, maintenance, safety, enforcement
  - **Events:** Tourism / marketing related events, cultural events, sporting events
  - **City Marketing / visitor information**
  - **Economic Development:** where there are areas of spend in relation to City Centre management
16. If the ballot is successful, a legally constituted BID company will be established. The Bid Company will be responsible for delivery of the business plan and will be accountable to its levy payers, including the Council as a levy payer. As a private company limited by guarantee, the BID will be required to submit annual accounts to Companies House. Procedures governing the administration of the

# BRIEFING PAPER

BID levy are outlined in the regulations and the Operating Agreement between the BID and the Council.

## Consultation

17. Significant consultation is being undertaken by the Steering Group members and The Means with businesses of all sizes and sectors in the BID area to gauge support and shape proposals to meet local business demands. The BID priorities have arisen directly from significant direct consultation, questionnaires and a major event, which contributed to the Feasibility Report in December 2015 (at Appendix 3).
18. Over 100 City Centre business interviews took place between September and November In response to the question, 'to what extent do you agree that a BID should be tested at ballot in Southampton?', 8% disagreed, 20% neither agreed nor disagreed, and 72% either agreed or strongly agreed . In response to the question, 'in principle, do you think that a BID is a good idea?', 75% responded 'yes', 18% responded 'undecided' or 'don't know', and 7% 'no'.

## RESOURCE/POLICY/FINANCIAL/LEGAL IMPLICATIONS:

19. The projected BID income would be in the region of £1,087,500 per annum, which would be available for allocation by the BID company against specified BID strategic priorities. An indicative budget is given in Appendix 1.
20. There are six hereditaments in the BID area that have 'Southampton City Council' as the Property Contact Name on the ratings data: The Civic Centre; Sea City Museum; Tudor House; Cemeteries Department, Bugle Street; and 108/112 East Street. The Council would have a vote for each one and, if the ballot is successful, the Council's annual financial BID liability would be £20,865. This would leverage more than £1 million investment from businesses to ensure a thriving City Centre and improved quality of life for residents.
21. In accordance with the BID legislation, the Council will be responsible for the billing, collection and transfer of the extra levy to the BID Company. This will be undertaken by Capita Services and charged to the BID Company. One-off ballot costs will be in the region of £7,500 and these will be recovered from the BID company if the ballot is successful.
22. Council's Cabinet and Capital Board have previously approved a loan facility to the Chamber of Commerce, on behalf of Southampton BID Steering Group, of a total of £152,000 made available from contingencies. This includes £77,000 development costs in preparing the BID proposal to the point of ballot, and an additional £75,000 to fund start- up costs and forward fund the BID until its commencement in April 2017 should the ballot be successful. Should there be a 'no' ballot, the £75,000 would not be drawn down. In the event of a successful ballot outcome, the full £152,000 would be re-paid over the term of the BID.
23. The Local Government Act 2003 and the Business Improvement Districts (England) Regulations 2004 (The Regulations) provide the statutory powers and framework to enable a Business Improvement District (BID) to be created. The Council is obliged to approve the BID proposal unless there is a conflict between the BID's proposal and the Council's formally adopted policies.
24. The Council has implied legal powers under the above legislation and a general power of competence under section 1 of the Localism Act 2011 (subject to overriding fiduciary duties) to enter into arrangements to facilitate the BID arrangements

# BRIEFING PAPER

including levy collection and may enter into a Baseline Agreement for the Provision of Standard Services and an Operating Agreement to confirm agreed arrangements. Local Authorities are required to provide a schedule of baseline services under Schedule 1 of the BID regulations. Should a ballot be successful the BID Body proposes to form itself into a Company Limited by guarantee under the Companies Act 2006. Proposed Council payments and contributions would fall within the Council's general power of competence and any state aid issues are unlikely to apply and should in any event fall within the de minimis threshold exemptions.

25. When making decisions the Cabinet and officers must ensure that they understand that the interests of the Council as owner of hereditaments in the BID and certain duties under the Regulations may not coincide. Although this is unlikely in practice it may be necessary put in place arrangements to deal with a conflict of interests albeit that a person does have rights of appeal in the event of the Council exercising it.
26. In due course, if the BID does not deliver the envisaged benefits, there could be indirect reputational risks for the Council. However, by supporting the BID process and remaining involved in the day to day running of its activities, the Council will be seeking to mitigate any potential future risk.

## **OPTIONS and TIMESCALES:**

27. Detailed within the Cabinet report

## **Appendices/Supporting Information:**

Appendix 1: Go Southampton BID proposal

Appendix 2: Go Southampton BID Boundary

Appendix 3: Evidence of Consultation

**Further Information Available from:**

<b>Name:</b>	Denise Edghill
<b>Tel:</b>	023 8083 4095
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Go Southampton, Southampton's proposed Business Improvement District

## **APPENDIX 1**

### **BID PROPOSAL OBJECTIVES AND BUDGET**

DRAFT

## **BID Proposals**

This document outlines the proposed projects to be delivered by GoSouthampton, Southampton City Centre's proposed Business Improvement District

### **GoSouthampton BID Operating Principles**

- 1) We will always look to add value to the wider work of the City Centre and work closely with other people, including the City Council and the Police. (However BID funds will never be used to offset spending reductions, and the BID will challenge where appropriate)
- 2) We will use the BID's capacity to lever in additional resources - by 2021 the BID aims to secure at least 25% of funding on top of the BID levy.
- 3) We will measure our impact, so that the benefit of the BID is clear in both quantitative and qualitative terms. **GoSouthampton's BID Proposal Pledges**

Theme	Projects	Summary
1 <b>Better City Centre Experience</b>	Cleaner City Centre	Working with our partners <b><i>we will make sure that our city centre is cleaner and that our pavements and streets are improved.</i></b> We will do this by increasing standards of street cleaning where necessary, with special emphasis on flagship areas, such as the City walls. We will support greening initiatives such as new planting and micro gardening and encourage all landowners to take better care of their grounds.
	Safer City Centre	<b><i>With the Police and City Council, we will work to achieve a measurable reduction in crime and anti social behaviour, including begging, shoplifting and pedlars.</i></b> The BID will look to augment the efforts of others, who need to use the powers they have. We will also join in with identification of suspects, improve crime reporting and consider a diverted giving scheme to related charities.
	Coordinated and Better Events Programme	<b><i>We will ensure better co-ordination and enhance the current programme of City Centre events into a better marketed annual programme.</i></b> Events will be of higher quality, better communicated and will be more strongly marketed both in and outside the City. We will identify new sponsors and look for new partnerships and leverage for increased funding streams, for example working with Culture Southampton. We will exploit new facilities in the Cultural Quarter and in Watermark's City Plaza, adjacent to the City Walls.
	Better Transport	<b><i>We will champion improvements to traffic management &amp; parking, as well as to public transport and transport infrastructure.</i></b> In the short term we will focus on securing a significantly improved parking experience equal to the best in the private sector. We will also seek to improve the condition of roads and pavements and achieve better bus and train services. In the longer term we will engage strategically at local and regional levels to help secure infrastructure improvements which might include a new traffic signal system, road improvements and better public transport interchanges.
2 <b>Better Marketing and Stronger Businesses</b>	Better welcome	<b><i>We will ensure that every visitor to Southampton has access to high-quality, real time, and relevant information on where to go and what to do before and during their visit to the City.</i></b> Our marketing & communications plan will deliver a focal point for the collation and distribution of information, it will also consider an Ambassadors scheme and a hub-and-spoke set of information points. In addition, our significantly-improved digital marketing strategy could include a city centre app and a better Web presence. We will also review all access points - car parks, the station, airport and the port entry - to ensure they are welcoming to visitors and promote the city centre; the ease with which pedestrians can move from these access points to the city centre and around is key so we will work to improve permeability and encourage exploration.
	Bigger welcome	<b><i>We will raise Southampton's profile as a place for business and leisure both nationally and internationally.</i></b> Southampton has lacked profile as a destination. We will work with partners [who already invest in place marketing] to make sure more people particularly in the City and in the City's 2m-strong catchment area are aware of, and excited by, what Southampton has to offer.
	Local and Longer	<b><i>We will drive new business by encouraging our 33,000 local employees and 20,000 city centre residents to use city centre businesses and by actively promoting the evening and night time economy.</i></b> At present employees have no direct incentive to stay or use the City Centre after working hours and the number of residents has increased by 70% since 2001. We will introduce an incentive or loyalty scheme, as well as an 'Alive after Five' programme to support the new evening and night-time offer. We will work more closely with cruise businesses, crew, staff and customers, to boost mutual benefit.



	Conduit for Data & Innovation	<p><b><i>We will act as a hub for the collection and sharing of key metrics on City Centre activity to help support business growth.</i></b> We will gather and analyse new data sets - such as dwell time, spend, hotel occupancy and satisfaction levels - as well as conducting regular qualitative and quantitative market research. We will feed this data back to City Centre businesses, as well as using it to drive the case for the City Centre in wider forums.</p>
3 <b>Stronger Business Community</b>	<p>Better Economies of Scale</p> <p>Better Voice for Business</p> <p>Developing and Retaining Skills &amp; Talent</p> <p>Investment Opportunities</p>	<p><b><i>We will develop projects to secure savings for businesses and to increase business-to-business activity.</i></b> Our 2,500 city centre businesses span the spectrum of sizes and sectors. We will encourage B2B interaction, so that spend is retained within the city. We will encourage sharing of local expertise and innovation. We will also seek opportunities to develop joint procurement arrangements, for example in waste management and energy.</p> <p><b><i>We will be the advocates for businesses in the city centre, both in addressing day-to-day issues and in influencing new developments.</i></b> We will monitor routine services being delivered in the City Centre and report / address shortcomings as necessary. Furthermore, the City of Southampton has an extensive programme of forthcoming major developments. Therefore we will crystallize and present business views to decision makers to influence the way the city develops. We will make sure that businesses are always kept informed.</p> <p><b><i>We will work with education and skills providers to help deliver a more skilled and committed workforce.</i></b> The city work force needs to be more aligned to the needs of City Centre employers. We will be the face of City centre business to Schools, FE Colleges and the Universities to create better opportunities for employers and prospective employees. We will promote apprenticeships, internships and efforts to increase graduate retention. We will also look to nurture new/start-up businesses in the City centre through signposting and working with partners.</p> <p><b><i>We will actively support new investment in the City and ensure that our status as a commercial centre of regional, national and international importance is recognised and promoted.</i></b> Southampton has a catalogue of outstanding opportunities for future investment. We will work with land owners and the City Council to market these opportunities and to increase the critical mass of commercial activity in the City Centre.</p>

## Indicative 5-year GoSouthampton BID BUDGET

Figures have been estimated as a cost of setting up and running over the course of 5 years. For some projects, much of the cost will be front-loaded. The BID will have to decide which projects it wishes to get underway quickly in its first year, and which it will make longer-term priorities.

1.5% levy, with 1.4% levy for main serviced areas, threshold £15,000, 80% charitable discount apart from for retail arms of charities. This budget excludes indexing but the Arrangements allow for an annual increase in the BID Levy in line with RPI or CPI (whichever is lower) at the discretion of the BID Board.

Income		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	Total 5-year budget	
	Levy Outturn	£1,087,504	£1,087,504	£1,087,504	£1,087,504	£1,087,504	£5,437,520	
	Assume 95% collection	£1,033,129	£1,033,129	£1,033,129	£1,033,129	£1,033,129	£5,165,644	
	External funding target (NOTE: this is a target but has not been included in the spend budget below)	£108,750	£163,126	£217,501	£271,876	£271,876	£1,033,129	
<hr/>								
Core Costs								
	Total including funding target	£1,141,879	£1,196,254	£1,250,630	£1,305,005	£1,305,005	£6,198,773	
	CEO (inc 16% on-costs)	£92,800	£92,800	£92,800	£92,800	£92,800	£464,000	
	Admin/Office support (inc. 16% on-costs)	£26,680	£26,680	£26,680	£26,680	£26,680	£133,400	
	Office costs & consumables	£16,000	£16,000	£16,000	£16,000	£16,000	£80,000	
	Corporate Comms (inc. new website)	20,000	10,000	10,000	10,000	10,000	£60,000	
	Levy collection cost	£40,708	£19,032	£19,032	£19,032	£19,032	£116,836	
	Paying back set-up loan from the council	£30,400	£30,400	£30,400	£30,400	£30,400	£152,000	
	Insurance	£5,000	£5,000	£5,000	£5,000	£5,000	£25,000	
	Ongoing recruitment/ HR budget	£3,000	£1,000	£1,000	£1,000	£1,000	£7,000	
<hr/>								
Contingency								
	Total	£234,588	£200,912	£200,912	£200,912	£200,912	£1,038,236	20%
	Contingency (5% of income)	£51,656	£51,656	£51,656	£51,656	£51,656	£258,282	
	Total	£51,656	£51,656	£51,656	£51,656	£51,656	£258,282	5%
<hr/>								
Better City Centre Experience								
MAIN OBJECTIVE / THEME	DETAIL							
	CLEANER CITY CENTRE	£80,000	£60,000	£60,000	£60,000	£60,000	£320,000	
	SAFER CITY CENTRE	£75,000	£75,000	£75,000	£75,000	£75,000	£375,000	
	COORDINATED AND BETTER EVENTS PROGRAMME	£115,000	£160,000	£170,000	£170,000	£170,000	£785,000	
	BETTER TRANSPORT	£90,000	£90,000	£90,000	£90,000	£90,000	£450,000	
<hr/>								
Better Marketing								
	<b>TOTAL</b>	£360,000	£385,000	£395,000	£395,000	£395,000	£1,930,000	37%
	BETTER WELCOME	£95,000	£115,000	£95,000	£95,000	£95,000	£495,000	
	BIGGER WELCOME	£50,000	£65,000	£75,000	£75,000	£75,000	£340,000	
	LOCAL AND LONGER	£75,000	£75,000	£75,000	£75,000	£75,000	£375,000	
	CONDUIT FOR DATA & INNOVATION	£25,000	£20,000	£20,000	£20,000	£20,000	£105,000	
<hr/>								
Stronger Business Community								
	<b>TOTAL</b>	£245,000	£275,000	£265,000	£265,000	£265,000	£1,315,000	25%
	BETTER ECONOMIES OF SCALE	£30,000	£10,000	£10,000	£10,000	£10,000	£70,000	
	BETTER VOICE FOR BUSINESS	£15,000	£15,000	£15,000	£15,000	£15,000	£75,000	
	DEVELOPING AND RETAINING SKILLS & TALENT	£80,000	£80,000	£80,000	£80,000	£80,000	£400,000	
	INVESTMENT OPPORTUNITIES	£15,000	£15,000	£15,000	£15,000	£15,000	£75,000	
	<b>TOTAL</b>	£140,000	£120,000	£120,000	£120,000	£120,000	£620,000	12%

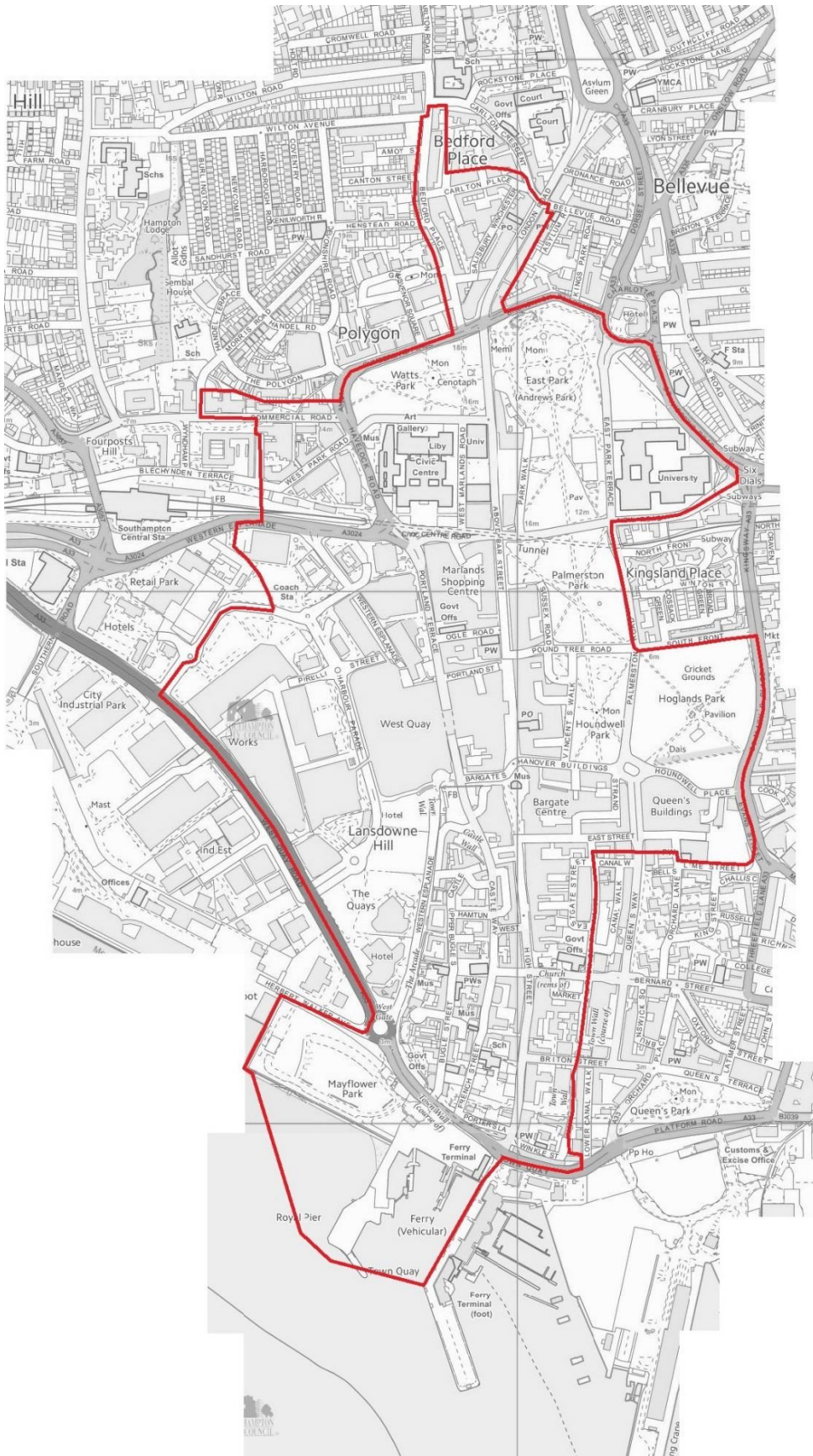
<b>Total Levy income</b>	£1,033,129	£1,033,129	£1,033,129	£1,033,129	£1,033,129	<b>5,165,644</b>	
<b>Total available to spend</b>	£1,033,129	£1,035,013	£1,035,574	£1,036,134	£1,036,694		
<b>Total spend</b>	£1,031,244	£1,032,568	£1,032,568	£1,032,568	£1,032,568	£5,161,518	100%
<b>Total carried over in to next year</b>	£1,884	£2,445	£3,005	£3,565	£4,126	<b>4,126</b>	

GoSouthampton will be a not-for-profit company limited by guarantee. If there is any surplus at the end of the financial year it will be reinvested into the BID in the following year.

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### APPENDIX 2 GO SOUTHAMPTON BID BOUNDARY



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Go Southampton, Southampton's proposed BusinessAppendix 3  
Improvement District

## **APPENDIX 3**

## **EVIDENCE OF CONSULTATION**

*The means:* to change places for the better.



## A BUSINESS IMPROVEMENT DISTRICT FOR SOUTHAMPTON?

FEASIBILITY STUDY REPORT

Date: 11/12/2015

Prepared by: Giles Semper, Sam Knight



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**Table of Contents**

- 0. EXECUTIVE SUMMARY..... 3
- 1. INTRODUCTION & METHODOLOGY ..... 5
  - 1.1 The project brief..... 5
  - 1.2 Southampton..... 5
  - 1.3 The Study Area ..... 7
  - 1.4 Methodology ..... 7
    - 1.4.a Business consultation ..... 8
    - 1.4.b Council Officer Consultation ..... 8
    - 1.4.c Visioning event ..... 9
- 2. RESULTS OF THE BUSINESS INTERVIEWS..... 10
  - 2.1 Respondents..... 10
  - 2.2 Business and City Health ..... 13
  - 2.3 Top issues for businesses ..... 17
    - 2.3.1 On-street behaviour, ASB and crime related issues..... 17
    - 2.3.2 Traffic issues ..... 17
    - 2.3.3 City Centre Operations..... 19
    - 2.3.4 Visitor information and navigation ..... 19
    - 2.3.5 Heritage ..... 19
    - 2.3.6 Serviced Areas ..... 19
    - 2.3.7 Offices..... 20
  - 2.4 Top projects for improving trading conditions..... 21
    - 2.4.6 Managed Shopping Areas..... 22
    - 2.4.7 Offices..... 23
  - 2.5 Reactions to concept of a BID for Southampton..... 26
- 3. POTENTIAL PROGRAMME ..... 28
- 4. POTENTIAL BID LEVY OUTTURN ..... 30
  - 4.1 The UK Average BID..... 30
  - 4.2 Considerations..... 30
  - 4.3 Potential levy and threshold scenarios ..... 31
  - 4.4 Alternative levy rates ..... 38

---

4.4.1 Charitable Discount .....	38
4.4.2 Night-time economy.....	39
4.4.3 Serviced Areas .....	39
5. FEASIBILITY .....	41
6. CONCLUSIONS .....	43
7. RECOMMENDATIONS AND NEXT STEPS.....	45
8. Timetable.....	47
LIST OF APPENDICES.....	47

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## 0. EXECUTIVE SUMMARY

- This study has sought to establish the feasibility of setting up a Business Improvement District (BID) in Southampton City Centre
- It has engaged with over 100 businesses in the City Centre through face to face interviews and an open Visioning Event on 10<sup>th</sup> November.
- The survey has found an overall healthy city centre, but that there is a potential and an appetite to improve collaboration and perform at a higher level
- Many of the top issues arising from the survey are ones that BIDs have successfully addressed elsewhere and which could form the basis of a BID program.
- There is significant support for a potential BID in Southampton City Centre, with 75% of respondents stating that they felt the BID concept is a good idea, and only 7% saying it is not.
- There were significant shared interests between managed shopping areas, office-based businesses and the rest of the city centre, as well as one or two stand-out issues for different areas. The main issues were around ASB, safety and crime issues; traffic and cost of parking issues; city centre operations management and information sharing; visitor information; finding the right staff and use of heritage assets. In addition to addressing these issues, businesses were keen to see a coordinated marketing strategy for the city centre, improving its image and incorporating aspects as events, a city-centre app, and greater use and promotion of heritage assets.
- A BID in Southampton would be financially viable and sustainable and could expect to raise an annual outturn of between £500,000 and £900,000, depending on the final decisions on levy rates, a cap, thresholds and charitable discounts. A threshold of £3,900 would be the lowest needed to make sure that collection of the smaller levies was economically viable, but a higher rate of around £8,000 or £13,000 is recommended to ensure the number of businesses eligible to vote and pay the levy is a manageable one.
- A voluntary membership option should be considered for businesses that are either under the threshold, or just outside the final BID area.
- Work so far has come up against very little animosity linked to the rejection of a previous BID ballot in 2009 and significant attendance of the Visioning Event on 10<sup>th</sup> November shows a significant momentum being built that can be taken advantage of by moving to begin the development of BID proposals straight away.

### Recommendations

This report makes the following recommendations:

- 1) In light of all available evidence, it is recommended that a BID is taken to ballot in Southampton City Centre.
- 2) Focus immediate effort on strengthening and expanding the BID Steering Group.
- 3) Develop the BID business plan and objectives through a series of meetings or workshops between the Steering Group and key stakeholders for each area of objectives, for example

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with those already involved in community safety such as Southampton Business Against Crime, or servicing the night-time economy, such as Southampton Licensing Link.

- 4) Seek to discuss with Southampton City Council early in the development of the BID business plan the interaction between the BID and the late-night levy
- 5) BID area – It is recommended that the final decision on the BID boundary be made by the Steering Group of businesses, informed by this report, but the one area that *The means* would recommend to, for the most part, be excluded from the BID study area when creating the final BID area is that shaded in light blue in *Figure 2* (around Bedford Place and London Road).
- 6) A levy rate of 1.5% of rateable value for all areas except, pending discussion of the final BID program, West Quay Shopping Centre, the Marlands Shopping Centre and West Quay Retail Park, would be able to deliver an extensive BID programme. An alternative lower scenario would also be possible but would result in fewer services.
- 7) It is recommended that the rateable value threshold is set between £8,000 and £13,000 and that a cap is considered that will affect the levy paid by IKEA.
- 8) It is recommended that the would-be BID creates a 'Business Club'-type mechanism.
- 9) It is recommended that adequate resources are committed to the BID campaign due to the high presence of "multiples"

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## 1. INTRODUCTION & METHODOLOGY

### 1.1 The project brief

Hampshire Chamber of Commerce have been provided with a loan by Southampton City Council with which to explore and implement a Business Improvement District (BID) in Southampton city centre. *The Means* was commissioned in June 2015 by the Hampshire Chamber of Commerce, on behalf of the Southampton BID Task Group to provide advice on the feasibility of developing a BID.

The Task Group was formed out of the Chamber of Commerce's Southampton Business Board and a number of key stakeholders in Southampton are already engaged.

Southampton had a negative ballot result for a BID in 2009. However, with the economy recovering and lessons learned from this past attempt, there is a feeling that now is the right time to explore this again. With a number of key developments either underway, or planned, and in the context of the City Centre Master Plan, which seeks to deliver £3 billion of investment and 7,000 jobs by 2030, a BID could provide much needed effective place management.

### 1.2 Southampton

Southampton is a vital coastal city recognised internationally for its thriving port which handles over 42 million tonnes of cargo per year in addition to the passenger cruise ships that depart and arrive in the port. It hosts two excellent universities and boasts a population of over 240,000.

Southampton lies in a unique position on the South Coast. The wider metropolitan area hosts roughly 1.5 million people and includes a number of close towns and villages such as Gosport, Eastleigh and Botley. Even Winchester, a thriving city in its own right, is a short train ride away.

In terms of the visitor economy, Southampton's city centre hosts a broad offer that is sometimes under-recognised. With zones such as West Quay with its global retail brands (set to expand through its under-development Watermark phase) and the traditional shopping core of Above Bar Street, in addition to traditionally independent areas such as Eastgate and the city centre fringes of Bedford Place, Southampton sits 13<sup>th</sup> in the retail rankings as per Experian's latest review. However pulling this variety together to create a unified offer and sense of place can also be one of the city centre's bigger challenges.

The city centre also offers far more than retail. It has developed a diverse civic and cultural offer with developments such as the Cultural Quarter. New life is being breathed into the centre through restoration of the Guildhall, a new sea life museum and arts complex, simultaneously stimulating the creative economy in Southampton.

The centre also plays host to an established office-based sector who benefit from Southampton's many amenities and enviable transport links. In return they provide a significant audience for customer-facing businesses in the city.

But Southampton needs to look to the future. Southampton City Council have established a Masterplan envisioning seven key projects between now and 2030. To make Southampton's development the biggest

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success story it can be, businesses and the council will need to work side-by-side in shaping this vision, co-ordinating and collaborating across the centre and delivering tangible on-the-ground benefits alongside larger strategic projects. A city centre of this potential and diversity requires a strong management body that is able to 'knit' the centre together and capitalise on its assets, thereby attracting continuing investment. BIDs provide formalised and financially backed city centre management that can bring together the interests of a diverse range of people across an area and provide a strong governance that can attract investment and work effectively alongside local authorities.

Economically the city falls under the Solent Local Enterprise Partnership boundaries which also include areas such as Winchester, Isle of Wight, Portsmouth and the Test Valley. While important for transport, infrastructure, innovation and sector based support the Solent LEP plays a more limited role in place-based initiatives in the city centre except for transport improvements (which while a significant means of improving the city centre economy does not necessarily address issues of place management and marketing). Having said this Solent LEP does recognise a potential underperformance of the visitor economy and the relative success of Southampton city centre will play a crucial role in improvements to this area.

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## 1.3 The Study Area

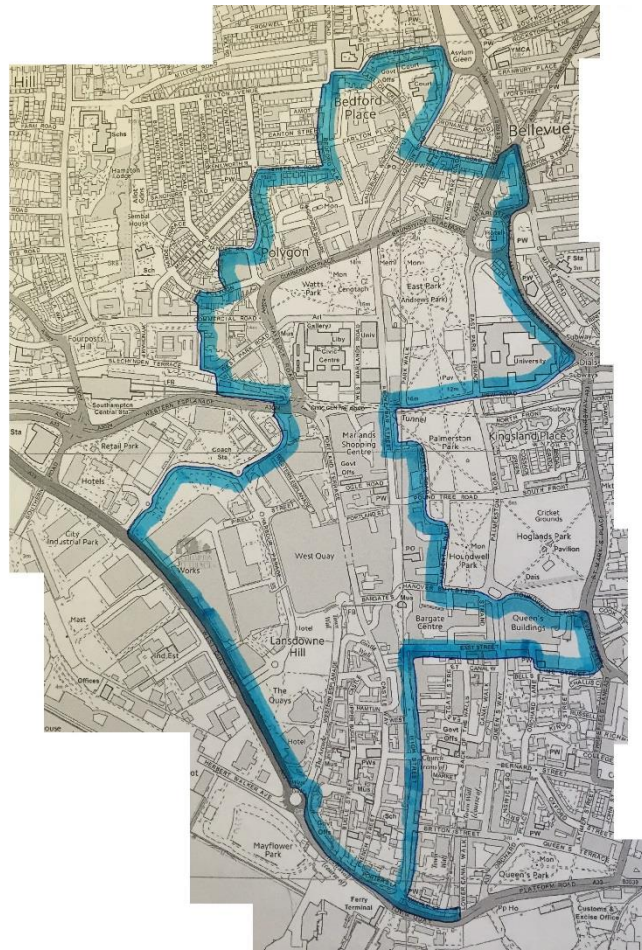


Figure 1: The study area for this feasibility study

Figure 1 shows the boundary within which the feasibility study was undertaken. The boundary is indicated by the outer edge of the blue outline. The boundary was set to be inclusive for the purposes of this study; recommendations on any final BID boundary will be made within this report but the final decision will need to be made by a Steering Group later in the BID development process.

Calculations later in the report regarding financial feasibility are based, unless otherwise stated, on the ratings data provided on properties within this boundary.

## 1.4 Methodology

The feasibility study aims primarily to gauge and compile opinions of businesses and stakeholders in Southampton City Centre, and advise on the financial feasibility and technical requirements of a BID in Southampton.

The study had three main components:

- 
- a. 97 face-to-face interviews carried out with businesses in the City Centre
  - b. A consultation with council officers
  - c. A Visioning Event on 10th November providing businesses with more information about the BID concept, examples from elsewhere and involving them in workshops to shape the priorities of a potential BID

#### **1.4.a Business consultation**

97 business interviews were carried out in the city centre. They were conducted between September and November with all but 2 interviews taking place on a face-to face basis at individual business premises. The 2 other interviews were conducted over the phone and through an online version of the survey. As much as possible *The means' 4S* principle was adhered to to achieve responses from a representative mix of businesses. The 4 Ss are:

- Size - ensuring a mix of different sized business
- Status - ensuring a mix of independent businesses and wider chains / franchises
- Sector –ensuring respondents from a mix of sectors
- Spatially – ensuring a good geographical spread across the survey area

Where possible the most senior member of staff was interviewed, which in most cases was the store/local office manager, or the owner or company director depending on the size of the business. A full list of the businesses consulted as well as a copy of the questionnaire used can be found in the appendices. The result of the business interviews can be found in Section 2.

The interviews focused on two main objectives:

- gathering opinions on the main issues facing businesses and what projects they would like to see implemented to improve trading conditions,
- raising awareness of BIDs and gauging the level of support among businesses for a BID in Southampton

The questionnaire for the interviews was designed in collaboration with a BID Task Group of the Southampton Business Board.

A 'leave-behind' leaflet was designed for use in conjunction with the interviewing process. This explained the concept of a BID and acted as an invite to the Visioning Event on 10<sup>th</sup> November.

#### **1.4.b Council Officer Consultation**

Southampton City Council will play a pivotal role in helping to ensure that the setup process for a BID runs smoothly. They will be involved in the process in many ways, from being responsible for the fair and effective running of the BID ballot, to administering the collection of the levy should it be successful. They may also be voters in the ballot and levy-payers once the BID is set up.



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Meetings were held with teams that will be involved in these roles and to understand more about existing council services in the area.

### **1.4.c Visioning event**

The visioning event was hosted on Tuesday 10<sup>th</sup> November at the JRC Global Buffet, The Marlands. BIDs are about building a community of businesses engaged with the issues facing them in the local area and their vision for the future. As such, giving businesses the chance to come together early in the process is important. During the event businesses heard the views of other local businesses and the council, learnt more about the BID concept and examples of what the NE1 BID had achieved in Newcastle, were presented with the preliminary findings of the Town Centre feasibility study and discussed with one another priority issues for a BID. The event was attended by about 86 participants, not including attendees from *The means* and guest speakers were Simon Letts, Leader of Southampton City Council and Stephen Patterson, Newcastle NE1 BID, with Spencer Bowman, Mettricks Tea & Coffee, and Tim Keeping, The Marlands giving a local business perspective.

Following the presentations, attendees circulated through tables covering six different topics and fed-back on their priorities. The six topics were chosen in response to the business survey results and were:

- City Operations – discussion around safety, ASB, pedlars, waste management, night-time economy
- Perception and Marketing – discussion around perceptions of the city, events, making use of its heritage, tourist information etc.)
- A Collaborative and Coordinated City Centre – for example, discussion around collaborating on opening hours, with the cruise industry, sharing parking, information on developments etc.)
- Accessibility – discussion around marketing of Southampton’s existing transport links, parking, sustainability, way-finding, links between the train station, the port and the city centre, deals for staff etc.)
- The Overall Physical Image – discussion of the state of buildings, public areas, greenery, treatment of heritage assets, litter, street clutter etc.)
- Master-planning and lobbying – a chance to discuss the role businesses would like to be able to play in visioning and strategy for the City Centre.

These discussions have been written up and taken into account when forming an example business plan. The write-ups can be found in the appendices.

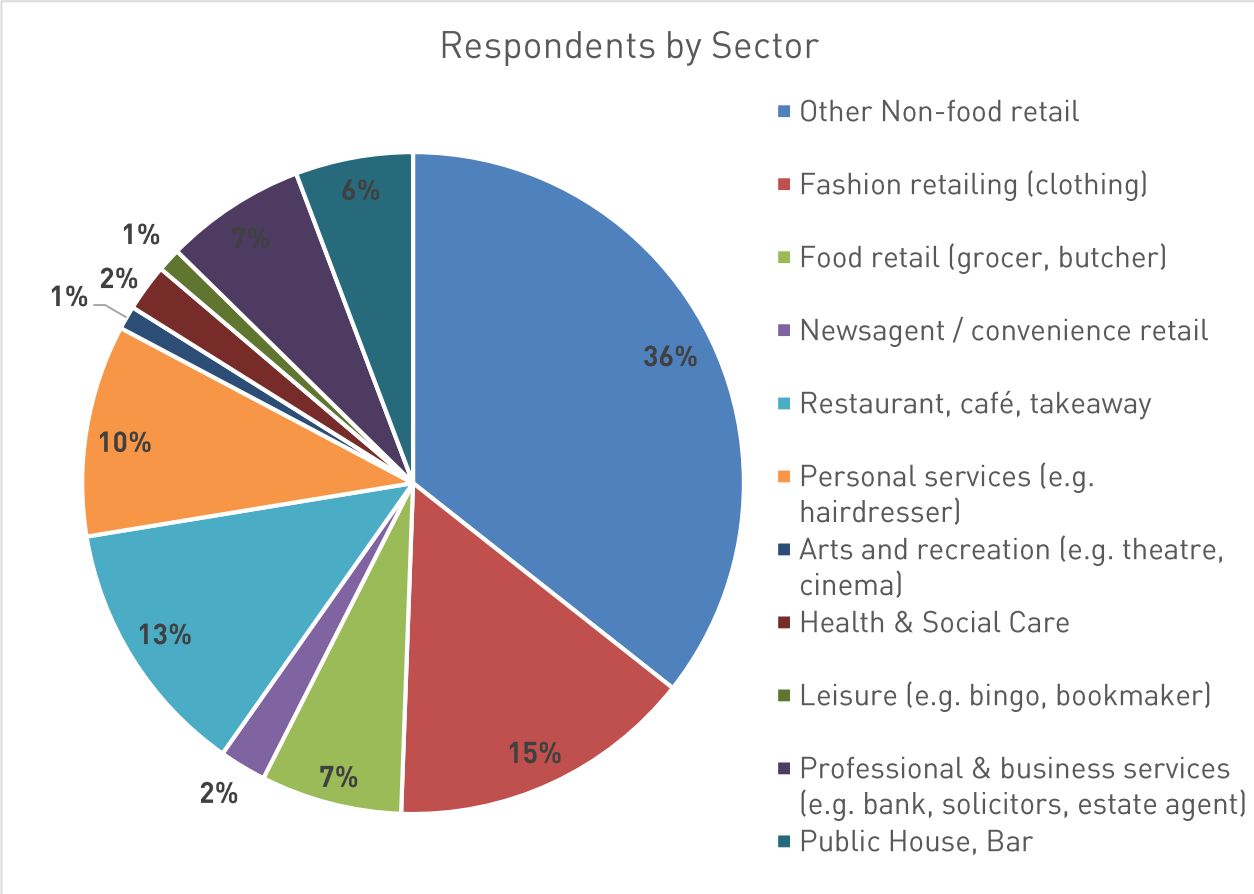
## 2. RESULTS OF THE BUSINESS INTERVIEWS

### 2.1 Respondents

Businesses in Southampton were generally receptive to giving their views. Senior decision makers (managers or owners) were usually in attendance or readily at hand, and happy to take the time away from their duties to complete the survey. With chain or franchise retailers the situation was similar. However in this case, some managers found it difficult to provide definitive answers to all questions because they felt they weren't empowered to make all decisions, deferring to head office. As is customarily the case, office-based businesses were more difficult to make contact with but interviews were able to be set up in advance with a number of these.

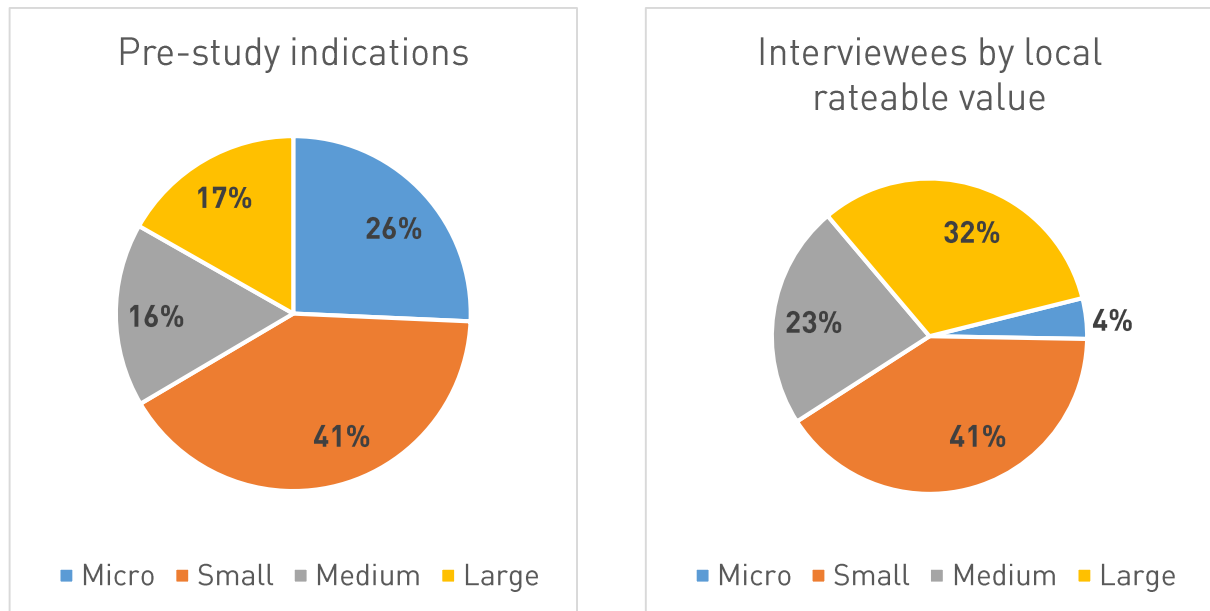
The businesses interviewed covered a broad spread of sectors, shown in *Graph 1*. Despite this, it can be seen that the retail sector accounts for a significant proportion of the respondents, reflecting the prominence of this sector in the centre.

Restaurants and licensed premises that are open past 20:00 in the evening make up 11 of those surveyed. The majority of these premises are also open for business during daytime hours.



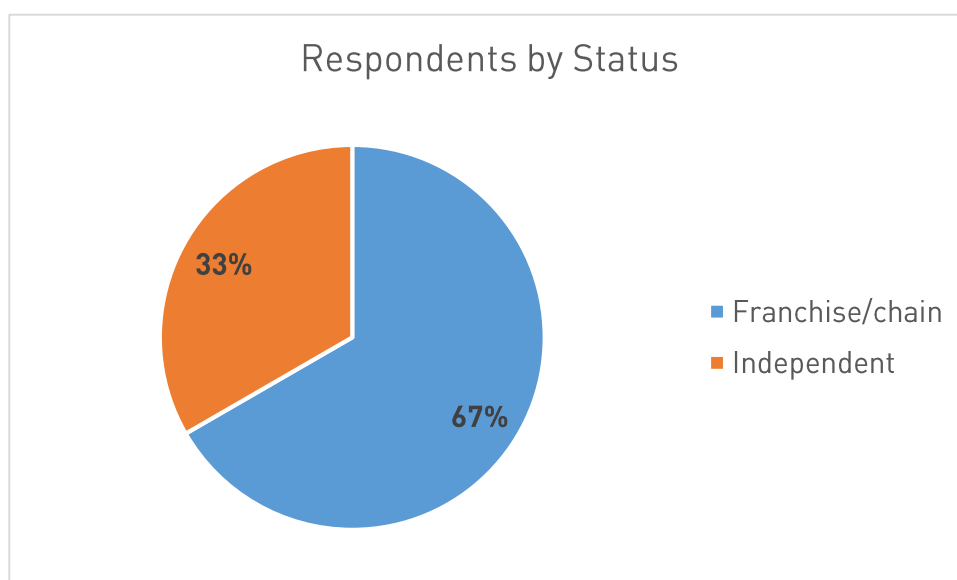
Graph 1: Respondents to the survey shown by sector

Before beginning to survey, business ratings data for properties in the target area was obtained from Southampton City Council. *Graph 2* shows the percentage of businesses within the study area that fall into different size categories, here called micro (less than £10k rateable value), small (£10k - £50k rateable value), medium (£50k - £100k rateable value) or large (£100k plus) based on the rateable value of their local premises, compared to the percentage of businesses that were interviewed that fall into



Graph 2: Left - pre-survey indications of business breakdown by rateable value of local premises. Right - breakdown of businesses surveyed

these categories. The main difference is that businesses with high rateable value local properties are over-represented in the sample by number, while micro businesses are under-represented. This takes into account the significant slice of aggregate rateable value that large businesses represent in the centre, and that a lot of “micro” businesses are small offices that are often hard to reach. A discussion of whether these micro-businesses are included as automatic levy payers in the BID is included later in the report.



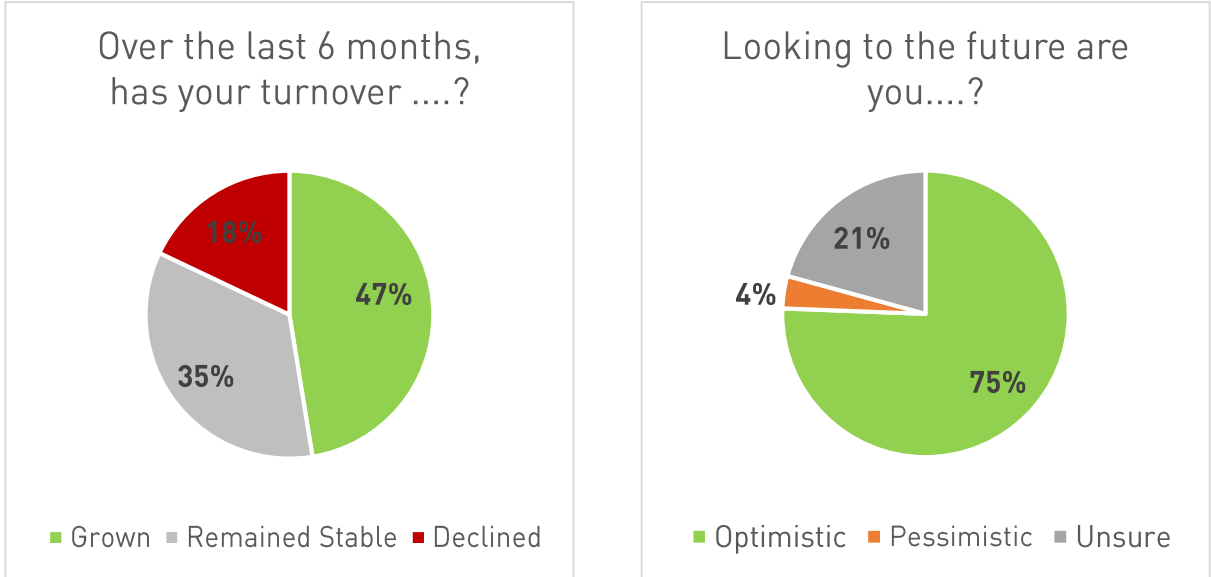
Graph 3: Respondents broken down by status

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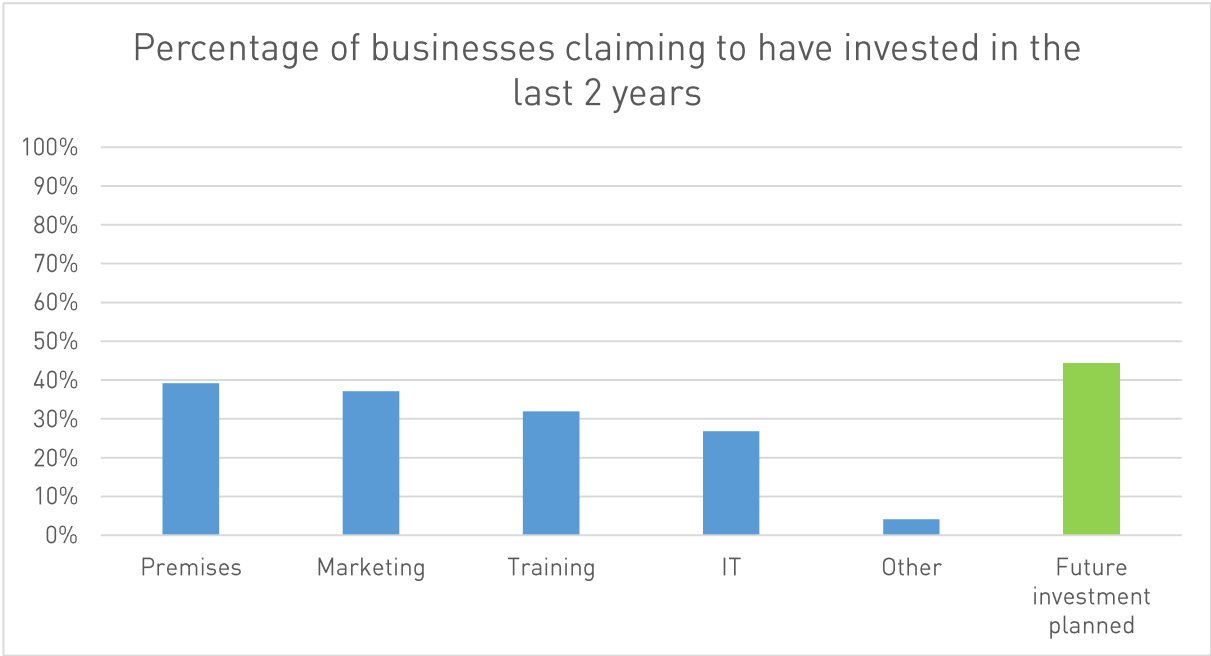
*Graph 3* shows the percentages of businesses that were interviewed that were either independent or part of a wider chain or franchise. The split between the two groups largely reflects the makeup of businesses in Southampton, particularly in the retail sector, with West Quay, The Marlands, Above Bar Street and the West Quay Retail Park being home to a large number of multiples.

## 2.2 Business and City Health

A number of questions were asked to determine the collective health of individual businesses within the centre and the state of collaboration with two of the city's major assets, the cruise industry and Southampton Football Club.



Graph 5: Graphs showing businesses' performance over the last 12 months, and their attitudes towards the future



Graph 4: Graph showing the number of businesses who claim to have invested in particular areas in the last two years, compared with those planning future investment

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The first indicator of business health assessed was turnover change. It can be seen from *Graph 4* that the number of businesses claiming that their turnover has grown over the last 12 months significantly outweighs those claiming it has declined by 47% to 18%. However, those claiming it has remained stable sit at a not insignificant 35%.

Businesses with a growing turnover most commonly attributed this either to the health of the wider economy, or to internal business strategies. Businesses whose turnover was declining however most commonly attributed this to factors within Southampton, most commonly the impact of developments and roadworks in their vicinity.

While 47% of businesses state a growth in turnover, a much greater amount of 75% claim to be optimistic about the future, and despite 18% reporting a decline in their turnover, only 4% stated pessimism about their future in Southampton. This suggests a confidence in the potential that exists in Southampton to make greater use of a number of key assets, such as its waterfront and heritage, and optimism about the desire to implement future improvements. The 21% that remained unsure commonly stated that they believed there was the potential for a positive future in Southampton but that they were waiting to see whether some key issues were tackled head on or continued unaddressed.

The second measure of business health used in the survey was a tangible measure of the level of business confidence as shown by willingness to invest. Businesses were asked both about investments made in the past two years, and about planned investments in the future. *Graph 5* shows the percentage of respondents that have invested in different areas of their business. Overall, 62% of businesses claimed to have invested in at least one of these areas, with the most common investments being in their premises and marketing, where nearly 40% of businesses have made investment over the past two years.

The third measure that was used is the longevity of businesses within the centre. Businesses were asked about how long they had been present in Southampton City Centre. *Graph 7* shows a significant base of established businesses, with 41% of the businesses surveyed having survived in the centre for longer than 10 years. The results show that there is also a strong base of new businesses either starting-up or moving to the area and that there appears to have been a reasonable conversion rate from new businesses into medium longevity businesses. The rate of conversion appears to slow slightly for businesses transitioning into the “greater than 10 years” category.

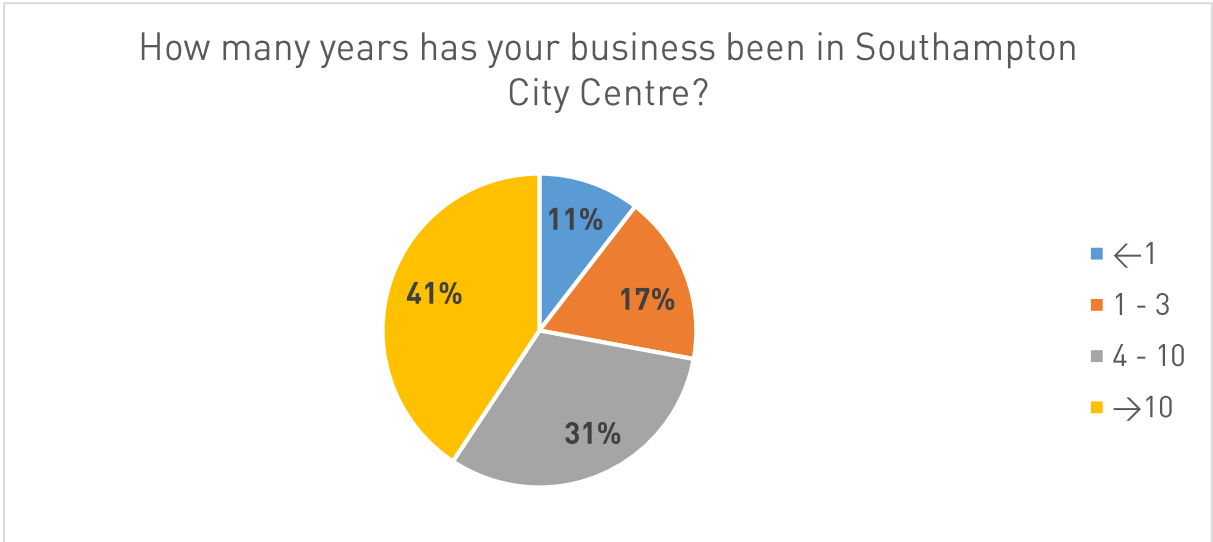
Finally, businesses were asked whether they benefit from customers or staff from the cruise line businesses or Southampton Football Club. *Graph 8* shows that a healthy 78% of businesses think that they benefit to a certain extent from customers from the cruise liners. However, strikingly, over half thought there was scope for them to benefit more. This was linked to a fairly prevalent feeling that Southampton doesn't make enough of its assets such as its walls and waterfront and that navigation is difficult for visitors, who aren't given enough help to find the most desirable parts of the city and thereby gain a good impression. For many people this was embodied by the lack of a tourist information centre or beneficial transport links from the port.

Consultation with one cruise business suggested exploring further collaboration with city centre businesses may be possible and a BID could be the facilitator of this.

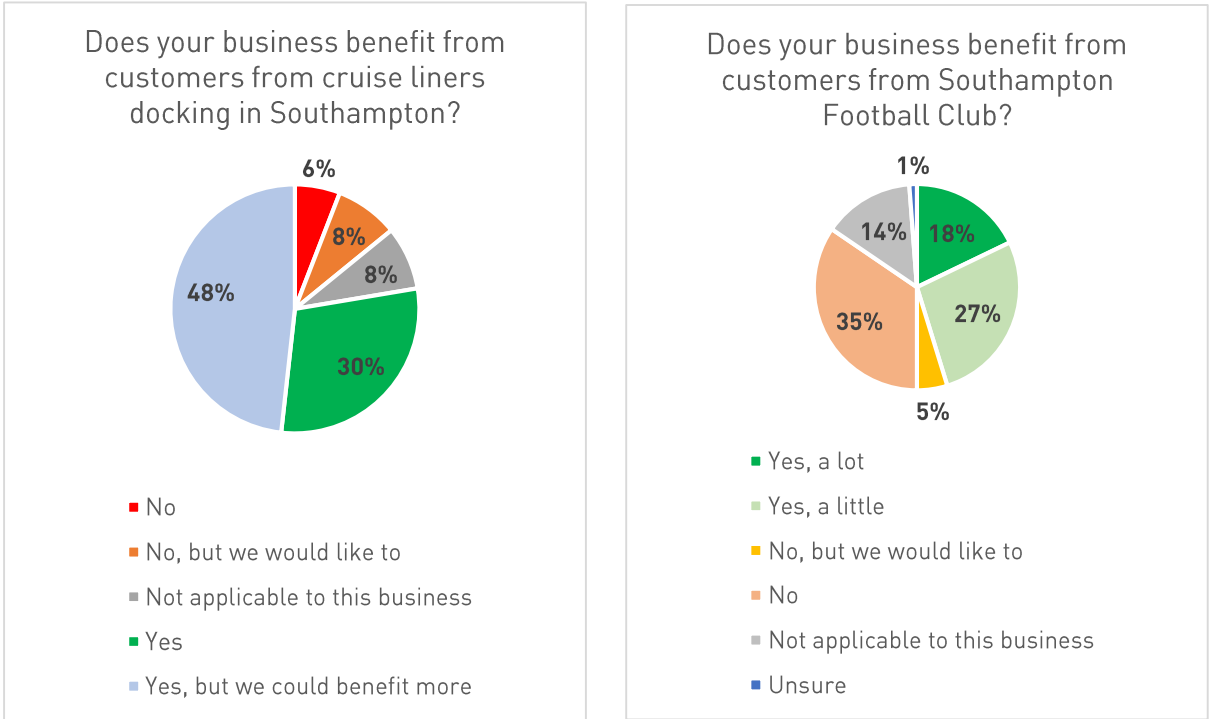
Most cruises docking in Southampton are currently docking for turnaround purposes. Indeed, Southampton is currently the UK's leading cruise turnaround port, with a relatively small proportion of cruises stopping in Southampton as a tourist destination for their customers. Therefore it seems clear

that the most immediate opportunity here is provision for the needs of crew, while in the longer term there was a desire amongst respondents that Southampton do more to make itself a place where, in the long run, customers of the cruise liners may increasingly view Southampton as somewhere worth visiting, rather than just a port to arrive at and depart from.

Fewer people felt that they were benefitting tangibly from customers of Southampton Football Club, with exactly 50% either feeling that they already benefit or that there is potential for them to benefit more. Interestingly, a number of businesses cited benefits not from the fans themselves, but from the families they leave in the city centre when they go to watch a match.



Graph 6: Longevity of respondent businesses in Southampton City Centre



Graph 8: Respondents' views on whether they benefit from the cruise businesses and Southampton City Football Club

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Overall, the picture that emerges from these results is one of a healthy business community that is optimistic about the future, but which has plenty of potential for improved performance and increased collaboration. There is a strong belief that this potential can be realised and a seeming willingness to act to achieve this.



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## 2.3 Top issues for businesses

Businesses were presented with a list of potential issues and asked whether they believed them to be a significant issue, minor issue or not a problem. This list was created from *The means'* previous experience and with input from the BID Steering Group. Businesses were also given the chance to expand on their answers and to bring up other issues that were not on the list. *Graph 9* shows all the issues, ranked by the total number of responses that classed them as either a 'significant issue' or a 'minor issue'.

### 2.3.1 On-street behaviour, ASB and crime related issues

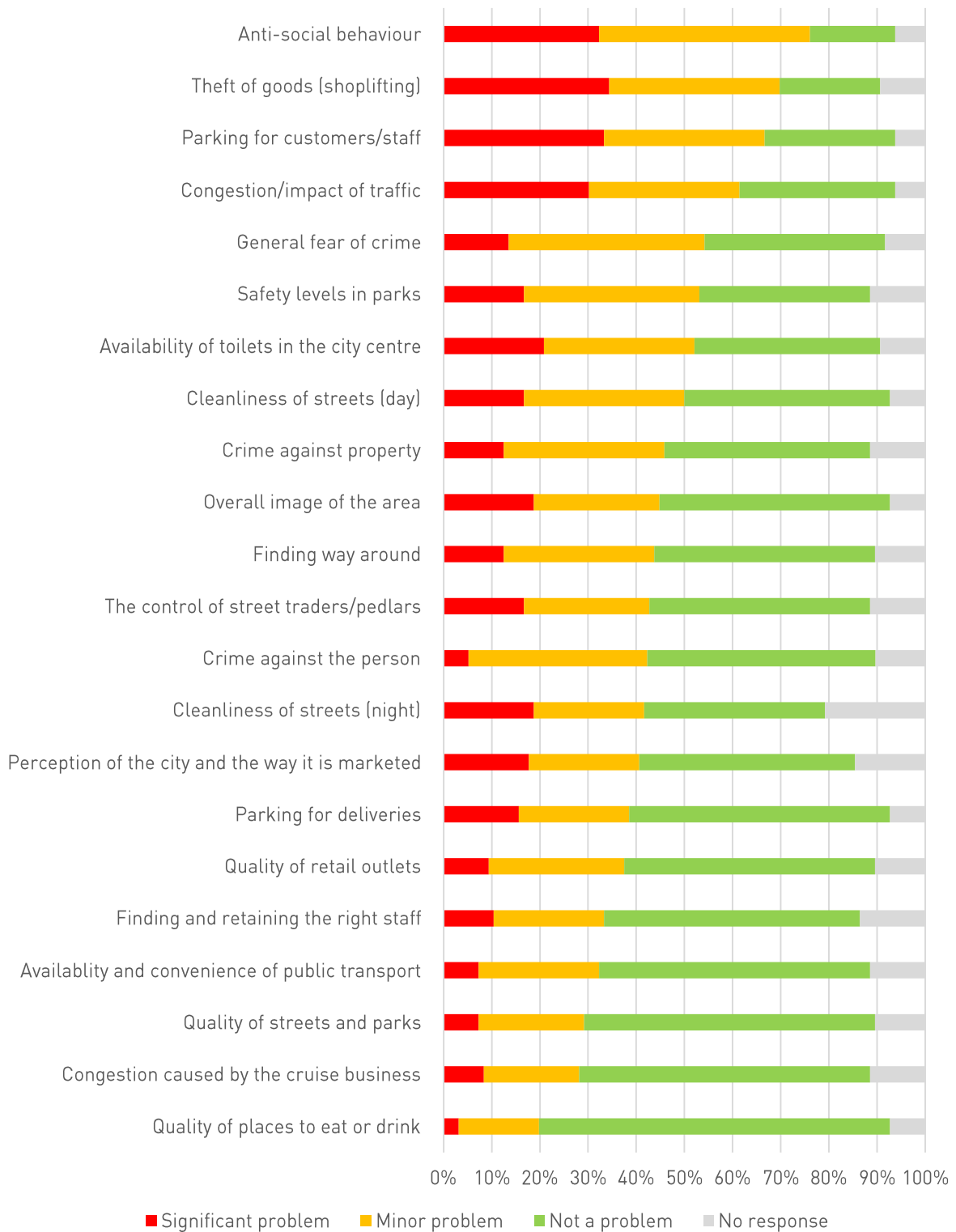
Crime statistics show that between October 2014 and September 2015 anti-social behavior accounted for the largest slice of recorded crime, approximately 37%, in Itchen, the ward that covers the majority of the city centre, with violent crime the next largest category at 12.4% and shoplifting in third at 8.2%. This is reflected in the results of the business survey, with 78% of respondents citing low-level ASB such as street drinking or intimidating behavior, as well as the number of deemed "professional beggars" as a problem, and theft of goods being cited by 74%. 55% of respondents also stated that they felt a fear of crime was a problem, discouraging people from coming to the area or presenting a problem for staff leaving work late. This was linked to the atmosphere created by the aforementioned anti-social behavior, as well as safety and lighting in the centre's parks, which was mentioned as a problem by 54% of respondents.

Linked to this is the behavior of street-traders whether officially licensed as a pedlar or not. It was felt by a number of people that intimidating behavior by people attempting to sell goods of questionable origin was far too common. It was noted by council officers that a Control of Sales Order is already in existence, which overrides the Pedlars License. However enforcement of this requires man-power and it does not seem to be given priority.

### 2.3.2 Traffic issues

Parking and congestion come in third and fourth place on the list in *Graph 9*. In regards to parking, a number of the comments were in relation to recent changes to on-street parking that have meant visitors paying later into the evening until 20:00 (rather than 18:00 as was previously the case). Hospitality businesses in particular felt that this affected their trade because it affected people's willingness to visit or stay in Southampton at a crucial time of day for food and drink businesses. Other comments relating to parking were largely around the cost for employees where companies are unable to provide enough parking places for their staff. Congestion was deemed to be a particular problem on days when multiple big events coincide, for example the docking of a large cruise liner coinciding with a Southampton Football Club home match day. Whether because of actual problems with congestion, or because of a perception of this, it was felt that a lot of people choose to stay away from the city centre on these days.

## How much of an issue do you consider the following to be in the area?



Graph 9: Issues as ranked by business respondents. They have been ranked by the aggregate number of people either citing them as a significant problem or a minor problem

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### **2.3.3 City Centre Operations**

A number of separate issues to do with general city centre operations ranked highly on the list of issues. A lack of toilets in the city centre was mentioned as a problem by 56% of respondents, particularly for people outside of the shopping centres, with a number of businesses commenting that this manifested itself in a tangible and unpleasant way in some side-streets. The overall cleanliness of the streets also ranked highly as an issue, along with the overall image of the area, reflecting various comments about the need to improve the general appeal of the city centre environment, particularly along Above Bar Street, and the East Street and High Street areas.

### **2.3.4 Visitor information and navigation**

44% of respondents cited finding your way around as a problem. This is in relation to visitors and links with many expressions of frustration about the lack of a tourist information centre in the face of a desire to be more appealing to visitors and collaborate with the likes of the cruise businesses. There were also a number of comments that signage from transport hubs such as the docks and the train station could be better, and that signage for heritage assets needs to be reviewed to ensure that visitors are being helped to discover gems of Southampton's physical history.

### **2.3.5 Heritage**

Although no specific questions were asked about Southampton's heritage, and it does not therefore feature in the list shown in *Graph 9*, it is worth a mention because it became a recurring issue that cuts across many of the other topics discussed. It was also raised on multiple occasions during the workshop at the Visioning Event on 10<sup>th</sup> November. It was felt that Southampton's heritage assets were not always looked after or advertised as well as they could be.

People wanted to see the old city walls clear of litter, tidy and well-lit. There were comments regarding the signposting, which sometimes leads people to poorly kept areas, or areas of the walls that are next to servicing areas for businesses, as well as the information panels that are faded and need replacing. In addition it was felt that better signage could be in place at the port, and that history relating to the port itself could be made more of, for example a 'Titanic Trail'. It was also felt that various spaces, such as the Bargate, could be opened up to make a visitor attraction and that Southampton's historic spaces should be exhibited more by events in the city. Finally, people felt that assets were not advertised enough, partly due to a lack of tourist information in the city.

### **2.3.6 Serviced Areas**

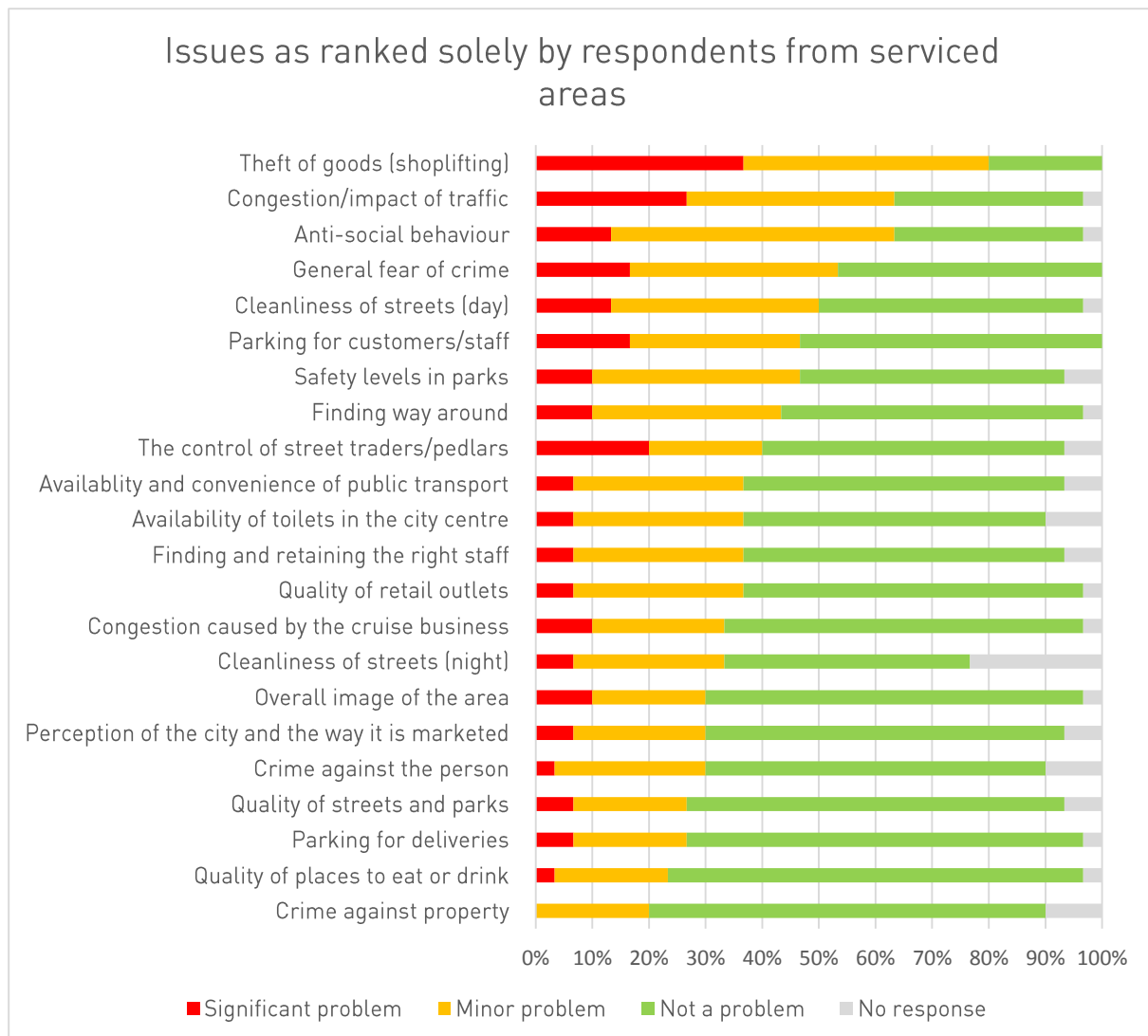
*Graph 10* shows responses solely from tenants in the managed shopping areas.

It can be seen that the top issues are very similar, with respondents being concerned by the level of anti-social behavior and crime in the area as well as traffic issues and the cost of parking. Traffic issues, such as congestion putting people off coming in to town or parking costs, particularly for staff, were issues that respondents felt affected them directly. Issues of anti-social behavior, safety-levels and general crime were issues that respondents felt affected the image of Southampton as a whole and people's likelihoods of returning, thereby having a knock-on effect on their own businesses.

Throughout the development of BID proposals, consultation with these groups will need to be continued, particularly the West Quay Retail Park, who are currently under-represented.

### 2.3.7 Offices

Office-based businesses make up about 30% of those in the study area, or about 12% when the area north of Cumberland Place is excluded (a discussion of the merits of including this area is included later in the report). It is therefore important to consider what value a BID could offer to these businesses, as some of their needs are likely to differ from more consumer facing city-centre businesses. The three main issues talked about by the office sector were the availability and cost of parking for their staff, safety issues and anti-social behavior that affected their staff when leaving or arriving for work, and finding and retaining staff in Southampton with the right skills and attitudes, showing that there are some areas where their interest overlaps with that of consumer facing businesses as well as additional areas that can be tackled.



Graph 10: Issues as ranked solely by respondents from the managed shopping areas

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## **2.4 Top projects for improving trading conditions**

While *Graphs 9 and 10* identified the core issues that businesses would like to see addressed in the area, the next identifies additional improvements or projects that businesses would find helpful in improving trading conditions on top of these basic 'hygiene' points. *Graph 11* shows these ranked by the number of respondents that rated them as either 'Very helpful' or 'A little helpful'. There was broadly a lot of enthusiasm for all of the suggested projects, but the top 5 responses are discussed below.

### **2.4.1 Cheaper parking**

Parking again ranked highly; specifically cheaper parking. In addition to comments about wanting to reverse recent changes to on-street parking charges, people were keen on exploring different options such as sharing available parking more effectively, or arranging deals for particular groups of people, such as staff who require parking spaces in order to work in the area.

### **2.4.2 Information on new developments / impacts**

When respondents claimed that their turnover was declining, it was often accompanied by comments about nearby developments (or lack of) or road closures that they felt affected their business. In addition to this, people wanted to be able to plan to take advantage of events or developments, or to be able to make informed decisions for their business' future, but didn't always feel that they received adequate information. The eventual fate of the empty Bargate Centre is one example where many people felt they would like to have more regular information about future plans. Therefore, 88% of respondents stated that they would like to receive more information on developments (or events) and their potential impacts on an area. A lot of information that people want will already be available, for example through the council's Southampton Magazine, which is now on its 5<sup>th</sup> issue, but there is potential for a BID to, for example, co-ordinate further content that its businesses particularly want to know about, provide an effective way to disseminate widely to businesses within the city centre and pull together regular information for businesses on the more day-to-day impact that any developments are likely to have, and help businesses to work with the relevant bodies on the most effective way to mitigate these.

### **2.4.3 A City Centre app for visitors**

84% of respondents thought that a city centre app could be helpful. An app would not be created for its own sake but rather as an option for addressing some of the other issues and potential projects that have been raised. An app, for example, could be used to provide instantly available tourist information for visitors, host audio tours or information on local history, act as a portal to information on developments and upcoming events, provide maps of the area and help people find attractions, market special offers or a city-wide loyalty card, facilitate business to business contact, provide information on where parking is available or even act as a way to pay for this parking.

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#### **2.4.4 More events across the City Centre**

83% of respondents wanted to see more events across the city centre. While different businesses were keen on events that targeted different demographics, it is clear that many businesses would like to create a buzz and an atmosphere that makes people's experience memorable and gives them cause to come back. Businesses again mentioned Southampton's heritage and a desire to make better use of this, with a number of positive comments about Music in the City and the way it has opened up intriguing spaces to the public that are not normally accessible, such as a number of old vaults.

There were mixed feelings about the Christmas market and whether it was of a good enough quality for Southampton but there was a definite desire for Christmas activities in general, such as improved lights.

#### **2.4.5 Strategy for new retail**

Ranked fifth on the list was a strategy to bring in more and new retail to the Town Centre. This wording is taken directly from the survey, however a number of respondents who noted this as helpful commented that this was not just about retail, but also the variety of hospitality businesses available. In some areas this was about increasing the diversity of the offer, whilst in other areas the initial priority was to fill voids and improve quality, for example by providing opportunities to students to try their hand at setting up new businesses, simultaneously improving the retention rate for students living in Southampton after they leave University. It was noted that Southampton's mid-range multiple retailing offer is already very good, with two shopping centres and a retail park within the centre. Where people felt that an emphasis was needed was on the variety and quality of independents on offer.

Three out of the next four initiatives in *Graph 11* are related to the marketing and image of the area – a discount or loyalty card for staff and residents, a coordinated marketing strategy for the area and improvements to public spaces. It was felt by a number of respondents that responsibility for marketing Southampton's city centre needed to be taken on by one organisation in the future, to ensure a coordinated plan of action. The issue of Southampton's image is a particularly important one because it universally affects businesses, whether it is retail businesses who need to attract spending customers on the ground, or an engineering firm that needs to attract skilled individuals to live and work in Southampton. It is also an issue that impacts on businesses across geographical areas, inside and outside of the serviced shopping centres.

Essentially, many of the issues that respondents ranked highly are matters of 'basic hygiene' for a city centre, such as safety, adequate provision of toilets and general cleanliness. The areas listed in this section provide some potential focus areas for projects that build on this 'basic hygiene' with the aim of creating a thriving centre. Throughout the interview process it became clear that many respondents saw any potential projects as needing to be part of a wider strategy and coherent vision for the centre and its different constituent parts. As well as deliver individual projects, a BID needs to consider how these will feed into a wider and long-term vision, and what role the BID wishes to have in shaping this vision. This was one of the topics for conversation at the Visioning Event on 10th November and a write up of this, along with all the other topics, is available in the appendices.

#### **2.4.6 Managed Shopping Areas**

*Graph 12* shows responses solely from tenants in the managed shopping areas. The top priorities are broadly similar to those in the area as a whole. The main difference is the much higher priority given to

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increasing collaboration with cruise businesses. It is also interesting to note that having a coordinated marketing strategy for the city centre was scored as helpful by 93% of respondents, reflecting the way in which they see the success of their businesses linked to the overall success of the surrounding city centre.

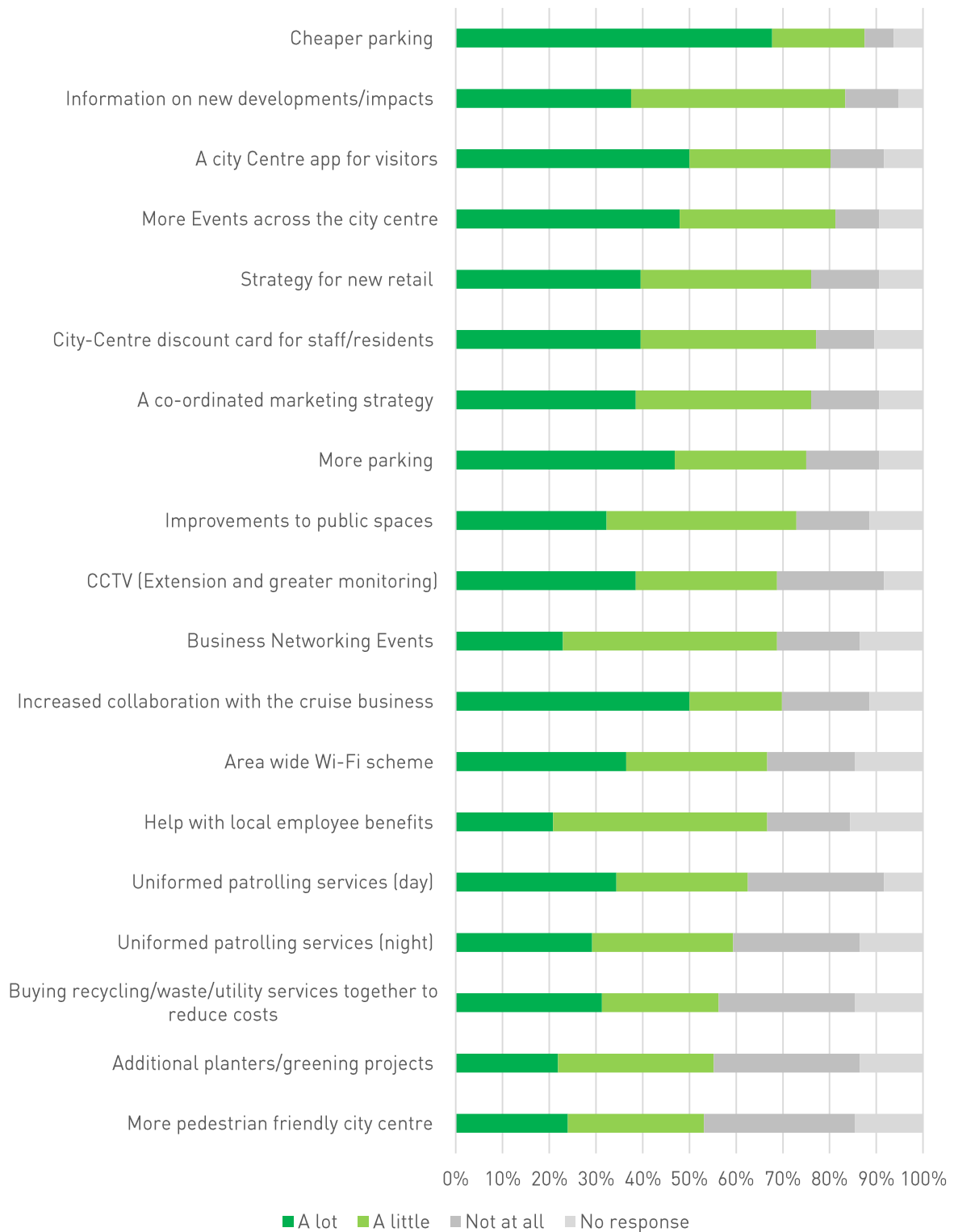
When ranked by just “Very helpful” responses, cheaper parking jumps up to joint second place. This was particularly in relation to staff parking, and one of the ideas regularly mooted as a desired employee benefit, or an offer on a city discount card was a deal on parking for workers in the city.

### **2.4.7 Offices**

Office businesses priorities here largely fitted within the context of the issues they raised. Their top priority was again reducing the cost of parking, while their next priorities were around help with improving their employees’ experience. Help with providing a programme of local employee benefits was ranked highly, as was a city centre discount card for staff. To help with recruiting the right staff, one large office business suggested help with expanding the talent pool from which they are able to recruit by helping them co-ordinate with other companies to expand the pre-work skills training programme they currently run with a local university. Linked to this, a cruise business expressed an interest in linking with the education establishments of Southampton to provide distance learning courses for crew while they are away on ship.

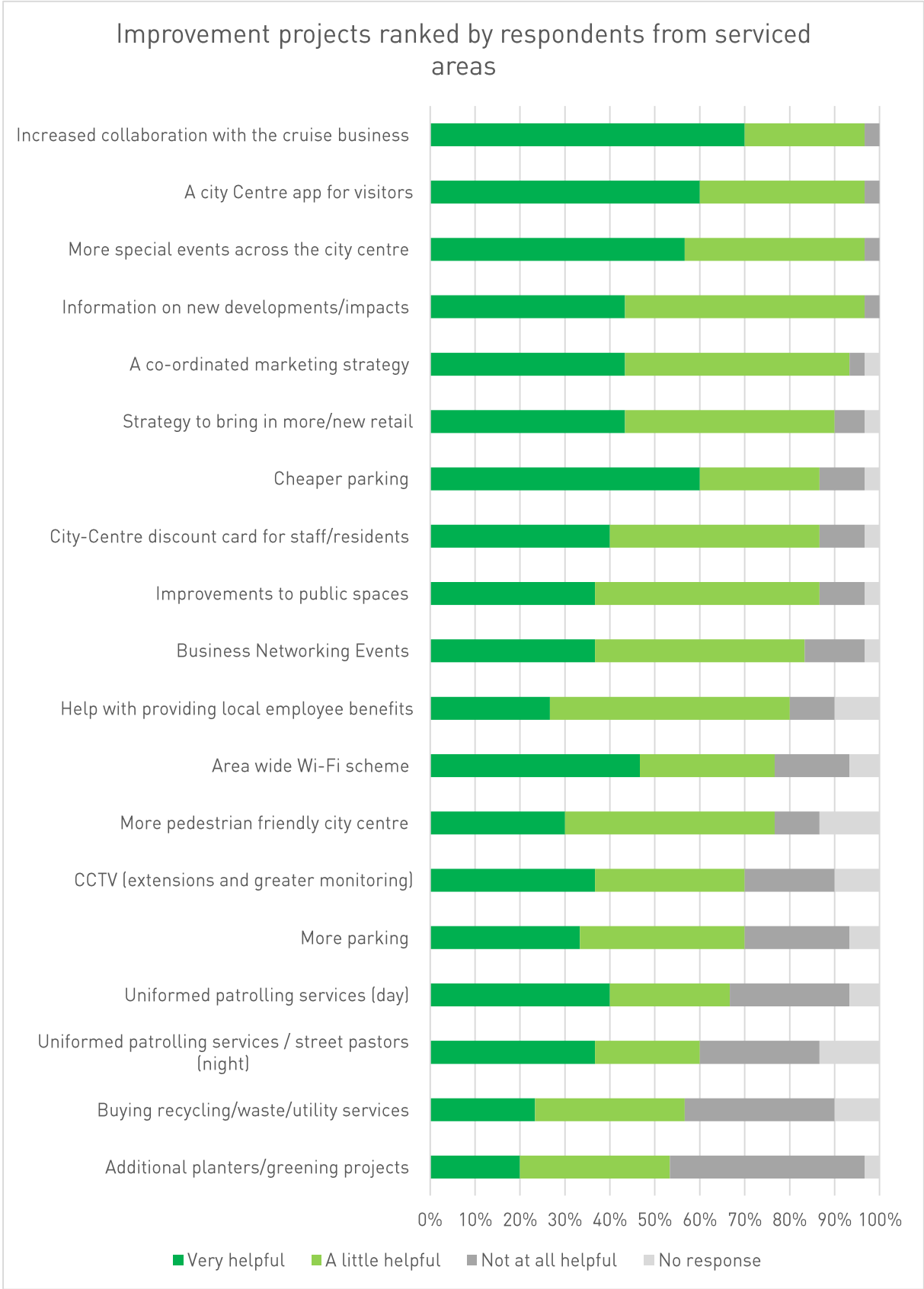
It was also suggested that encouraging more local trade between businesses would be beneficial and in this light, networking and other events across the town that bring people together also scored relatively highly.

## How much do you think the following could improve trading conditions?



Graph 11: Projects for improvement ranked by their helpfulness by business respondents from across the area





Graph 12: Projects for improvement ranked by their helpfulness by business respondents from across the managed shopping areas

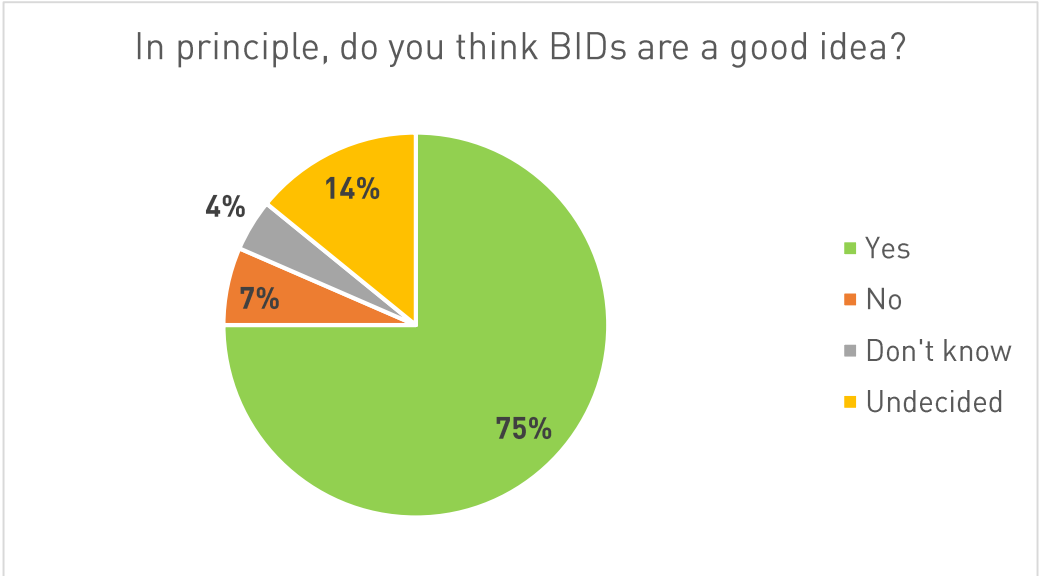
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## 2.5 Reactions to concept of a BID for Southampton

The level of support for the concept of a BID was tested in the survey. An explanation of BIDs was given to respondents including four distinctive features of the way a BID works:

1. A BID is set up by democratic ballot of all businesses in the proposed BID area.
2. If the ballot is successful, the businesses pay a levy based on the current rateable value of their property to create a pot of money which they get to spend as they see fit.
3. A BID management board will be set up and run by the BID.
4. BID services have to be in addition to the services provided by the council. (These cannot be used to subsidise council services. Council services are paid for by your business rats and are not spent exclusively in your area but go into a central pot to be distributed as the government sees fit.)

Questions were answered before moving on to ask the questions.

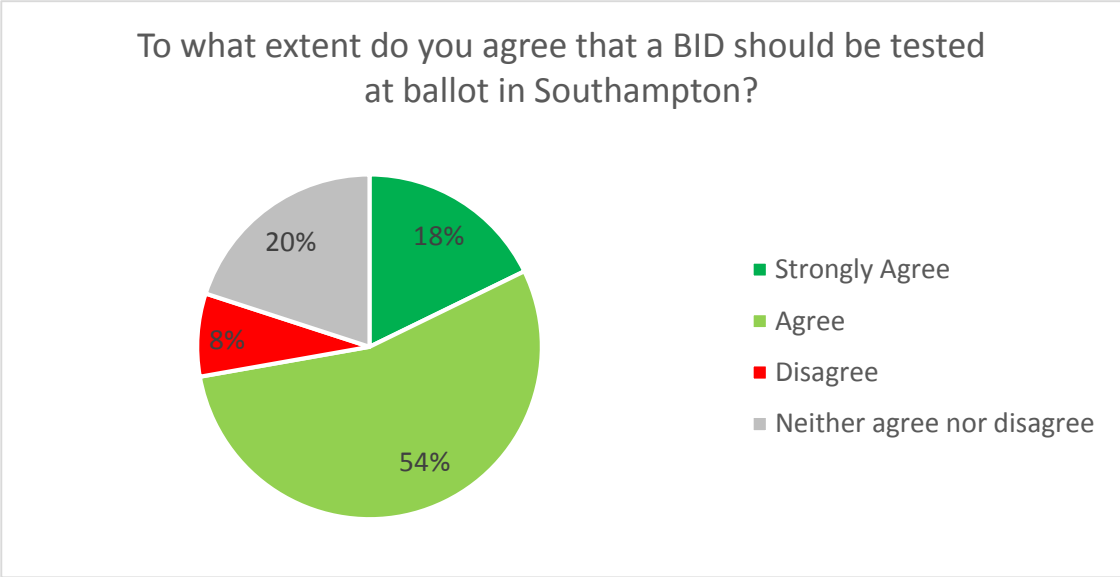


Graph 13: Response of respondents to the questions "In principle, do you think BIDs are a good idea?"

The results from *Graph 13* appear very positive, with 75% of respondents saying that in principle they believed BIDs to be a good idea. Additionally, only 7% stated that they were not a good idea. There was a significant proportion of respondents, at 18%, who either didn't know or were undecided about the merits of the concept.

When looked at by the aggregate rateable value of those premises whose representatives answered each way, the number in support is 73%, while the number of 'Undecided's grows from 14% to 22%. This is because the majority of these responses came from managers of large companies with multiple locations, who felt that they weren't able to give an opinion one way or the other, even if they themselves felt that a BID was a good idea.

These results are significantly better than, for example, the results of the Stratford feasibility study in 2014, which showed that 56% of businesses believed a BID to be a good idea, and are very similar to the results of the Basingstoke feasibility study in 2015, which showed a support of 76% at this stage. Importantly, both of these went on to achieve successful ballots.



Graph 14: Responses to the question "To what extent do you agree that a BID should be tested at ballot in Southampton?"

The follow-up question tested whether businesses support the idea of a BID being tested at ballot in Southampton based upon the principles set out above. However, it is important to state that respondents were not asked directly how they would vote in a BID ballot. Instead the question 'To what extent do you agree that a BID should be tested at ballot in Southampton?' was presented to respondents.

The majority of respondents agreed or strongly agreed with the BID being tested at ballot, at 72%. Again this is a positive result with only 8% disagreeing. Those who said that they neither agreed nor disagreed were often those who were uncertain about the BID concept or worked for multiples where, again, they felt they weren't in a position to answer.

Interestingly, a handful of respondents who were uncertain about supporting the BID agreed with the idea being tested at ballot.

Very few respondents spoke about or were aware of a previous proposal for a BID in Southampton that went to ballot unsuccessfully six years ago in 2009. Many people seem to have either moved on since then, or feel that the situation has changed and that there were specific reasons for not supporting the last BID attempt that can be avoided now. One negative response was received that was specifically related to the previous BID proposals.

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### 3. POTENTIAL PROGRAMME

Following the results of the business interviews, and the feedback received at the Visioning Event on 10<sup>th</sup> November, we have outlined below potential areas that a BID programme in Southampton could focus on. This is a starting point for further discussion and revision by the Steering Group, in further consultation with businesses and existing service providers where necessary.

#### MARKETING

- Create, maintain and market a City Centre App that provides tourist information, navigation help, marketing opportunities, access to special offers, business directory and a business-facing side with information about on-the-ground impacts of development and roadworks.
- Review of signage and available maps for navigation from transport hubs to the city centre and heritage sites
- Work with existing stakeholders and brands to co-ordinate one coherent brand for Southampton City Centre and run a marketing campaign for Southampton under this branding.
- Run an events programme in unusual spaces across the city – maybe working with local theatres, venues and universities to bring performances, thought pieces and lectures in to empty, unusual spaces or heritage spaces
- Champion Southampton to new businesses with the aim of increasing diversity
- Review and match-fund new information plaques around heritage sites
- Provide audio guides and regular walking tours for workers and visitors to the area
- Coordinating a local employee benefits scheme with businesses across the city centre

#### SAFER AND WELCOMING

- Fund additional dedicated police officer(s) or PCSOs to work on issues of ASB and the control of street traders etc. and link these in with and co-ordinate with the existing Southampton Business Against Crime scheme
- Run a diverted giving project, similar to that run by the Winchester BID, so that visitors can be confident that any money they wish to give to help homeless people will be used as such
- Fund additional Licensing Link services for the night-time economy
- Undertake a review of lighting and create a plan for where improvements are needed for safety purposes

#### ENHANCING

- Manage a programme of quality buskers and street performers. In Croydon for example, they are currently working with the Council and venues in the area, whose acts play short sets on-street during the day before playing in venues during the night.

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- Conduct an initial deep-clean of the street and potentially buildings along key streets (such as Above Bar Street, East Street, High Street and the city walls), which could be repeated every BID cycle
  - Install and maintain hanging baskets across the BID area
  - Review and fund installation of lighting at strategic points along Southampton's old city wall
  - Match-fund Southampton City Council for bigger and more extensive Christmas lights and decorations across the city centre
  - Joint procurement of waste and recycling management services to save businesses money, reduce the number of waste vehicles on the road and help businesses be more sustainable
  - Joint procurement of utility services to help businesses save money on their energy bills
  - Void showcasing – showcasing what void premises could look like when filled, to encourage businesses to move in

#### **SKILLS PROGRAMME / CO-ORDINATION**

- Work with educational establishments to co-ordinate a remote learning programme, particularly for cruise line crew members while they are away
- Skills for the Workplace – work with Southampton Universities and a range of businesses in the area to build a pool of potential employees with skills for the workplace as students leave university.
- A business mentoring and start-up support service for students or others wanting to start a business in Southampton, providing them with support to move in to empty spaces

#### **VISIONING:**

- Develop a business strategic vision for the city centre to inform the BID's stance when interacting with SCC and other statutory bodies on policy and developments.
- Sit on the Hampshire Chamber of Commerce's Southampton Business Board to represent its members
- Facilitate regular and effective discussion, and/or live feed updates (for example of roadworks, road closures etc. possibly via the app) between businesses, the council, developers and other statutory bodies to ensure businesses have information about how they may be effected on a day-to-day basis, and improve the discussion about how negative impacts may be mitigated.

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## 4. POTENTIAL BID LEVY OUTTURN

### 4.1 The UK Average BID

According to the 2015 National BIDs Survey, produced by British BIDs, the outturn raised by the smallest annual levy income is £34,000 from Scotland Giffnock, with 14 BIDs having an annual income of £100,000 or less. The largest annual levy income is £3,618,000 from London New West End Company. 16 BIDs have an annual outturn over £900,000, including BIDs in cities outside of London, including Liverpool, Manchester and Newcastle.

BID levy rates (as multipliers on the rateable value of a hereditament) range from less than 1%, to 4% in Dublin. However, the most common choices for BID levies are 1%, or 1.5%, with these two figures accounting for an estimated 61% of BIDs between them.

Relevant to Southampton, British BIDs sampled 90 BIDs who have shopping centres within their areas. In these cases 61% offered no discount to shopping centre tenants, feeling that their services justify the BID levy on these businesses. The other 39% offer discounts ranging all the way up to, in one instance (Reading), 100%. Of these, 22 BIDs received additional voluntary contributions from shopping centres to make up either some or all of the shortfall created by this discount.

### 4.2 Considerations

When deciding on the feasibility of a Business Improvement District, the potential BID levy that could be raised is an important consideration. There are 6 key things that need to be taken into account when making the final decision:

- The Levy Rate – this is the rate of levy that businesses will pay each year. It is most commonly a percentage of rateable value.
- The number of potential business members – this will be effected by the level at which any threshold is set and will impact on the BID's ability to service all its members' needs.
- The cost of collecting and enforcing the levy – when making a final decision on the threshold, the cost of collecting and enforcing the levy needs to be taken in to account. It may not be economically viable to collect a levy that is below a certain level. In Southampton, the collection of business rates is a service that is contracted to Capita. An initial quote has been received for this service that constitutes three parts:
  - 1) A one-off purchasing and set-up cost for the BID levy collection software and systems. Depending on the number of businesses this is likely to range between £10,630 and £13,630
  - 2) An annual maintenance fee of £2,250
  - 3) Yearly administration of the levy collection is charged on a contract day rate and the time taken will depend to a certain extent on the numbers of businesses in the BID. Postage and packaging is in addition. The initial quote is based on 450

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properties, equating to a total charge, including postage, of £17,674 per year. Based on this, the part of the charge that will be affected by the number of businesses included in the BID can be estimated to be approximately £39 per business.

- The Threshold – this is the level of rateable value above which a premises becomes eligible to pay the BID levy. If a business is excluded by the threshold, it is common for BIDs to allow voluntary membership of a “business club”. The BID can decide on what the appropriate cost and level of inclusion for these businesses is. In most BID areas some form of threshold is applied, partly to ensure that the costs of collecting the levy from smaller businesses does not exceed the levy they pay, but also to keep the number of BID businesses down to a level with which the BID board and team can reasonably communicate. The other factor that should be considered when applying a threshold is the so-called “missing-tooth” effect where, in a single street, some businesses are BID members and some that are more or less similar in size are not.
- A Cap – this is a cap on the maximum levy payable by one hereditament and may be desirable if one or two uncommonly large organisations are included in the area
- The levy outturn – the total levy collectible, which will be effected by the 5 points above.

In Southampton there will also be the additional consideration of the relationship with tenants of serviced precincts such as West Quay Shopping Centre, Marlands Shopping Centre and also West Quay Retail Park. All of these areas play a big part in Southampton’s City Centre and are likely candidates for inclusion within a BID boundary.

If included in the BID area, the BID legislation means that each individual occupier that is responsible for the business rates on their property will be responsible for voting in a BID ballot, and paying any subsequent BID levy.

Precedents elsewhere for the details of this levy are mixed, with an estimated 39% of BIDs providing some level of discount on the BID levy to tenants of serviced shopping centres, while the other 61% provide no discount. The British BIDs Industry Criteria Guidance, 2015, produced on behalf of, amongst others, the British Retail Consortium (BRC) and the British Council of Shopping Centres (BCSC) states that “businesses within shopping centres where service charges apply should receive a proportionate discount if services proposed by the BID are similar to those funded through the service charge”. It also states that “Discounts provided to tenants within managed shopping and leisure centres should be seen as an opportunity to agree a voluntary contribution from their landlords”.

### **4.3 Potential levy and threshold scenarios**

*Tables 2 and 3* set out the figures for the considerations laid out in 4.2 in a variety of scenarios. The figures in this section are based on every business paying the same rate.

A cap is not included in these calculations for simplicity and because it would be likely to only affect one or two businesses and have only a relatively small impact on the overall outturn. However, it is

recommended that a cap is considered. The table below shows the 10 largest premises in the City Centre based on rateable value.

ACCOUNT NAME	RATEABLE VALUE	LOCATION
IKEA LTD	3,470,000	West Quay Road
JOHN LEWIS PARTNERSHIP	2,470,000	West Quay Shopping Centre
CARNIVAL UK LTD	1,830,000	West Quay Road
OLD MUTUAL WEALTH BUSINESS	1,490,000	Portland Terrace
H.M.COURTS SERVICE	1,480,000	London Road
MARKS & SPENCER PLC	1,390,000	West Quay Shopping Centre
SOUTHAMPTON SOLENT UNIVERSITY	1,040,000	East Park Terrace
PRIMARK STORES LTD	1,020,000	Above Bar Street
SOUTHAMPTON CITY COUNCIL	985,000	Civic Centre
H & M HENNES LTD	980,000	West Quay Shopping Centre

Table 1: List of 10 largest premises by rateable value in Southampton City Centre

The largest premises, occupied by IKEA, has a rateable value £1,000,000 greater than the next largest premises, occupied by John Lewis. In addition, if John Lewis were to receive a discount as a tenant of a serviced shopping centre, this would widen the gap still further meaning that IKEA would be paying a levy that was significantly out of line with the sums being paid by other businesses. It is suggested that a cap be considered to bring IKEA's levy more in line with other large businesses in the BID area.

As previously stated, the most common choices for BID levies are 1%, or 1.5%, with these two figures accounting for an estimated 61% of BIDs between them. While Industry Criteria have in the past stated that 1% is the highest a BID should consider, except for in exceptional circumstances, the most recent revision has withdrawn this guidance. Either way, our experience in other centres shows that businesses will pay a slightly higher levy if they feel that it is justified by the proposed programme. We have included examples of both a 1% and a 1.5% levy.

Additionally it should be noted that there will be a ratings revaluation due to come in to effect from April 2017 (postponed by the government from 2015) and that rateable values, and thereby potential BID levies, are expected to rise.



Table 2: Levy and business number scenarios for a City Centre BID that covers the whole of the study area

CITY CENTRE			
Threshold	Levy rate	Total Outturn	Number of businesses eligible to pay levy and to vote
No threshold	1%	£899,000	1144
	1.5%	£1,348,000	
£3,900	1%	£896,000	1037
	1.5%	£1,344,000	
£10k threshold	1%	£883,000	850
	1.5%	£1,325,000	
£15k threshold	1%	£867,000	714
	1.5%	£1,230,000	

While inclusivity is important for a BID, *The means* would recommend introducing a threshold at some level, partly to ensure that a levy is only collected from businesses when it is large enough to be economically viable to do so and partly to ensure that a BID can satisfactorily communicate with and service the number of business members it has. The question this raises is what the most suitable level would be.

As discussed in 4.2, the part of the yearly levy collection cost that is likely to be affected by numbers of businesses is currently estimated to be about £39 per business. At a levy rate of 1%, this would mean that a threshold of at least £3,900 would need to be set to ensure that levy collection was economical from the smaller BID members.

A threshold of £3,900 would reduce the number of businesses eligible to pay the levy across the whole of the study area to 1,037, as seen in *Table 2*. This is still a large number of businesses for a single BID to communicate with and service. While some BIDs, such as Newcastle's NE1, have successfully managed to service and communicate well with a greater number of businesses than this, others have struggled with fewer, particularly where a lot of these businesses are small, providing a low overall levy outturn. The guidance for the industry published by British BIDs suggests 700 as a maximum number. Either way, we would recommend reducing this number further. Options for this include increasing the threshold, making the BID area smaller, or both.

To consider these options in parallel, *Figure 2* shows the study area, broken down into some key zones for analysis. These zones consist of a core area (uncoloured) and the shopping centres (shown in yellow), the West Quay Retail Park (shown in purple) and Bedford Place, London Road and the surrounding area (shown in purple). These areas have been chosen for varying distinctive characteristics that single them out.

The core area consists largely of customer facing businesses (retail, hospitality, dining, evening economy, creative etc.), with a relatively small number of offices scattered throughout, some of which are quite small and would potentially be excluded by any threshold set.

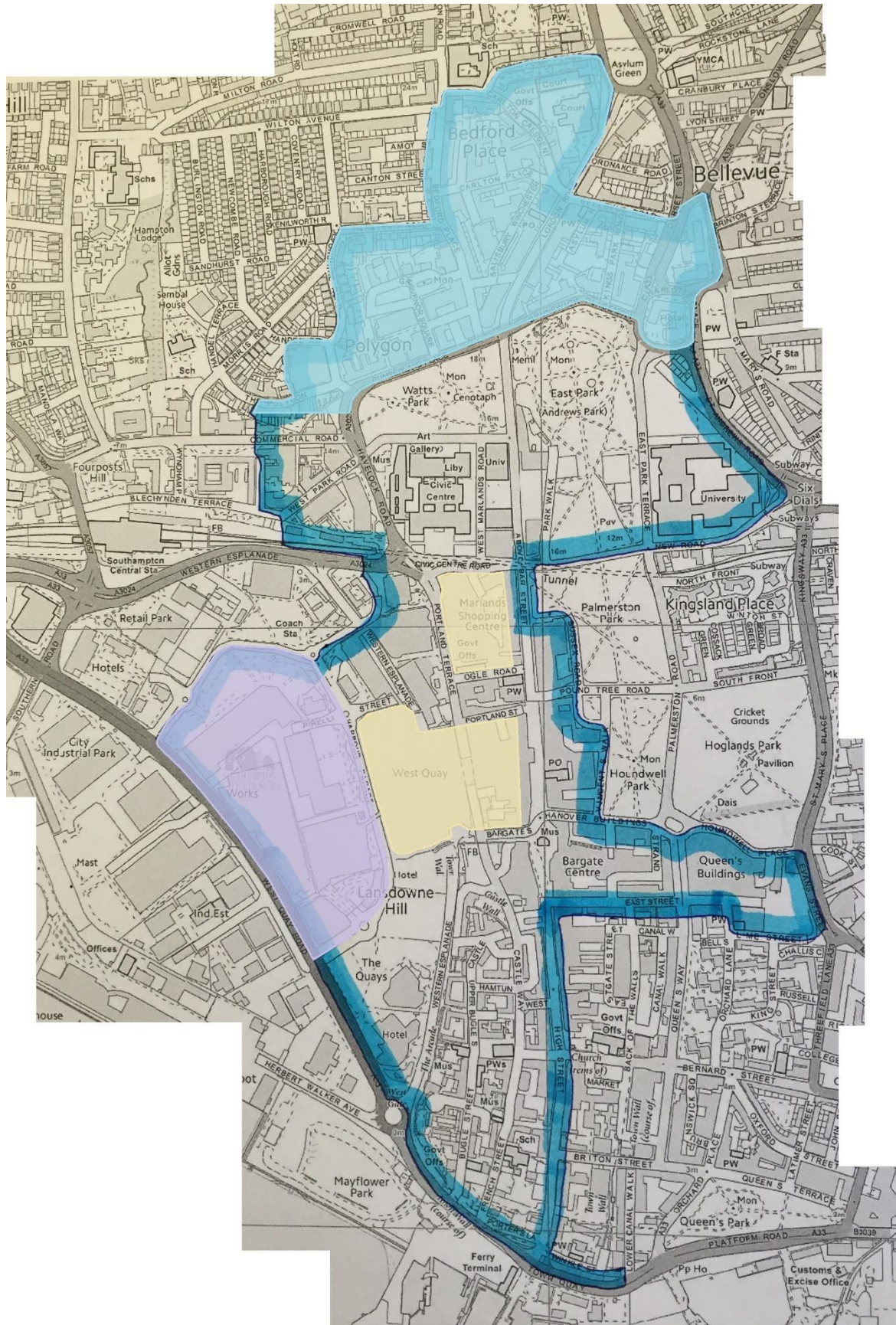


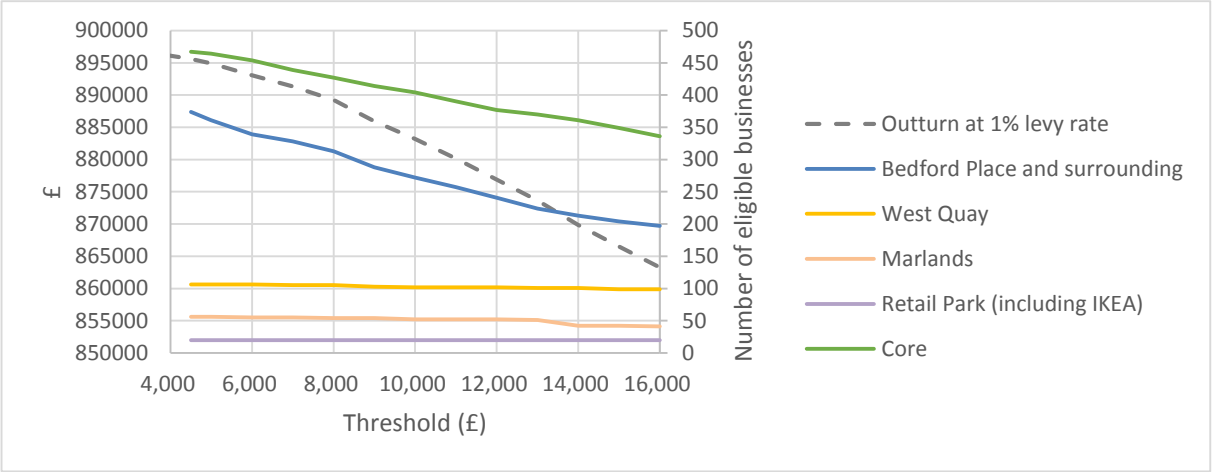
Figure 2: Further breakdown of the study area for analysis

West Quay Retail Park, while not an enclosed area, is an area under serviced management. It consists of a small number of larger businesses that have the potential to contribute significantly to a BID, while being important in linking up the centre with the waterfront and the train station. The character of this area differs slightly from the rest of the city centre.

The area surrounding Bedford Place and London Road is singled out for consideration for two main reasons. Firstly, it is separated from the rest of the city centre by a large area of open space and a busy road and secondly, away from the two main high streets of Bedford Place and London Road, the businesses are largely offices, which is significantly different from the rest of the city centre

The two shopping centres, West Quay and the Marlands, clearly receive many services through a service charge and therefore may have a slightly different relationship with a BID than some other areas.

Graph 15 and Table 3 shows the impact that increasing the threshold has on the number of eligible businesses in each of these areas, as well as the overall outturn.



Graph 15: Graph showing the impact on outturn (at 1% levy rate) and number of eligible business premises as the threshold increases

Threshold = £0			
	Potential Outturn (1.5%)	Potential Outturn (1%)	Number of businesses
<b>All area</b>	£1,347,882	£898,588	1144
<b>Bedford Place and surrounds</b>	£235,168	£156,779	446
<b>Marlands</b>	£31,734	£21,156	65
<b>West Quay</b>	£398,747	£265,831	124
<b>Retail Park (Including IKEA)</b>	£164,205	£109,470	20
<b>Core</b>	£518,028	£345,352	489
Threshold = £3,900			
	Potential Outturn (1.5%)	Potential Outturn (1%)	Number of businesses
<b>All area</b>	£1,344,322	£896,215	1037
<b>Bedford Place</b>	£233,060	£155,373	383

<b>Marlands</b>	£31,325	£20,884	57
<b>West Quay</b>	£398,291	£265,527	106
<b>Retail Park (Including IKEA)</b>	£164,205	£109,470	20
<b>Remaining area</b>	£517,443	£344,962	471
<b>Threshold = £8,000</b>			
	Potential Outturn (1.5%)	Potential Outturn (1%)	Number of businesses
<b>All area</b>	£1,333,888	£889,259	919
<b>Bedford Place and surrounds</b>	£227,075	£151,384	313
<b>Marlands</b>	£31,067	£20,712	54
<b>West Quay</b>	£398,189	£265,459	105
<b>Retail Park (Including IKEA)</b>	£164,205	£109,470	20
<b>Core</b>	£513,353	£342,235	427
<b>Threshold = £10,000</b>			
	Potential Outturn (1.5%)	Potential Outturn (1%)	Number of businesses
<b>All area</b>	£1,324,750	£883,167	850
<b>Bedford Place and surrounds</b>	£221,654	£147,770	272
<b>Marlands</b>	£30,776	£20,518	52
<b>West Quay</b>	£397,800	£265,200	102
<b>Retail Park (Including IKEA)</b>	£164,205	£109,470	20
<b>Core</b>	£510,315	£340,210	404

Table 3: Different threshold scenarios across the different areas outlined in Figure 2

It is clear that as the threshold increases, the number of eligible business premises in Bedford Place and the surrounding area decreases at the quickest rate, even faster than in the 'core' area. This is a symptom of the large number of premises with small rateable values that exist in this area in comparison to the rest of the city centre. The outcome of this is that by making a small increase in threshold, the number of businesses included in the BID area drops dramatically, while having only a relatively small impact on the overall yearly outturn (for example by introducing a threshold of £10,000 the number of eligible business premises decreases by 294, while the levy outturn at 1% decreases by just £15,000)

To get anywhere near a more manageable figure of around 600 - 700 eligible business premises in the BID, the threshold must be moved to £15,000. However not only does this produce a significant 'missing tooth' phenomenon in Bedford Place and the surrounding area, it also starts to create this phenomenon even in the shopping centres, where the average rateable value is higher. For example, it can be seen in Graph 15 that the number of eligible businesses in the Marlands starts to be impacted significantly at a threshold of about £13,000.

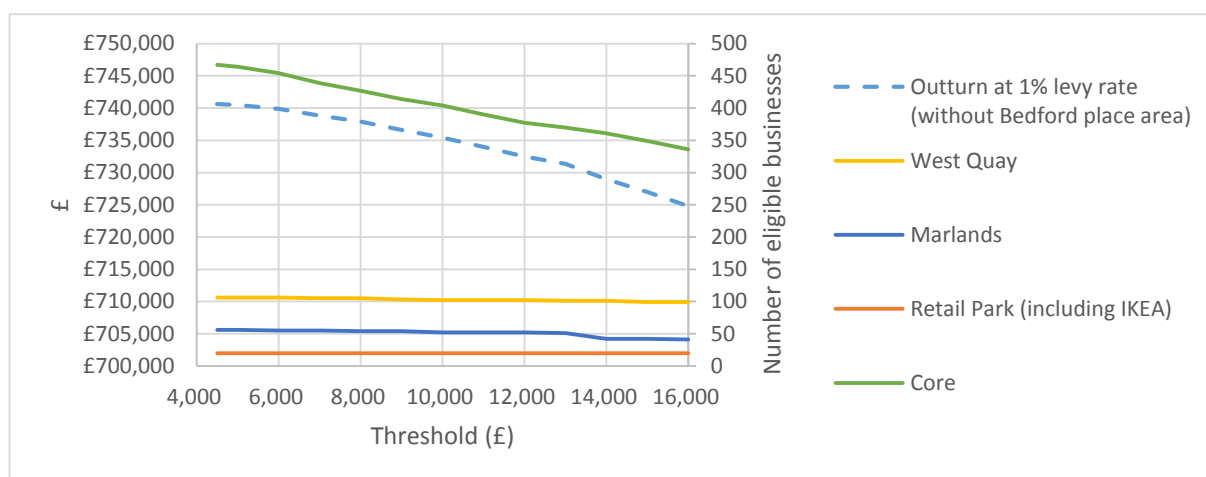
Given:

- 1) the geographical dislocation between Bedford Place and its surrounding area and the rest of the city centre,

- 2) the significantly different make-up of business types there, away from the main high streets of Bedford Place and London Road, and
- 3) the large percentage of businesses that would likely be cut out by any threshold anyway,

one option to consider would be for the BID area to focus on a more core definition of the city centre that stops at Cumberland Place. During the business consultation, 14% of the surveys were carried out in this area and the level of support was significantly less than overall, with the number of people answering “Yes” to the question “do you think BIDs are a good idea?” falling to 50%, and the number of people answering “No” doubling to 14%.

Graph 16 shows the same scenario as Graph 15 but without the inclusion of Bedford Place and the surrounding area.



Graph 16: Graph showing the impact on outturn (at 1% levy rate) and number of eligible businesses as the threshold increases (excluding Bedford Place and surrounding area)

This instantly decreases the number of businesses to 698 without introducing any threshold. By looking at the graph, we can see that to reduce this slightly further there are probably two logical places to put a threshold, on top of the previously discussed figure of £3,900. The first is at about £8,000 where the number of eligible business premises in the both shopping centres starts to slowly fall, while the second is at about £13,000 where the number of eligible business hereditaments in the Marlands starts to be impacted significantly and there is a slight plateau in the decrease of ‘core’ area business, before this begins to fall more rapidly again.

Threshold	Number of eligible businesses (excluding Bedford Place and surrounding area)	Smallest levy amount (at 1%)	Smallest levy amount (at 1.5%)
£3,900	654	£39	£58.50
£8,000	606	£80	£120
£13,000	542	£130	£195

Table 4

It should be noted that there is no need for businesses under a threshold to be excluded from voluntary involvement in the BID. Many BIDs pride themselves on their ability to attract businesses that aren’t

mandated to pay a levy, such as those who fall under the threshold, to join the BID voluntarily and this could be the case in Southampton.

It should also be noted that the above figures can vary depending on a number of factors, such as the exact definition of the BID boundary and any changes to the number or valuation of business premises in the area. Other factors include what levy rate is agreed for serviced shopping centres, and the way in which the BID chooses to treat charities and empty properties.

**4.4 Alternative levy rates**

There are a number of BIDs where different areas within the BID, or different sectors, pay different levy rates. The three most common are an additional night-time levy on businesses involved in the night-time economy, discounted levy rates for businesses that are already part of a managed centre, for example a shopping centre, and discounted levy rates for charities. The main reason for doing this is in order to either pay for additional significant services that are particularly targeted at one sector, for example a night-time wardens service for the night-time economy, or to take into account when a set of businesses already receive a significant amount of the services that a BID will provide, for example by being situated in a managed shopping centre.

**4.4.1 Charitable Discount**

There is precedent from elsewhere in the country for BIDs to apply a discount to the BID levy for charities at the same rate as mandatory rate relief, but they are free to go further than this if they wish, or to apply no discount at all.

The British BIDs survey of 2015 suggests that approximately 50% of BIDs apply some level of discount to the BID levy for charities. Of this 50%, about 18% of them specifically exclude charity shops from their discount rule.

*The means* would recommend making sure that charities contribute at least part of the BID levy, to encourage involvement with the BID and to reflect the fact that they too stand to benefit.

Table 5 shows the financial impact on the BID’s annual outturn of matching the mandatory rate of relief of 80% that charities already receive on Business Rates.

Levy Rate	Indicative reduction in outturn if offering all charities 80% discount (assuming no threshold)
1%	£21,282
1.5%	£31,923

Table 5: Impact of offering an 80% discount on the BID levy to registered charities (in the case of no threshold)

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#### 4.4.2 Night-time economy

Southampton boasts a significant licensed night-time economy, thriving partly on business from Southampton's two universities. A large chunk of these businesses are located on or around Bedford Place. However there is also a significant presence across the rest of the city centre.

In 2000, Southampton Pubwatch set up Southampton Licensing Link, a forum in which the majority of the City Centre's licensed premises are represented. The Licensing Link facilitates better discussion between stakeholders in the night-time economy and a number of services such as a radio link and CCTV control. From November 2015, businesses licensed to sell alcohol beyond 00:00 are becoming subject to a 'late-night levy'. This late-night levy will contribute to the costs of running these services but also allow further services to be provided creating a suite including taxi marshals, the ICE bus, street pastors etc. This late-night levy will be calculated through a multiplier on rateable value.

A discussion will need to be had with Southampton City Council, regarding avoiding duplication of charges for similar services and on the merits of reducing the late-night levy and/or BID levy where a business is eligible to pay both. Many night-time businesses are also part of the day-time economy, for example many restaurants and pubs, in which case they may benefit from both. However the BID will need to consider whether, for solely night-time businesses, it wishes to offer significant targeted services or whether the activities of Licensing Link are sufficient for this.

#### 4.4.3 Serviced Areas

Southampton has two large managed shopping centres in the form of West Quay and the Marlands as well as a retail park, whose tenants also receive a number of centrally managed services in return for paying a service charge.

These areas are a significant presence in the city centre and will stand to benefit from a number of potential BID activities, particularly those that promote Southampton, improve the overall image, improve access to the city centre or influence long-term vision and strategy.

Involvement for these areas will be beneficial both for the BID and for themselves. This involvement could be done through inclusion in the BID area, in which case regulations would require that the ratepayer for each individual business premises votes in the BID ballot and is responsible for paying their BID levy in the event of a positive outcome, or through exclusion from the BID area but with the agreement of a voluntary contribution from the shopping centre management / owners on their behalf.

*The means* would strongly recommend including these areas in the BID area so that businesses are able to have their say in the ballot and are encouraged to engage with the BID. This also sends a message that the whole of the city centre is working together, which is crucial for the success of a BID.

The figures in *Table 6* show how much the total BID levy charged to tenants of the shopping centres would be in different levy scenarios (again assuming no threshold for simplicity). It would be reasonable to expect some level of discount for tenants in these centres depending on what priorities are finally settled on for the BID and how the budget is split between these services. The final sum will need to be paid either entirely by businesses, entirely by the shopping centres (for example individual businesses

could receive a 100% discount on their BID levy, with the required amount made up by a contribution from the shopping centre management / owners, who may then choose to pass some or all of this on through the service charge) or a mixture of both (discounted rates for tenants plus a top-up from the shopping centre management / owners).

Levy rate for tenants of West Quay, Marlands and West Quay Retail Park	Total contribution from West Quay tenants	Total contribution from The Marlands tenants	Total contribution from West Quay Retail Park tenants	Total outturn if standard levy rate is 1.5%	BID if standard levy rate is 1%
1.5%	£399,000	£32,000	£107,000	£1,113,000	N/A
1%	£266,000	£21,000	£72,000	£933,000	£742,000
0.75%	£199,000	£16,000	£54,000	£844,000	£652,000
0.5%	£133,000	£11,000	£36,000	£754,000	£563,000

Table 6: This is for indicative purposes only. For simplicity this table assumes no threshold, no levy cap, no charitable discount and excludes Bedford place. Decisions taken regarding these will affect these figures.

Of course it is possible that the reduction in levy rate could differ between these three different areas.

It is recommended that the possibility of charging a reduced levy for businesses within these areas is considered once an outline of the services to be provided by a BID has been agreed. It will then be possible to determine the level of overlap between services provided by the BID and services already provided by the management in these areas.



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## 5. FEASIBILITY

In order to assess the feasibility of a BID *The means* uses its own feasibility criteria, defined as follows:

### *Sustainability*

To ensure success of a BID it is important that the revenue generated from the levy is in proportion to (or in excess of) the revenue required to provide the desired services.

This study has shown that a City Centre BID would be able to raise somewhere in the region of £500,000 to, realistically about £900,000 in annual levy outturn, depending on the threshold, levy rates and levy cap set, as well as whether any charitable discount is applied. This is above average for BIDs in the UK

A City Centre BID excluding the area surrounding Bedford Place would have up to 698 eligible business premises, but this number would be reduced to an even more manageable number by the introduction of a threshold. A modest £8,000 threshold would reduce this to 606 while only reducing the overall yearly outturn by about £4,000 (at a levy rate of 1%) or £6,000 (at a levy rate of 1.5%).

Budget exercises indicate that it would be possible to create a BID program that addresses many of the issues raised during this consultation using either of the common 1% or 1.5% levy rates, with a discount given for tenants of the three serviced shopping areas.

An additional consideration would be the potential for the completion of new developments in Southampton to add additional levy income in the future, for example through the inclusion of the new Watermark development, or the arts centre on Above Bar Street. Estimates for these have not been included in the calculations.

### *Viability*

It is important that a sustainable income can be achieved while setting the BID levy at a rate that is reasonable for businesses. The lowest levy scenario used in section 3 assumes a 1% base levy with a 25% reduction for businesses within the serviced shopping areas. This levy rate is significantly below the national average for BIDs and also makes provision for the possibility that some services provided by the BID will overlap with services already existing in these areas, resulting in a reduced levy for some businesses.

### *Marketability*

The likelihood of winning a BID referendum is an important consideration. The eventual levy outturn needs to be worth the cost of marketing the BID and running the ballot. Based on *The means*' experience of previous ballot campaigns, and the amount that can be expected to be raised in levy outturn, this would be the case in Southampton.

There needs to be a good level of support from businesses indicating that they would be willing to support a BID in principle. This has been shown to be the case by the results of the business survey, with positivity at this stage exceeding or matching that of other places where BIDs have recently been successfully formed, such as Stratford and Basingstoke Town Centres.

To ensure that this support turns into 'Yes' votes at a ballot, the proposals will need to provide tangible benefits to businesses across the town centre. In Southampton City Centre it will be key to ensure that significant consideration is given to making sure the services of a BID offer equal value for money to a range of areas of the city centre with significantly distinct character, as well as offering something for

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some of the smaller but not insignificant sectors, such as the roughly 12% office-based businesses in the area. If Bedford Place and the surrounding roads are included in the BID area then this sector will increase significantly to about 30%.

### *Do-ability*

It is important that the issues to be tackled in an area are challenges that a BID is able to face. BID services should also complement, or 'join up' with, existing services in such a way as to make a significant difference.

The top issues and potential improvement initiatives identified by the business survey are largely things that have to date been addressed in BIDs elsewhere. Traffic and parking issues are perhaps the most difficult of these for a BID to address, but even these can be worked on, for example at Better Bankside where a subgroup of businesses form the Smarter Travel group. This encourages and facilitates beneficial changes in people's travelling habits, and provides businesses with a strong voice during consultations on infrastructural projects in the area.

*The means'* interviews with Council officers also suggested that there is an appetite for constructive co-working with any BID(s) to the general betterment of the city and its businesses.

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## 6. CONCLUSIONS

- This study has sought to establish the feasibility of setting up a Business Improvement District (BID) in Southampton City Centre
- It has engaged with over 100 businesses in the City Centre, 97 of these through direct interviews to gauge their opinions on the concept of a BID and what it might achieve for Southampton, as well as through an open Visioning Event.
- The survey has found an overall healthy city centre, but that people generally recognize a large potential for Southampton City Centre to perform at a higher level and to collaborate better across the city, particularly with the cruise businesses. There is an appetite amongst businesses to make this happen.
- Many of the top issues arising from the survey are ones that BIDs have successfully addressed elsewhere and which could form the basis of a BID program.
- There is significant support for a potential BID in Southampton City Centre, with 75% of respondents stating that they felt the BID concept is a good idea, and only 7% saying it is not. The highest levels of support for a BID were from managers within West Quay and Marlands, while the lowest level of support came from businesses based on Bedford Place and the surrounding area.
- Managed shopping areas and office-based businesses had a number of similar interests to the rest of the study area. These were around addressing ASB, safety and crime issues, as well as traffic issues and the cost of parking. Service shopping areas were also keen on improving the image and marketing of Southampton, while office-based businesses also expressed an additional interest in help with training, recruiting and retaining staff with the right skills and attitude to work in Southampton. When producing a business plan, careful consideration will be needed to ensure all businesses benefit, and depending on the services proposed by a BID, a reduced levy for the tenants of managed shopping areas could be considered.
- A BID in Southampton would be financially viable and sustainable and could expect to raise an annual outturn of between £500,000 and £900,000, depending on the final decisions on levy rates, a cap, thresholds and charitable discounts. Given the large level of support across businesses of different sizes and from different sectors it would be preferable to be reasonably inclusive when setting the BID threshold. A threshold of £3,900 would be the lowest needed to make sure that collection of the smaller levies was economically viable, but a higher rate of around £8,000 or £13,000 is recommended to ensure the number of businesses eligible to vote and pay the levy is a manageable one.
- A voluntary membership option should be considered for businesses that are either under the threshold, or just outside the final BID area.
- The section of the study area that is recommended for inclusion in the final BID area is shown as an appendix. The exact boundaries of the final BID area are subject to further discussion and may differ slightly from this. One particular area for discussion may be how much of the area south of East Street and East of High Street the BID covers.

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- Work so far has come up against very little animosity linked to the rejection of a previous BID ballot in 2009. People have either moved on since then, or feel that the situation has changed and that there were specific reasons for not supporting the last BID attempt that can be avoided now. Significant attendance of the Visioning Event on 10<sup>th</sup> November shows a significant momentum building that can be taken advantage of by moving to develop BID proposals straight away.

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## 7. RECOMMENDATIONS AND NEXT STEPS

**Recommendation 1:** In light of all available evidence, it is recommended that a BID is taken to ballot in Southampton City Centre.

**Recommendation 2:** Focus immediate effort on strengthening the BID Steering Group. In addition to those already on the Steering Group, it is recommended that a representative from at least the following groups is sought: the large and small office sector, large and small retailers from both inside and outside the serviced shopping areas, a hotel, and the cultural sector. It would also be beneficial to build links with the cruise industry.

To build a strong foundation on which a successful BID ballot could be achieved, the next couple of months should see the development of more and deeper relationships with local businesses and in particular those who would be the largest potential levy payers. This process should include the expansion of the BID Steering Group as a 'shadow board' with representation from a range of sectors in the City Centre.

**Recommendation 3:** It is recommended that the BID business plan and objectives are developed through a series of meetings or workshops between the Steering Group and key stakeholders for each area of objectives, for example with those already involved in community safety such as Southampton Business Against Crime, or servicing the night-time economy, such as Southampton Licensing Link.

**Recommendation 4:** Seek to discuss with Southampton City Council early in the development of the BID business plan the interaction between the BID and the late-night levy

**Recommendation 5:** BID area – The one area that *The means* would recommend for exclusion from the BID study area when creating the final BID area is most of that shaded in light blue in *Figure 2* (around Bedford Place and London Road). The Steering Group may decide to make small adjustments to other areas in addition to this, or to slightly alter the excluded area, so as to include Charlotte Place in the BID. A map indicating the section of the study area recommended for inclusion in the final BID area can be found in the appendices. It is recommended that the final decision on the BID boundary be made by the Steering Group of businesses, informed by this report and in discussion with *The means*.

This area covers the entire Town Centre area including both the Top of the Town and the main shopping centres of Festival Place and The Malls. Generally it is best to keep a BID area fairly tight for the first ballot to ensure that a good service can be provided to those involved. If a first BID term is achieved, the area could then be extended at the renewal ballot to include any further businesses that would like to be a part of it.

No matter the final decision on the boundary, it is recommended that a 'Business Club' is formed to allow businesses on the border of the BID to join voluntarily.

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**Recommendation 6: It is recommended that the levy rate is set around 1.5% of rateable value for all areas except, pending discussion of the final BID program, West Quay Shopping Centre, the Marlands Shopping Centre and West Quay Retail Park. This allows the BID to deliver some solutions that will involve substantial cost, such as funding dedicated PCSOs for the city centre. However a lower levy would be manageable if desired.**

The average UK BID levy is about 1.4%, while the two most common levies are 1% and 1.5%. A 1.5% levy (with shopping centres levied at 1%) should be able to deliver all of the parts of the draft programme outlined in section 3. Alternatively, if it is preferable, a below lower levy could be set, which would involve removing some services and reducing others, for example moving from funding three dedicated PCSOs to just two.

Serviced shopping areas in Southampton already pay for a number of services that are 'BID-like' as part of their service charge. It is therefore recommended that a lower levy rate be considered for these. The extent of this discount will depend on the extent to which BID services overlap with those provided by the service charge.

**Recommendation 7: It is recommended that the rateable value threshold is set between £8,000 and £13,000 and that a cap is considered that will affect the levy paid by IKEA.**

With respect to the threshold, these figures make sufficient downward impact on the number of hereditaments to create a manageable BID, with only a small impact on the levy outturn.

With respect to the 'cap', IKEA has a significantly higher rateable value than other business premises in the potential BID area. This gap in BID levy will be exacerbated if the next largest premises, within West Quay, receives a discount on its BID levy. A cap would prevent one business from paying significantly more than its neighbours and is unlikely to make a significant financial impact on the BID.

**Recommendation 8: It is recommended that the would-be BID creates a 'Business Club'-type mechanism.**

This would allow businesses excluded by the levy threshold, or by being outside the BID area, to benefit from some BID services by making an annual voluntary payment (perhaps equal to the BID levy for a business on the threshold). Similar schemes have worked well for BIDs in other areas and crucially helped to maintain a sense of a cohesive business community, regardless of business size. The beneficiaries would include a number of the smaller independent retailers and offices for whom promotion and networking opportunities would be important.

**Recommendation 9: It is recommended that adequate resources are committed to the BID campaign.**

Southampton is an area with a significant number of businesses linked to national chains. This would mean that detailed work would be required to identify who would vote and make the decision on the validity of the proposed BID programme and is generally more time-consuming than engaging with a local independent business

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## 8. Timetable

A timetable to ballot is summarised below. There is a minimum amount of time that must occur, legally, between some of the listed milestones. Therefore if the Notice of Intention to request a ballot is delayed, the whole timetable will need to be shifted back.

Table 1: Example timescale for a BID ballot campaign

Timescale	Stage
December 2015	Steering Group expanded
7 <sup>th</sup> January 2016	Steering Group make decision on progress with BID
7 <sup>th</sup> January 2016	Notice of Intention to request ballot to SCC and Secretary of State
January to May 2016	Development of BID proposals. Development of draft operating agreement and baseline agreement with SCC
June 2016	BID Proposal approved by SCC
July 2016	BID Proposal published
August - September 2016	Initial voter registration process to ensure accuracy of voter details
25 <sup>th</sup> August 2016	Publication of Notice of Ballot
3 <sup>rd</sup> October 2016	Dispatch of ballot papers
3 <sup>rd</sup> November 2016	Ballot Closes
4 <sup>th</sup> November 2016	BID Ballot Result
1 April 2017	BID Start Date and first BID levy bills arrive

## LIST OF APPENDICES

APPENDIX 1 – LIST OF INTERVIEW RESPONDENTS

APPENDIX 2 – EXAMPLE SURVEY

APPENDIX 3 – WRITE UPS OF DISCUSSIONS AT THE EVENT ON 10<sup>TH</sup> NOVEMBER

APPENDIX 4 – A MAP OF THE AREAS RECOMMENDED FOR INCLUSION

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*The means:* [to change places for the better.](http://www.themeans.co.uk)

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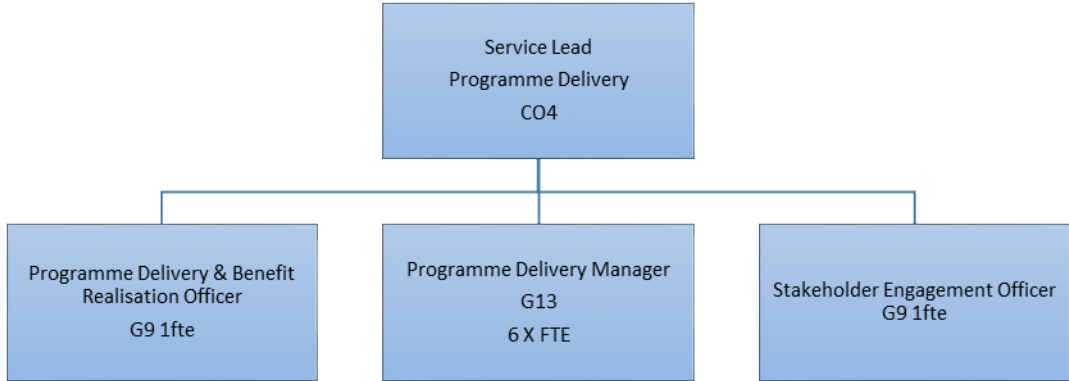
<b>DECISION-MAKER:</b>	OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE		
<b>SUBJECT:</b>	TRANSFORMATION PROGRAMME UPDATE		
<b>DATE OF DECISION:</b>	16 JUNE 2016		
<b>REPORT OF:</b>	TRANSFORMATION DIRECTOR		
<b><u>CONTACT DETAILS</u></b>			
<b>AUTHOR:</b>	<b>Name:</b>	<b>Stephen Giacchino</b>	<b>Tel: 023 8083 7713</b>
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<b>STATEMENT OF CONFIDENTIALITY</b>	
None	
<b>BRIEF SUMMARY</b>	
This paper provides the Overview and Scrutiny Management Committee (OSMC) with an update on the Transformation Programme as at end May 2016 and progress since the last update to OSMC in January 2016.	
<b>RECOMMENDATIONS:</b>	
	(i) The Committee is requested to consider this report and note progress of the Transformation programme.
<b>REASONS FOR REPORT RECOMMENDATIONS</b>	
1.	At the OSMC meeting in November 2013, the Chair requested that OSMC receives updates and reviews on the Transformation Programme at appropriate intervals. In response, it was agreed updates will be provided on a quarterly basis, commencing January 2014.
<b>ALTERNATIVE OPTIONS CONSIDERED AND REJECTED</b>	
2.	Not applicable.
<b>DETAIL (Including consultation carried out)</b>	
3.	There has been a lot of progress made across the Transformation Programme since the last OSMC update in January. This report will highlight the key areas of change as well as providing a current status update for each programme against activity.
4.	Since January this year, all of the programme initiatives have been reviewed to ensure that resources and plans are aligned to achieve the best outcome, with several initiatives being regrouped or consolidated. The revised programmes are:
5.	<b>Restructuring the Council (Operating Model)</b> – this programme brings

	<p>together all organisation design work relating to the launch of the new operating model. There are 3 phases to this programme with Phase 1 completed at the end of January</p> <p><b>Service Excellence</b></p> <p><b>Capita Partnership Reset including: -</b></p> <p style="padding-left: 40px;"><b>Core Services</b></p> <p style="padding-left: 40px;"><b>Digital</b></p> <p style="padding-left: 40px;"><b>Procurement</b></p> <p><b>Temporary Staff Procurement</b></p> <p><b>Service Cost Recovery</b></p> <p><b>HR Policies and Procedures</b></p> <p><b>Children’s and Families Service Transformation</b></p> <p>These Programmes are described in the detail below.</p>
	<b>Individual Project Updates</b>
6.	<p><b>Restructuring the Council – Operating Model</b></p> <p><b>Phase 1.</b> This phase covered the roll out of the new senior leadership team which was completed at the end of January, and reduced the senior management team from 21 to 13. Projected savings for Full Year (FY) 2016/17 is £0.717m with the Full Year Effect is While some savings accrued at the end of FY 2015/16, the actual full year saving for FY 2016/17 is £0.883m</p>
7.	<p><b>Phase 2.</b> Phase 2 of Operating Model has entered the consultation phase, which will run from May 23<sup>rd</sup> to July 7<sup>th</sup>. All posts which were not part of Phase 1 but are Grade 12 or above are in scope for Phase 2, totalling 142 FTE across the whole organisation. The design proposes to reduce this number to 107 FTE initially with further reductions being dependent on a number of factors, including: demand reduction, potential TUPE agreements being confirmed, potential moves towards academisation of education, partnership agreements with health, and other key relationships. Two functional areas are currently out of scope for Phase 2. These include:</p> <p><i>Strategic Commissioning:</i> work is ongoing to further develop this function with Health and others as part of the integration policy drivers set by Government; and <i>Strategic HR:</i> this was implemented as part of the Phase 1 transformation, although change and development of this function is ongoing particularly in light of the transfer of the HR Advisory service from Capita on 1 June 2016.</p>
8.	<p><b>Phase 3.</b> An accelerated Phase 3 for Digital and Business Operations is currently being consulted on and proposes a reduction of 61.5FTE. A further consultation process impacting parts of the service currently out of scope is also expected on the 14<sup>th</sup> July. It is likely that this will be followed by a Phase 3 restructure for Transactions and Universal Services. Phase 3 for Strategy and the other Operations services will follow thereafter but the sequencing and timetable for these areas is still being developed.</p>
9.	<p><b>Service Excellence:</b> A small core team of council staff (“Change Agents”) continue to drive the bedding in of this programme. This central team trains</p>

	about 45 staff (“Champions”) drawn from across the pilot cohort fortnightly, with the aim of embedding the various service excellence tools and techniques so they become business as usual. A recent survey of the champions highlighted the top three benefits they are gaining from the programme as team work, focus and communication.
10.	Productivity gains are starting to be seen with no decrease in quality. Standard operating procedures are being developed and/or revised which are increasing consistency and reducing error rates. Skill sharing between team members to increase flexibility is underway.
11.	On a more local level, local teams are embracing the problem solving element of the service excellence system which has led to staff identifying improvements and areas for savings locally. This demonstrates how staff are beginning to take more initiative by progressing resolutions to problems without recourse to management. One Business Support Officer commented that “for the first time I feel I have a voice”. This demonstrates the potential for Service Excellence to re-engage with staff and increase morale.
12.	We are now starting to place greater emphasis on explaining Service Excellence to the rest of the organisation as a precursor to the eventual rollout of the programme across the organisation. A video showcasing service excellence in action has been produced in-house and has been launched ( <a href="https://youtu.be/G9_pcTF646U">https://youtu.be/G9_pcTF646U</a> ).
13.	<b>Capita Partnership Reset</b> - Council made a decision on 16 <sup>th</sup> March 2016 to retain the Capita contract but transfer back in-house HR Advisory Service and Property Service. The HR Advisory Service transferred back to the Council on 1 <sup>st</sup> June and details are being finalised for the transfer of Property Services later in the year. The Capita programme also includes cost savings in Core Services, Digital and Procurement.
14.	The new vehicle for the delivery of the Capita service to Southampton City Council has now been set up - Capita Southampton Limited. The vehicle will be run by a new management jointly appointed with the Council. Three of the four key leadership roles for the Partnership (Partnership Director, Finance Director and Operations Director) have now been filled (Operations Director joining at the start of July). Recruitment activity is on-going to fill the role of Director for Digital Services. The first Partnership Board takes place on 9 <sup>th</sup> June.
15.	<b>Digital</b> - CMT have signed off benefits linked to the first two tranches of customer journeys totalling 56 Customer Journeys / Development Sprints, and we are in design and delivery phase. Tranche 1 includes journeys in Transactions and Universal Services and consultations with affected staff started on 10 <sup>th</sup> May. Tranche 2 covers a number of customer journeys impacting on Digital and Business Operations, Adults, Children’s and Families, and Growth. Consultation with affected staff in these areas started on 23 <sup>rd</sup> May. Tranche 3, which covers a number of other journeys across Strategy and again areas in Digital and Business Operations and the rest of the Council is currently under development and consultation is expected to start on 14 <sup>th</sup> July.

16.	Two Customer Journey changes are now live. These are Reporting a Missed Bin and Telecare Referral. Early indications are showing a reduction in calls to the Contact Centre regarding Missed Bins as a result of this new Web Form to report a Missed Bin going live. We are still evaluating the impact and improvements made by the implementation of the Telecare Referral web form going live.
17.	We have held 26 user needs workshops and engaged with customers to gain insight on current user experience. The employee account, Staff Stuff, launched successfully in April and work is continuing with members to improve the casework tracker process. Work is underway on a number of specific customer journeys and online forms including Blue Badge application, new residents parking permits and visitors parking permits, purchase a copy of birth, death, and marriage certificates.
18.	<b>Procurement Savings Initiatives</b> - An important element of the re-launch of procurement services with our strategic partner has been the organisation of five ideas generation workshops covering Health and Social Care, Fleet, Facilities Management, Waste Management, Leisure and Low Value expenditure with Service Directors and their teams. These initial workshops have identified 57 projects for implementation for the first two years activity and 12 projects for longer term delivery. Further initiatives will continue to be developed and rolled out. A presentation was made to the Transformation Improvement Board on 31 <sup>st</sup> May 2016. As a result of this the final number of projects is being refined and the detail being prepared over the next weeks. This will confirm the detailed projects, delivery timescales and levels of savings which will contribute to bridging the budget deficit over the life of the current Medium Term Financial Strategy (MTFS).
19.	<b>Temporary Staff Procurement</b> - Following negotiations the contract documents have been refined to incorporate commercial incentives on the Managed Service Provider (MSP) to drive down overall costs. The MSP HAYS Specialist Recruitment Limited has kicked off the 12 week implementation phase with a target Go Live date of 1 September 2016. The initial intensive discovery and process mapping period is well underway and the technology, policy and communication activities will evolve over the following weeks.
20.	<b>HR Policies and Procedures</b> - A revised sickness absence policy went live on 2 <sup>nd</sup> March and a further managing change policy went live on 11 <sup>th</sup> March. A total of 33 posts have been deleted due to the vacant post project. All of these projects have now been closed as any further vacant posts that can be deleted will be dealt with as part of the Restructuring the Council Programme.
21.	<b>Service Cost Recovery</b> - Work is being implemented on 13 projects relating to the savings identified in the February budget. 2 new initiatives are also being worked on – Adult Care Packages and Schools Transport.
22.	<i>Adult Care Packages.</i> A new initiative has been launched to review adult care packages that have not been reviewed for more than 12 months. A validation exercise was undertaken as a pilot to determine the potential for savings in reviewing these care packages. The results of this were encouraging and presented to the Transformation Board on May 31 <sup>st</sup> 2016

	and it was agreed that the project would progress to a more detailed trial covering 220 cases to further evaluate the potential savings that could be made from a systematic review of the full 1900+ packages.
23.	<i>Schools Transport.</i> A Transport Task and Finish Group has been set up to identify possible efficiencies and savings across children’s and adult’s social care in the provision of transport services. This was presented at the Transformation Improvement Board and a project has been set up to make savings in the Schools Transport Service.
24.	<b>Children’s and Families Transformation</b> - Given the challenges in this part of the Council, a new programme is being developed for this service area, and a proposed business case and action plan is expected to be presented to TIB on 28 <sup>th</sup> June. This change programme is expected to be structured along three main themes – ‘cost/demand management’, ‘improving the staff offer’, and ‘system redesign’ – and details can be provided at the next OSMC meeting. A new Programme Manager was appointed in April 2016 with responsibility for this area of work. This has seen a phase of activity, programme planning and design, with a wide scope of specific projects being developed to address an improved service offer to staff, service re-shaping and cost/demand management over a 4/5 year life cycle. A Programme Brief is due for final sign off by TIB at the end of June 2016 and this will drive future transformation work for children’s services with clear governance arrangements, delivery timescales and spend reduction targets in place.
	<b><i>Long Term Structure</i></b>
25.	The Council has, is and will continue to face significant strategic and corporate change. These changes will require the articulation and delivery of a number of programme and project initiatives to ensure the requisite capacity to continue improving and enhancing services in parallel with business as usual activity.
26.	The structure below has been designed to “make the changes stick”, The programme and project initiatives delivered through this central corporate function will be defined and aligned to the Council’s strategic priorities and outcomes. As such, there will be a dotted line of reporting to the Service Lead for Corporate Finance and Commercialisation, who will provide direction on the strategic prioritisation of the Council’s corporate initiatives.
27.	 <pre> graph TD     SL["Service Lead Programme Delivery CO4"]     P1["Programme Delivery &amp; Benefit Realisation Officer G9 1fte"]     P2["Programme Delivery Manager G13 6 X FTE"]     P3["Stakeholder Engagement Officer G9 1fte"]     SL --- P1     SL --- P2     SL --- P3 </pre>
28.	With the arrival of Sue Thomas as the Interim Head of Programme Delivery Office on 31st May, we are implementing the controls and methodologies that

	will provide better visibility of progress to outcomes and deliverables, Risk Management, Benefit Realisation tracking. We are also improving the Programme and Project Management capability including Benefit Management and Business Change skills and expertise to the benefit of the staff and SCC in managing and implementing change to start transitioning Transformation into 'business as usual' (BAU) activity.
	<b>Current Focus/ Next Steps</b>
29.	<ol style="list-style-type: none"> <li>1. Bedding in the Operating Model through Service Excellence and change management; Continuing to deliver the 56 Customer Journeys in Digital that have been signed off while preparing additional Customer Journeys that are targeted for sign off on 14<sup>th</sup> July; Continuing with the delivery of the Temporary Staff Procurement and developing the Procurement Initiatives with Capita.</li> <li>2. Design and rollout of the Operating Model Phase 3</li> <li>3. Developing the Programmes for the remaining savings target to 2020</li> <li>4. Implementing industry standard controls and methodologies to introduce more robust programme governance and transition Transformation into BAU.</li> </ol>
30.	<p>The overall political and officer oversight of the Transformation Programme remains unchanged with:</p> <ul style="list-style-type: none"> <li>• 1:1 meetings between the Transformation Director and Cabinet Member for Transformation</li> <li>• Monthly Transformation Improvement Board</li> <li>• Escalation of issues to Cabinet and Council as and when required</li> <li>• Regular Overview and Scrutiny Management Committee reporting</li> </ul> <p>The Transformation Improvement Board has been extended to include the Senior Leadership Team.</p>
<b>RESOURCE IMPLICATIONS</b>	
<b><u>Capital/Revenue</u></b>	
31.	The revenue cost of the SCC transformation team is largely being met from the transformation programme reserve approved by Council.
32.	The primary current capital investment for the work described above is £0.5m for Firmstep investment (£0.25m) and Mobile Device investment (£0.25m) in relation to the Digital (Part 1) programme. Requests for any future additional investment to deliver additional savings on this and/or other programmes will be presented to TIB and Capital Board when required.
<b><u>Property/Other</u></b>	
33.	No implications at this stage.
<b>LEGAL IMPLICATIONS</b>	
<b><u>Statutory power to undertake proposals in the report:</u></b>	
34.	The duty to undertake overview and scrutiny is set out in Part 1A Section 9 of

	the Local Government Act 2000.
<b>Other Legal Implications:</b>	
35.	None
<b>POLICY FRAMEWORK IMPLICATIONS</b>	
36.	None

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

**SUPPORTING DOCUMENTATION**

**Appendices**

1. None

**Documents In Members' Rooms**

1. None

**Equality Impact Assessment**

Do the implications/subject of the report require an Equality Impact Assessment (EIA) to be carried out.

ESIAs have been completed for Transformation projects where appropriate. The need to produce ESIs will be reviewed for each new project as it develops.

**Privacy Impact Assessment**

Do the implications/subject of the report require a Privacy Impact Assessment (PIA) to be carried out.

PIAs have been completed for Transformation projects where appropriate. PIA's will be reviewed for each new project as it develops.

**Other Background Documents**

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

Title of Background Paper(s)	Relevant Paragraph of the Access to Information Procedure Rules / Schedule 12A allowing document to be Exempt/Confidential (if applicable)
1. Implementing the Council Strategy 2014 – 2017 (Item 81) <a href="http://www.southampton.gov.uk/modernGov/ieListDocuments.aspx?CId=122&amp;MId=2835&amp;Ver=4">http://www.southampton.gov.uk/modernGov/ieListDocuments.aspx?CId=122&amp;MId=2835&amp;Ver=4</a>	

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<b>DECISION-MAKER:</b>	OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE		
<b>SUBJECT:</b>	MONITORING SCRUTINY RECOMMENDATIONS TO THE EXECUTIVE		
<b>DATE OF DECISION:</b>	16 JUNE 2016		
<b>REPORT OF:</b>	SERVICE DIRECTOR - LEGAL AND GOVERNANCE		
<b><u>CONTACT DETAILS</u></b>			
<b>AUTHOR:</b>	<b>Name:</b>	<b>Mark Pirnie</b>	<b>Tel:</b> 023 8083 3886
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<b>Director</b>	<b>Name:</b>	<b>Richard Ivory</b>	<b>Tel:</b> 023 8083 2794
	<b>E-mail:</b>	Richard.ivory@southampton.gov.uk	
<b>STATEMENT OF CONFIDENTIALITY</b>			
None			
<b>BRIEF SUMMARY</b>			
This item enables the Overview and Scrutiny Management Committee to monitor and track progress on recommendations made to the Executive at previous meetings.			
<b>RECOMMENDATIONS:</b>			
	(i)	That the Committee considers the responses from Cabinet Members to recommendations from previous meetings and provides feedback.	
<b>REASONS FOR REPORT RECOMMENDATIONS</b>			
1.	To assist the Committee in assessing the impact and consequence of recommendations made at previous meetings.		
<b>ALTERNATIVE OPTIONS CONSIDERED AND REJECTED</b>			
2.	None.		
<b>DETAIL (Including consultation carried out)</b>			
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.		
<b>RESOURCE IMPLICATIONS</b>			
<b><u>Capital/Revenue</u></b>			
5.	None.		

<b><u>Property/Other</u></b>	
6.	None.
<b>LEGAL IMPLICATIONS</b>	
<b><u>Statutory power to undertake proposals in the report:</u></b>	
7.	The duty to undertake overview and scrutiny is set out in Part 1A Section 9 of the Local Government Act 2000.
<b><u>Other Legal Implications:</u></b>	
8.	None
<b>POLICY FRAMEWORK IMPLICATIONS</b>	
9.	None
<b>KEY DECISION</b>	No
<b>WARDS/COMMUNITIES AFFECTED:</b>	None directly as a result of this report
<b><u>SUPPORTING DOCUMENTATION</u></b>	
<b>Appendices</b>	
1.	Monitoring Scrutiny Recommendations – 16 <sup>th</sup> June 2016
<b>Documents In Members' Rooms</b>	
1.	None
<b>Equality Impact Assessment</b>	
Do the implications/subject of the report require an Equality and Safety Impact Assessments (ESIA) to be carried out.	No
<b>Privacy Impact Assessment</b>	
Do the implications/subject of the report require a Privacy Impact Assessment (PIA) to be carried out.	No
<b>Other Background Documents</b>	
<b>Equality Impact Assessment and Other Background documents available for inspection at:</b>	
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

# Overview and Scrutiny Management Committee: Holding the Executive to Account

Scrutiny Monitoring – 16 June 2016

Date	Portfolio	Title	Action proposed	Action Taken	Progress Status
14/04/16	Communities, Culture and Leisure	Consideration of Petition	1) That the Executive outline the Council's vision for the High Street.	A response to this recommendation will be provided to the OSMC by the end of June 2016.	
			2) That the Cabinet Member meets with Peddlers representatives and explores options to resolve the problems identified.	The Cabinet Member is scheduling a meeting with the petitioner.	
			3) The Committee requested that the petition be discussed at the Cabinet meeting on 21 June 2016.	The Cabinet Member is due to meet the petitioner to discuss the issues raised.	
14/04/16 Page 133	Leader	Revise Houses in Multiple Occupation Supplementary Planning Document	1) That the revised policy be monitored regularly to understand the impact it is having on the housing market. This should commence as soon as up to date information becomes available.	The impact on the housing market will be assessed by tracking property rents online on an annual basis. Initial data was collected at the end of April prior to the adoption of the HMO SPD. This brings together information on rents from www.spareroom.co.uk (by neighbourhood and postcode), www.hometrack.com (by postcode) and by www.home.co.uk (for the wider Southampton area including West End and Hythe). This data will be supplemented by any information available from other sources.	
			2) That an update be provided to the Committee on the regulation of To-let signs in Southampton.	As efficiencies are realised through the digital transformation programme this will release resources to be reinvested in creating an action plan to address this issue.	
			3) That the Committee be provided with an overview of the powers the Council have to bring vacant homes back in to use and how they are being applied in Southampton.	Circulated to the Committee on 8 June 2016.	Completed
			4) That the Committee are provided with a	Circulated to the Committee on 8 June 2016.	Completed

Appendix 1

Agenda Item 11

Date	Portfolio	Title	Action proposed	Action Taken	Progress Status
			breakdown of expenditure on the HMO Licensing Scheme since it was introduced, and the forecast expenditure for 2016/17 and 2017/18.		