

# Public Document Pack

## Overview and Scrutiny Management Committee

Thursday, 15th February, 2018  
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 Moulton (Vice-Chair)  
Councillor Fuller  
Councillor Furnell  
Councillor Hannides  
Councillor Whitbread  
Councillor Murphy  
Councillor Coombs  
Councillor Morrell  
Councillor T Thomas

### Appointed Members

Rob Sanders, Church of England  
Catherine Hobbs, Roman Catholic Church  
Vacancies

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

### **Contacts**

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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.

The Southampton City Council Strategy (2016-2020) is a key document and sets out the four key outcomes that make up our vision.

- Southampton has strong and sustainable economic growth
- Children and young people get a good start in life
- People in Southampton live safe, healthy, independent lives
- Southampton is an attractive modern City, where people are proud to live and work

#### **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 2017/18**

<b>2017</b>	<b>2018</b>
15 June	11 January
13 July	15 February
10 August	15 March
14 September	12 April
12 October	
9 November	
14 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**

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

To note any changes in membership of the Panel made in accordance with Council Procedure Rule 4.3.

### **2 DISCLOSURE OF PERSONAL AND 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.

### **3 DECLARATIONS OF SCRUTINY INTEREST**

Members are invited to declare any prior participation in any decision taken by a Committee, Sub-Committee, or Panel of the Council on the agenda and being scrutinised at this meeting.

### **4 DECLARATION OF PARTY POLITICAL WHIP**

Members are invited to declare the application of any party political whip on any matter on the agenda and being scrutinised at this meeting.

### **5 STATEMENT FROM THE CHAIR**

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

To approve and sign as a correct record the Minutes of the meetings held on 11<sup>th</sup> January, 2018 and to deal with any matters arising, attached.

### **7 COUNCIL STRATEGY PERFORMANCE QUARTER 3** (Pages 3 - 20)

Report of the Leader of the Council detailing information about Quarter 3 Performance for 2017/18 against the success measures detailed in the Council Strategy 2016-20.

### **8 PROGRAMME MANAGEMENT OFFICE UPDATE ON KEY PROJECTS** (Pages 21 - 30)

Report of the Cabinet Member for Sustainable Living detailing the Programme Management Office update on key projects.

### **9 COMBATTING LONELINESS UPDATE** (Pages 31 - 42)

Report of the Cabinet Member for Health and Community Safety providing the Committee with an update on progress implementing the recommendations from the Combatting Loneliness scrutiny inquiry.

**10 MONITORING SCRUTINY RECOMMENDATIONS TO THE EXECUTIVE** (Pages 43 - 46)

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, 7 February 2018

Service Director, Legal and Governance

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SOUTHAMPTON CITY COUNCIL  
OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE  
MINUTES OF THE MEETING HELD ON 11 JANUARY 2018

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Present: Councillors Fitzhenry (Chair), Moulton (Vice-Chair), Fuller, Furnell, Hannides, Whitbread, Murphy and Coombs and Appointed Member Rob Sanders

Apologies: Councillors Morrell and T Thomas and Appointed Member Catherine Hobbs

Also in attendance: Councillor Shields, Cabinet Member for Health and Community Safety Superintendent Heydari, Hampshire Constabulary

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

The Committee noted the apologies of Councillor T Thomas and Appointed Member Catherine Hobbs.

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

**RESOLVED** that the minutes of the 14<sup>th</sup> December 2017 Overview and Scrutiny Management Committee be approved and signed as a correct record.

37. **SAFE CITY PARTNERSHIP ANNUAL REVIEW**

The Committee noted the report of the Chair of the Safe City Partnership detailing the Annual Review.

38. **FORWARD PLAN - LOCAL AUTHORITY TRADING COMPANY FOR SOME COUNCIL SERVICES**

**RESOLVED** that:

- (i) the conviction rate for Southampton was circulated to the Committee;
- (ii) the latest crime statistics for 2017/18 were circulated to the Committee;
- (iii) whilst recognising that additional information was available in the full Strategic Assessment, the 2017/18 executive summary presented to the OSMC includes reference to the underlying causes of the rising crime levels in Southampton and the actions that had been taken reflecting this understanding;
- (iv) Councillors were provided with a briefing on the work of Operation Fortress (Heavy);
- (v) the Committee were provided with the number of people in Southampton that successfully completed the drug treatment programme in 2016/17; and

(vi) the Committee were provided with the following information from 2010 to 2017:

- The number of police officers in Southampton
- The police recorded crime rate in Southampton per 1,000 population.

39. **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.



<b>DECISION-MAKER:</b>	<b>OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE</b>		
<b>SUBJECT:</b>	<b>COUNCIL STRATEGY PERFORMANCE – QUARTER 3 2017/18</b>		
<b>DATE OF DECISION:</b>	<b>15 FEBRUARY 2018</b>		
<b>REPORT OF:</b>	<b>LEADER OF THE COUNCIL</b>		
<b><u>CONTACT DETAILS</u></b>			
<b>AUTHOR:</b>	<b>Name:</b>	<b>Emma Lewis, Service Director Intelligence Insight and Communications</b>	<b>Tel: 023 8091 7984</b>
	<b>E-mail:</b>	<b>emma.lewis@southampton.gov.uk</b>	
<b>Director</b>	<b>Name:</b>	<b>Emma Lewis, Service Director Intelligence Insight and Communications</b>	<b>Tel: 023 8091 7984</b>
	<b>E-mail:</b>	<b>emma.lewis@southampton.gov.uk</b>	

<b>STATEMENT OF CONFIDENTIALITY</b>	
None	
<b>BRIEF SUMMARY</b>	
This report provides information about Quarter 3 performance for 2017/18 against the key success measures detailed in the Southampton City Council Strategy 2017/18.	
<b>RECOMMENDATIONS:</b>	
(i)	The Committee is requested to note this report.
<b>REASONS FOR REPORT RECOMMENDATIONS</b>	
1.	Following consideration by the Council’s Management Team and Cabinet, quarterly performance reports are published on the council’s website, in accordance with Southampton City Council’s commitment to open and transparent governance. These reports are based on the measures included in the Council Strategy 2016-2020, which was approved in September 2016. They are also considered by the Overview and Scrutiny Management Committee.
<b>ALTERNATIVE OPTIONS CONSIDERED AND REJECTED</b>	
2.	Not applicable
<b>DETAIL (Including consultation carried out)</b>	
<b>Background</b>	
3.	The council monitors its performance quarterly against the key success measures included in the Council Strategy 2016-20. The Quarter 3 scorecard is included in Appendix 1. The scorecard provides an update on all quarterly measures included in the Council Strategy. It also provides details for annual measures where these are available.

4. The Council Strategy 2016-20 was approved by Full Council in September 2016, replacing the previous Council Strategy 2014-17. The strategy reflects the council's four priority outcomes:

- Southampton is a city with strong and sustainable economic growth
- Children and young people in Southampton get a good start in life
- People in Southampton live safe, healthy, independent lives
- Southampton is a modern, attractive city where people are proud to live and work.

**Quarter Three Performance 2017/18**

5. A total of 29 success measures are included in the Council Strategy 2016-20. All measures are rated as:

- Blue – performance exceeds target by 10% or more
- Green – performance is between -5% and +10% off target
- Amber – performance is between -5% and -10% off target
- Red – performance is -10% or more off target.

6. Overall, the quarter 3 scorecard shows that:

	No. of measures Q1 2017-18	No. of measures Q2 2017-18	No. of measures Q3 2017-18
Blue	3	3	4
Green	8	8	6
Amber	3	2	3
Red	6	8	5
Not Available	9	8	11

7. The below table provides a summary of measures according to their blue/ green/ amber/ red status. Further detail, including benchmarking and commentary, is available in Appendix 1.

Measure	RAG	Preferred direction	Target	Actual
No. of supported jobs and accredited vocational training delivered through Employment and Skills Plans linked to major developments	BLUE	↑	420	525
% 16-17 year olds NEET or whose activity is not know	BLUE	↓	7%	6.1%
No. of long term admissions to residential and nursing care homes (per 100,000 population – 65+)	BLUE	↓	599.9	530.3
No. of family friendly events each year in Southampton	BLUE	↑	19	66
No. of Looked After Children	GREEN	↓	515	519
Measure	RAG	Preferred	Target	Actual

		direction		
% care leavers in contact and in suitable accommodation	GREEN	↑	92%	87.7%
No. of first time entrants into the Youth Justice System (per 100,000 population)	GREEN	↓	403.01	396.0
% carers using social care who receive direct payments	GREEN	↑	80%	84%
% local Council housing stock that is decent	GREEN	↑	94%	95.6%
No. of customer requests for street cleaning and fly tipping clearances	GREEN	↓	3562.5	3675
Average time (days) between a child entering care and moving in with its adoptive family	AMBER	↓	580	623
No. of in-house foster carers	AMBER	↑	190	172
No. of council owned homes where energy efficiency measures have been installed	AMBER	↑	900	845
No. of Universal Help Assessments (UHA) completed	RED	↑	198	156
No. of families 'turned around' through the Families Matter phase 2 programme	RED	↑	53.3%	19.0%
No. of affordable homes delivered	RED	↑	274	19
% people using social care who receive direct payments	RED	↑	27.1%	18.21%
No. of adult social care clients using care technology	RED	↑	1,272	944
No. of apprenticeship starts	N/A	↑	11.69	Available Q4
No. of businesses paying business rates	N/A	↑	6743	Available Q4
% gap between average earning of people in the city and people working in the city	N/A	↓	8%	Available Q4
% pupils in Early Years Foundation phase achieving good level of development	N/A	↑	72.8%	70.2% (Q2)
% of pupils working at the expected standard in reading, writing and maths at the end of Key Stage 2	N/A	↑	61%	62% (Q2)
GCSE Progress 8 scores	N/A	↑	0.1	-0.02 (Q2)
No. of extra care homes built to provide housing for people with support needs	N/A	↑	50	Available Q4

Measure	RAG	Preferred direction	Target	Actual
% A roads requiring urgent structural maintenance	N/A	↓	6%	Available Q4
% unclassified roads requiring urgent structural maintenance	N/A	↓	23%	Available Q4
Recorded levels of nitrogen dioxide in the city's Air Quality Management areas (ug/m3)	N/A	↓	34.92	Available Q4
Amount of additional funding investment achieved by voluntary and community organisations we support	N/A	↑	£500,000	Available Q4

### RESOURCE IMPLICATIONS

#### Capital/Revenue

8. There are no resource implications for consideration as a result of this report

#### Property/Other

9. There are no property or other implications for consideration as a result of this report.

### LEGAL IMPLICATIONS

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

10. There are no legal implications as a result of this report.

#### Other Legal Implications:

11. None

### RISK MANAGEMENT IMPLICATIONS

12. None

### POLICY FRAMEWORK IMPLICATIONS

13. None

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

#### **Appendices**

<b>1.</b>	<b>Council Strategy Quarter 3 Scorecard</b>
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#### **Documents In Members' Rooms**

<b>1.</b>	<b>None</b>
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#### **Equality Impact Assessment**

<b>Do the implications/subject of the report require an Equality and Safety Impact Assessment (ESIA) to be carried out.</b>		<b>No</b>
<b>Privacy Impact Assessment</b>		
<b>Do the implications/subject of the report require a Privacy Impact Assessment (PIA) to be carried out.</b>		<b>No</b>
<b>Other Background Documents</b>		
<b>Other Background documents available for inspection at:</b>		
<b>Title of Background Paper(s)</b>	<b>Relevant Paragraph of the Access to Information Procedure Rules / Schedule 12A allowing document to be Exempt/Confidential (if applicable)</b>	
<b>1.</b>	<b>None</b>	

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# Council Strategy Scorecard Summary - 2017/18 Quarter 3



Measures: 29  
can be reported on this quarter: 18  
Outcome Summary

RAG summary  
Current: ✔ ✔ ⚠ ✘ n/a  
4 6 3 5 11

Quarterly Measures or Annual Measures	RAG status history				Current
	Q3 2016/17	Q4 14/15	Q1 15/16	Q2 16/17	Q3 17/18
	13/14	14/15	15/16	16/17	17/18

Frequency  
Quarterly  
Annual

Next due

Preferred direction of travel

Responsibility



**Outcome 1:**  
✔ Blue: 1  
✔ Green: 0  
⚠ Amber: 0  
✘ Red: 1  
 n/a: 3

**Strong and sustainable economic growth**

- 1.1 Number of affordable homes delivered
- 1.2 Number of apprenticeship starts (per 1,000)
- 1.3 No. of supported jobs and accredited vocational training delivered through Employment and Skills Plans linked to major developments
- 1.4 % gap between average earnings of people living in the city and people working in the city
- 1.5 Number of businesses paying business rates

✘	✘	✘	✘	✘
✔	✔	n/a	n/a	n/a
✔	✔	✔	✔	✔
✘	✘	✔	✘	n/a
✔	✔	✔	✔	n/a

Q Q4 - 17/18 ▲ Mark Bradbury

Q Q1 - 17/18 ▲ Denise Edghill

Q Q4 - 17/18 ▲ Denise Edghill

A 2017/18 ▼ Mike Harris

A 2017/18 ▲ Mike Harris



**Outcome 2:**  
✔ Blue: 1  
✔ Green: 3  
⚠ Amber: 2  
✘ Red: 2  
 n/a: 3

**Children and young people get a good start in life**

- 2.1 Number of Universal Help Assessments completed
- 2.2 % families 'turned around' through the Families Matter phase 2 programme
- 2.3 % pupils in Early Years Foundation phase achieving good level of development
- 2.4 % pupils working at the expected standard in Reading, Writing and Maths at the end of Key Stage 2
- 2.5 GCSE Progress 8 scores
- 2.6 % 16-17 year olds NEET or whose activity is not known
- 2.7 Number of Looked after Children
- 2.8 Average time (days) between a child entering care and moving in with its adoptive family
- 2.9 Number of in-house foster carers
- 2.10 % care leavers in contact and in suitable accommodation
- 2.11 Number of first time entrants into Youth Justice system (per 100,000)

n/a	n/a	✘	✘	✘
✘	✘	✘	✘	✘
n/a	n/a	✔	✔	n/a
n/a	n/a	n/a	⚠	n/a
n/a	n/a	n/a	✘	n/a
n/a	n/a	✔	✔	✔
✔	✔	✔	✔	✔
n/a	n/a	✘	✔	⚠
n/a	n/a	⚠	✘	⚠
✘	✔	⚠	⚠	✔
✔	✔	✔	✔	✔

Q Q4 - 17/18 ▲ Hilary Brooks

Q Q4 - 17/18 ▲ Hilary Brooks

A 2018/19 ▲ Hilary Brooks

A 2018/19 ▲ Hilary Brooks

A 2018/19 ▲ Hilary Brooks

Q Q4 - 17/18 ▼ Denise Edghill

Q Q4 - 17/18 ▼ Jane White

Q Q4 - 17/18 ▼ Jane White

Q Q4 - 17/18 ▲ Jane White

Q Q4 - 17/18 ▲ Jane White

Q Q4 - 17/18 ▼ Hilary Brooks



**Outcome 3:**  
✔ Blue: 1  
✔ Green: 2  
⚠ Amber: 1  
✘ Red: 2  
 n/a: 2

**People in Southampton live safe, healthy, independent lives**

- 3.1 % of people using social care who receive direct payments
- 3.2 % carers using social care who receive direct payments
- 3.3 Number of long term admissions to residential and nursing care homes (per 100,000 population - 65+)
- 3.4 Number of Adult Social Care clients using care technology
- 3.5 Number of 'extra care' homes built to provide housing for people with support needs
- 3.6 % of local Council housing stock that is decent
- 3.7 Recorded levels of nitrogen dioxide in the city's Air Quality Management Areas (ug/m3)
- 3.8 Number of Council owned homes where Energy Efficiency Measures have been installed

✘	✘	✘	✘	✘
n/a	n/a	✔	✔	✔
✔	✔	✔	✔	✔
✘	✘	✘	✘	✘
✘	✘	✘	✔	n/a
✔	✔	✔	✔	✔
✘	✘	✔	⚠	n/a
n/a	n/a	✔	✘	⚠

Q Q4 - 17/18 ▲ Paul Juan

Q Q4 - 17/18 ▲ Paul Juan

Q Q4 - 17/18 ▼ Paul Juan

Q Q4 - 17/18 ▲ Paul Juan

A 2017/18 ▲ Paul Juan

Q Q4 - 17/18 ▲ Mike Harris

A 2017/18 ▼ Mitch Sanders

Q Q4 - 17/18 ▲ Mike Harris



**Outcome 4:**  
✔ Blue: 1  
✔ Green: 1  
⚠ Amber: 0  
✘ Red: 0  
 n/a: 3

**Southampton is an attractive and modern city, where people are proud to live and work**

- 4.1 Number of customer requests for street cleaning and fly tipping clearances
- 4.2 % of unclassified roads requiring urgent structural maintenance
- 4.3 % of A roads requiring urgent structural maintenance
- 4.4 Amount of additional funding investment achieved by voluntary and community organisations we support each year
- 4.5 Number of family friendly events each year in Southampton

✔	✔	⚠	⚠	✔
✔	✔	✔	✔	n/a
✔	✔	✔	✔	n/a
✔	✔	✔	✔	n/a
✔	✔	✔	✔	✔

Q Q4 - 17/18 ▼ Mitch Sanders

A 2017/18 ▼ James Strachan

A 2017/18 ▼ James Strachan

A 2017/18 ▲ Emma Lewis

Q Q4 - 17/18 ▲ Emma Lewis

<b>BLUE</b>	✔	Greater than 10% over target
<b>GREEN</b>	✔	5% under target to 10% over target
<b>AMBER</b>	⚠	Between 5% and 10% from target
<b>RED</b>	✘	Greater than 10% from target
Update not available this quarter		



# Outcome 1: Strong and sustainable economic growth



### 1.1 Number of affordable homes delivered

**Growth**  
**Mark Bradbury**

**Benchmark: 151**  
**Statistical Neighbour 2015/16**

2017/18 - Q3 has seen an increase of 0 from 2017/18 - Q2

This quarter showing as: **RED**  
255 From Target

Last quarter showing as: **RED**

**2019/20 Target is 365**  
To meet this target, we would need an average increase of 70 over the next 3 years

(Based on 2016/17 - Q4 Actuals)

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Future Targets	
					2018/19	2019/20
2017/18	11	19	19	-		
2016/17	56	132	143	156		
Target 17/18	91	183	274	365	365	365

Performance remains significantly below target, with 19 affordable homes delivered to date in 2017/18. The underlying external reasons for not achieving the target include a lack of affordable homes coming through the planning process, as developments are proving unviable whilst delivering affordable housing. However, various council initiatives such as Estate Regeneration and site disposals to Registered Provider housing partners are starting to work through to reverse this downward trend. These will take some time to have an effect, with a significant improvement expected in 2018/19.

### 1.2 Number of apprenticeship starts (per 1,000)

**Growth**  
**Denise Edghill**

**Benchmark: 14.5\***  
**National Average 2016/17**

2017/18 - Q4 has seen an increase of 1.22 from 2016/17 - Q3

This quarter showing as: **GREEN**  
0.5 Above Target

Last quarter showing as: **BLUE**

**2019/20 Target is 12.88**  
To meet this target, we would need an average increase of 0.2 over the next 3 years

(Based on 2016/17 - Q4 Actuals)

	Quarter 1	Quarter 2	Quarter 3	Quarter 4*	Future Targets	
					2018/19	2019/20
2016/17	2.86	6.84	10.99	12.21		
2015/16	2.69	5.91	8.66	11.77		
Target 16/17	2.92	5.84	8.77	11.69	12.27	12.88

**Quarter 1 2017/18 data will be released in Quarter 4 2017/18**

\*Quarter 4 data is provisional and will be updated as soon as data becomes available

### 1.3 No. of supported jobs and accredited vocational training delivered through Employment and Skills Plans linked to major developments

**Growth**  
**Denise Edghill**

**Benchmark not available**

2017/18 - Q3 has seen an increase of 231 from 2017/18 - Q2

This quarter showing as: **BLUE**  
105 Above Target

Last quarter showing as: **GREEN**

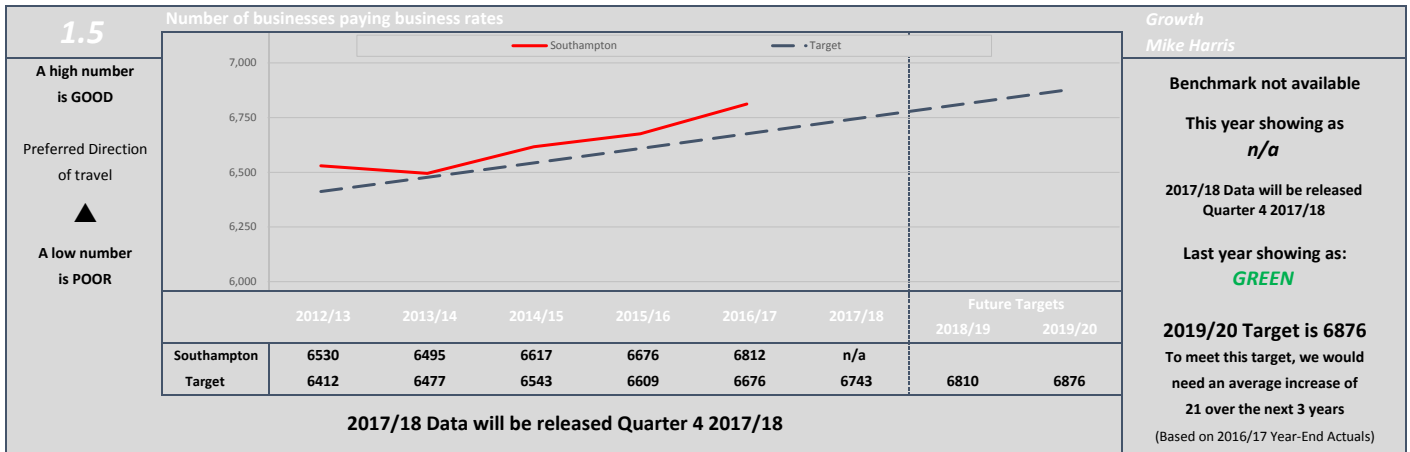
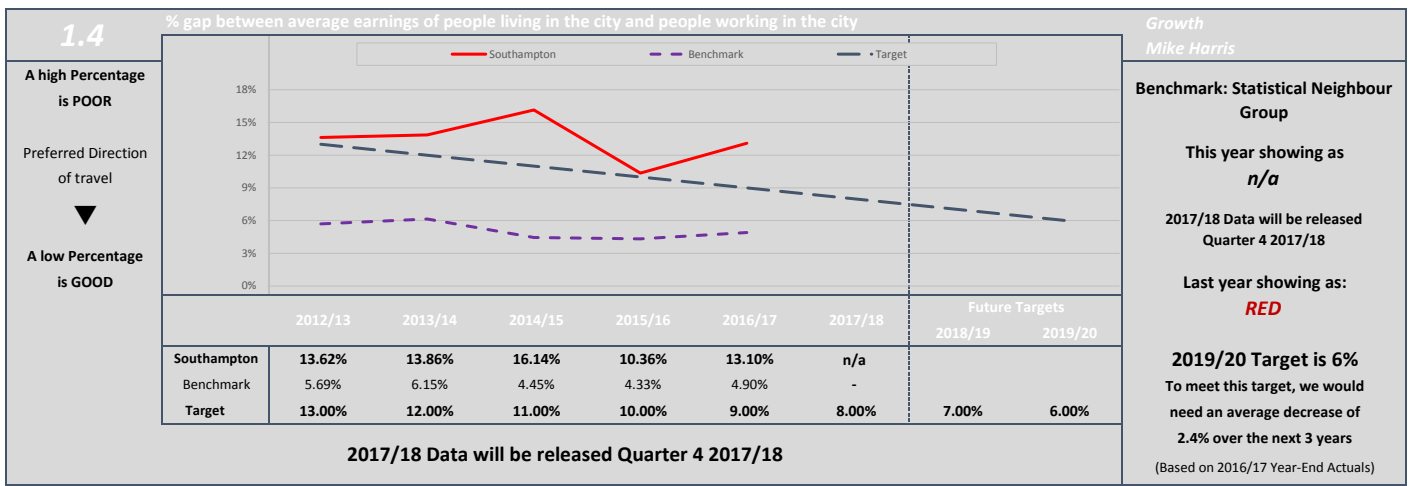
**2019/20 Target is 720**  
In 2016/17 we exceeded our 2019/20 target by 221

(Based on 2016/17 - Q4 Actuals)

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Future Targets	
					2018/19	2019/20
2017/18	145	294	525	-		
2016/17	171	485	640	941		
Target 17/18	140	280	420	560	641	720

Current developments with Employment and Skills Plans include the Meridian and Chapel Riverside residential sites, Bow Square, Solent University Sports Centre and Townhill Park Regeneration Phase 1. Negotiations are underway for the Jaguar/Land Rover Dealership and The Bargate Centre site. Construction Employment and Skills Plans continue to focus on outcomes in local supported employment, apprenticeships and work experience. The Westquay partnership project is continuing to engage with 45 tenant businesses, and a planned Apprenticeship business breakfast in National Apprenticeship Week on the 2nd March will include a focus on inviting Westquay tenants. Ongoing work is being taken forward with Harbour Hotel, Premier Inn and Lidl. A disability focused event and Job Fair will take place on the 20th February connecting with local businesses; this event is run in partnership with DWP, Spectrum Centre for Independent Living and Work Programme providers.







# Outcome 2: Children and young people get a good start in life



## 2.1

### Number of Universal Help Assessments completed

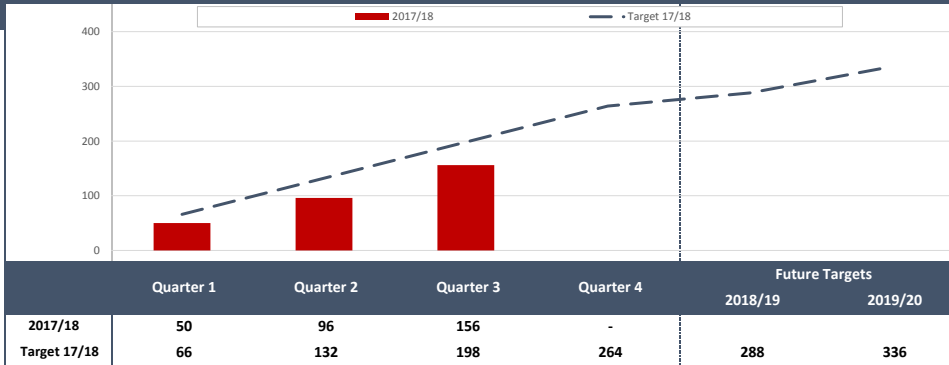
Children and Families  
Hilary Brooks

A high number is GOOD

Preferred Direction of travel



A low number is POOR



Benchmark not available

2017/18 - Q3 has seen an increase of 60 from 2017/18 - Q2

This quarter showing as:

**RED**

42 From Target

Last quarter showing as:

**RED**

Performance has improved this quarter, with 60 more assessments being completed in quarter 3. This has been achieved through a more robust focus on recording on the ONE and Paris systems. To further improve, we are working with partners to develop mechanisms that capture all assessments completed by partner agencies, ensuring we have an accurate citywide recording system. We are also engaging professional networks to understand and implement best practice around take up. Further progress will be driven forward by the new Step Down and Partnerships team; who will work with health colleagues, Police, schools and the voluntary sector to deliver better co-ordinated interventions as part of Southampton's Early Help offer.

## 2.2

### % families 'turned around' through the Families Matter phase 2 programme

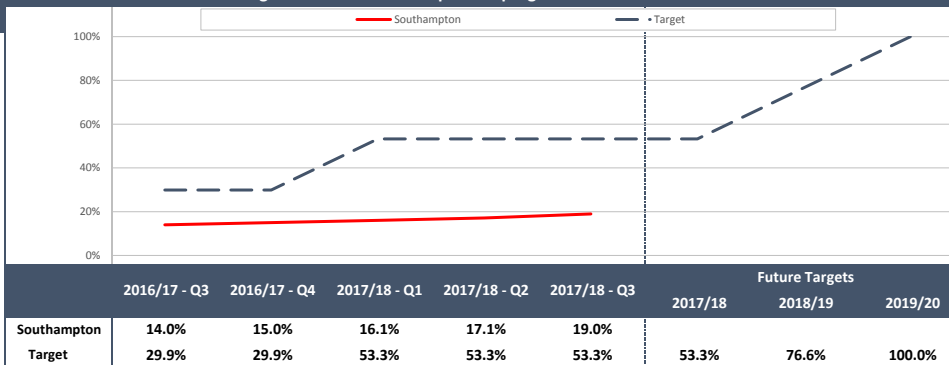
Children and Families  
Hilary Brooks

A high Percentage is GOOD

Preferred Direction of travel



A low Percentage is POOR



Benchmark not available

2017/18 - Q3 has seen an increase of 1.87% from 2017/18 - Q2

This quarter showing as:

**RED**

34.3% From Target

Last quarter showing as:

**RED**

A further small improvement has been achieved in quarter 3, with the number of payment by results submissions increasing to 423 (19%). However, to date performance has been impacted by phase 2 data and evidence requirements, which have been significantly more challenging than in phase 1 of the programme. They have required that data be compiled from a range of data systems such as Hampshire Constabulary, Health and schools, mapped against each individual member of the household and all of them must show positive progress against all 6 strands before a claim can be submitted. This has been recognised by the Department of Communities and Local Government, which has recently varied several of the reporting requirements, notably around the number of families local authorities can claim against and improved education data. We anticipate this will have a positive impact upon performance.

2019/20 Target is 100%

To meet this target, we would need an average increase of 28.3% over the next 3 years

(Based on 2016/17 - Q4 Actuals)

## 2.3

### % pupils in Early Years Foundation phase achieving good level of development

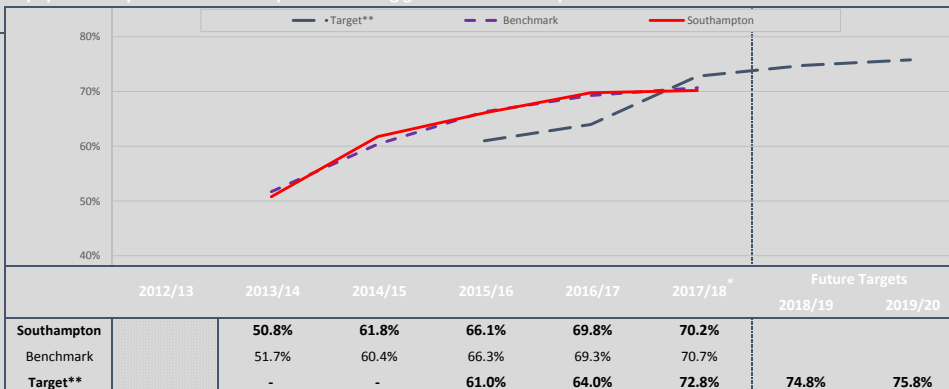
Children and Families  
Hilary Brooks

A high Percentage is GOOD

Preferred Direction of travel



A low Percentage is POOR



Benchmark: National Average

2017/18 has seen an increase of 0.4% from 2016/17

This quarter showing as:

**GREEN**

2.6% From Target

Last quarter showing as:

**GREEN**

2019/20 Target is 75.8%

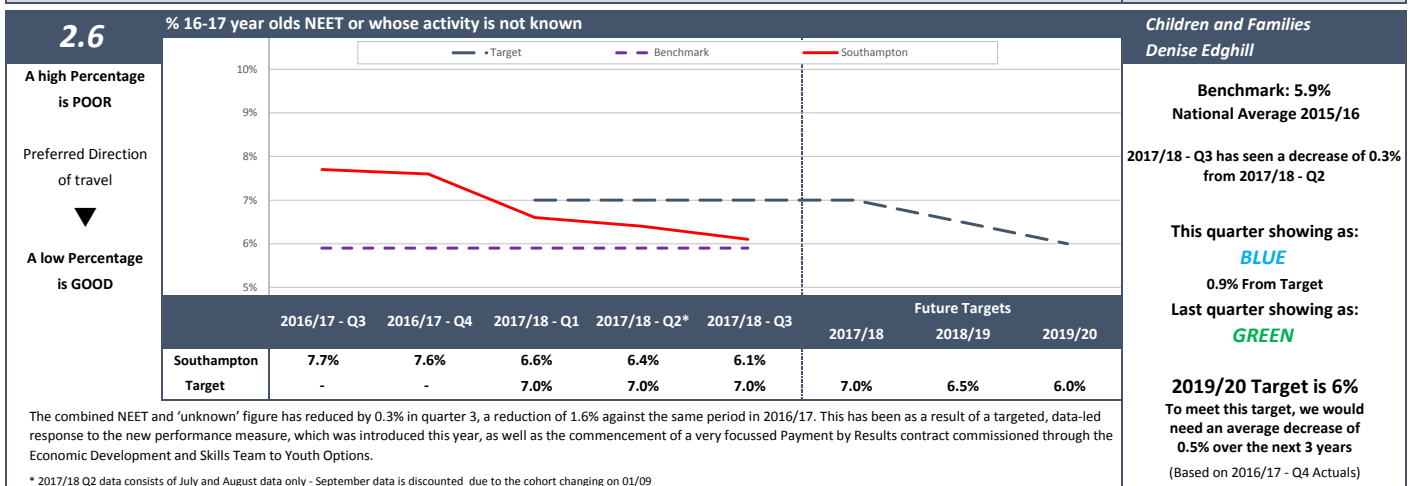
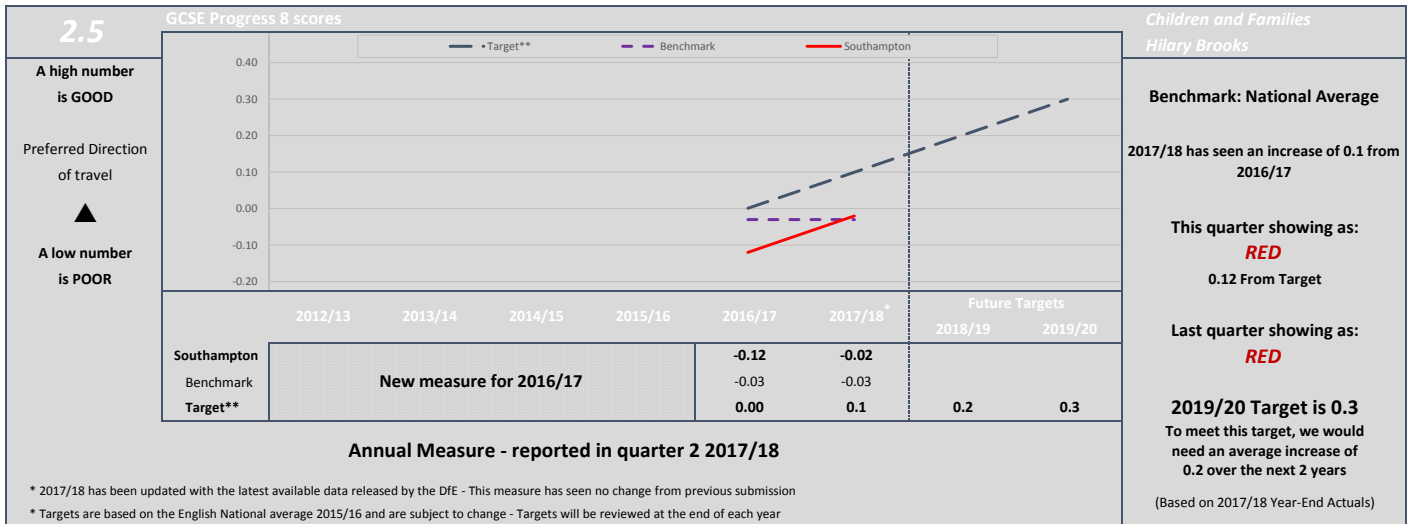
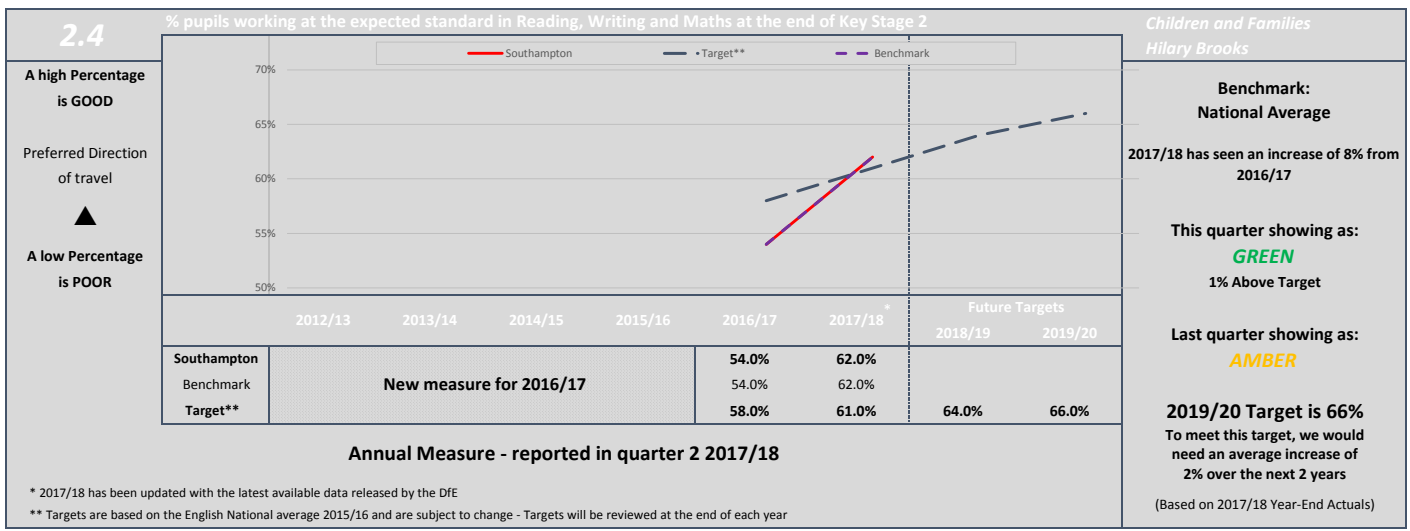
To meet this target, we would need an average increase of 2.8% over the next 2 years

(Based on 2017/18 Year-End Actuals)

Annual Measure - reported in quarter 2 2017/18

\* 2017/18 has been updated with the latest available data released by the DfE

\*\* Targets are based on the English National average 2015/16 and are subject to change - Targets will be reviewed at the end of each year



## 2.7

### Number of Looked after Children

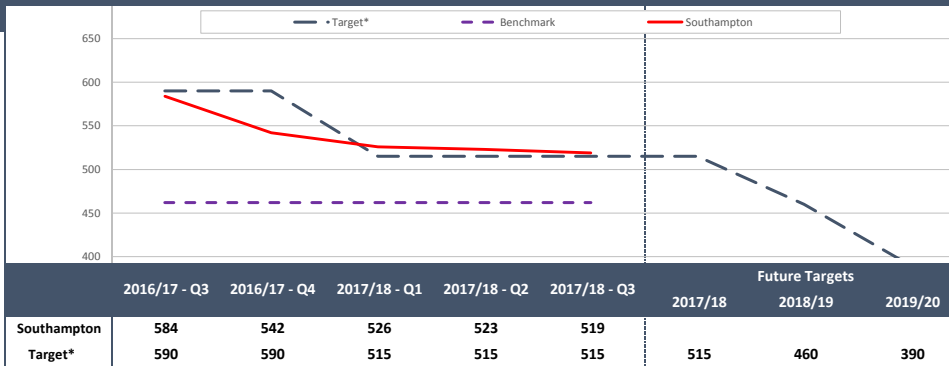
Children and Families  
Jane White

A high number  
is POOR

Preferred Direction  
of travel



A low number  
is GOOD



Benchmark: 462  
Statistical Neighbour Group 2016/17

2017/18 - Q3 has seen a decrease of 4  
from 2017/18 - Q2

This quarter showing as:  
**GREEN**  
4 Above Target

Last quarter showing as:  
**GREEN**

2019/20 Target is 390  
To meet this target, we would  
need an average decrease of  
51 over the next 3 years

(Based on 2016/17 - Q4 Actuals)

There has been a further small reduction to the number of looked after children in quarter 3, and performance is now very close to this year's target. 52 care episodes ended during the period, through a combination of adoption activity, rehabilitation home, special guardianship, and young people leaving care due to their chronological age. The Edge of Care Service has now become operational and we are confident that we will begin to realise the benefits of this activity in due course. We are continuing to review high cost residential placements. Close joint working between Children's Social Care and the finance team continues to enable effective tracking of targets on a weekly basis.

\*Targets amended to align with Transformation Dashboard

## 2.8

### Average time (days) between a child entering care and moving in with its adoptive family

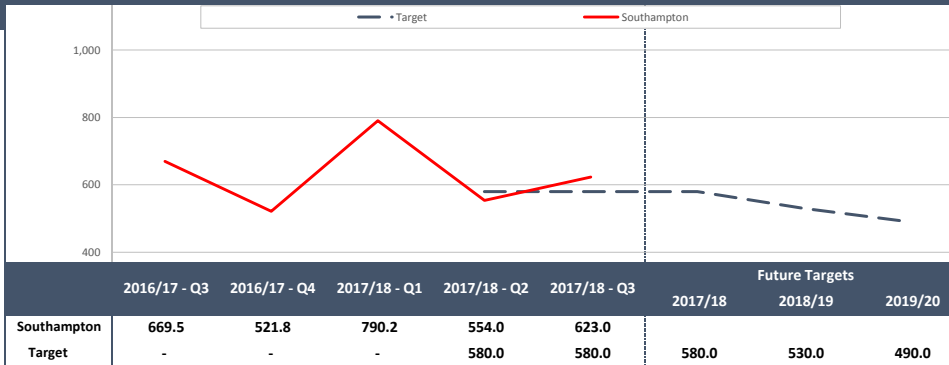
Children and Families  
Jane White

A high number  
is POOR

Preferred Direction  
of travel



A low number  
is GOOD



Benchmark not available

2017/18 - Q3 has seen an increase of 69  
from 2017/18 - Q2

This quarter showing as:  
**AMBER**  
43 Above Target

Last quarter showing as:  
**GREEN**

2019/20 Target is 490  
To meet this target, we would  
need an average decrease of  
10.6 over the next 3 years

(Based on 2016/17 - Q4 Actuals)

There has been an increase in the average time between children entering care and their adoption in quarter 3; this is because some of the children placed have had complex needs, which have taken longer to address. This has required additional activity in Court and we have also been managing the placement of sibling groups and children with health needs that have required specific assessment. The new Service Manager for Fostering and Adoption is now active in role and is taking forward the improvement plans for this area of the service.

## 2.9

### Number of in-house foster carers

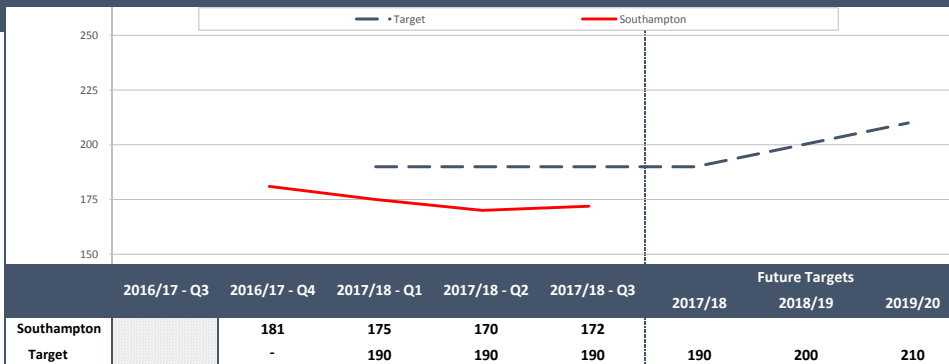
Children and Families  
Jane White

A high number  
is GOOD

Preferred Direction  
of travel



A low number  
is POOR



Benchmark not available

2017/18 - Q3 has seen an increase of 2  
from 2017/18 - Q2

This quarter showing as:  
**AMBER**  
18 From Target

Last quarter showing as:  
**RED**

2019/20 Target is 210  
To meet this target, we would  
need an average increase of  
10 over the next 3 years

(Based on 2016/17 - Q4 Actuals)

There has been a very small increase in the number of in-house foster carers in quarter 3. We are continuing to develop and implement our recruitment strategy, including the use of digital and social media. There is also ongoing close monitoring of in-house provision, and a recruitment strategy group is in place. The improvement activity includes a focus on more complex, specialist areas of fostering that mirror the placement needs of our looked after children. In addition, we will be undertaking some targeted work to support recruitment from Black and Minority Ethnic (BME) and white non-British communities within the city.

## 2.10

### % care leavers in contact and in suitable accommodation

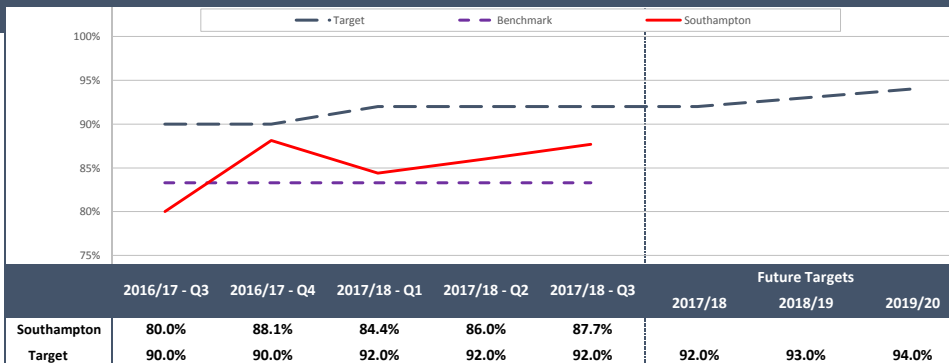
Children and Families  
Jane White

A high Percentage  
is GOOD

Preferred Direction  
of travel



A low Percentage  
is POOR



Benchmark: 83.3%  
Statistical Neighbour Group 2016/17

2017/18 - Q3 has seen an increase of  
1.69% from 2017/18 - Q2

This quarter showing as:  
**GREEN**  
4.31% From Target

Last quarter showing as:  
**AMBER**

2019/20 Target is 94%  
To meet this target, we would  
need an average increase of  
2% over the next 3 years

(Based on 2016/17 - Q4 Actuals)

The % of care leavers in contact and in suitable accommodation has increased in quarter 3. The activity of the Multi-Agency Panel which is chaired by the Homelessness Manager continues and there is a strong, consistent contribution from the supported housing providers. Regarding future sufficiency arrangements, the service works closely with the Integrated Commissioning Unit to ensure that future provision is responsive to local needs. Operationally, the management of the Pathways Care Leavers team ensure a consistent focus on engagement through the deployment of Personal Advisors.

## 2.11

### Number of first time entrants into Youth Justice system (per 100,000)

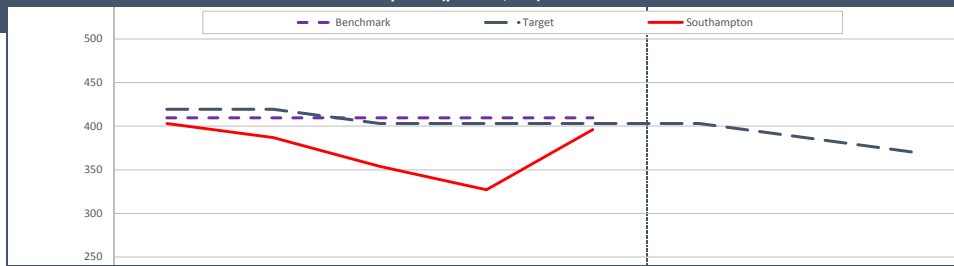
Children and Families  
Hilary Brooks

A high number  
is POOR

Preferred Direction  
of travel



A low number  
is GOOD



	2016/17 - Q3	2016/17 - Q4	2017/18 - Q1	2017/18 - Q2	2017/18 - Q3	Future Targets		
						2017/18	2018/19	2019/20
Southampton	403.00	387.00	354.00	327.00	396.00			
Target	419.34	419.34	403.01	403.01	403.01	403.01	386.67	370.33

Benchmark: 409.53  
Statistical Neighbour Group 2015/16

2017/18 - Q3 has seen an increase of 69  
from 2017/18 - Q2

This quarter showing as:  
**GREEN**  
7 From Target

Last quarter showing as:  
**BLUE**

**2019/20 Target is 370.33**

To meet this target, we would  
need an average decrease of  
**5.6 over the next 3 years**

(Based on 2016/17 - Q4 Actuals)

The number of first time entrants has risen for the first time in 5 quarters. Whilst performance is still good, and under our target, work is being undertaken to determine whether this is a one off spike or potentially a longer term trend which will require a response. Clarification about this will only be achieved when the next quarter's data is released at the end of February/start of March. Processes are already being reviewed following the Youth Offending Service Out of Court Disposal Inspection in the Summer. Further changes, reflecting the Hampshire Constabulary approach at a countywide level, are still being negotiated with the Police and adjacent Youth Offending Teams.



# Outcome 3: People in Southampton live safe, healthy, independent lives



## 3.1

% of people using social care who receive direct payments

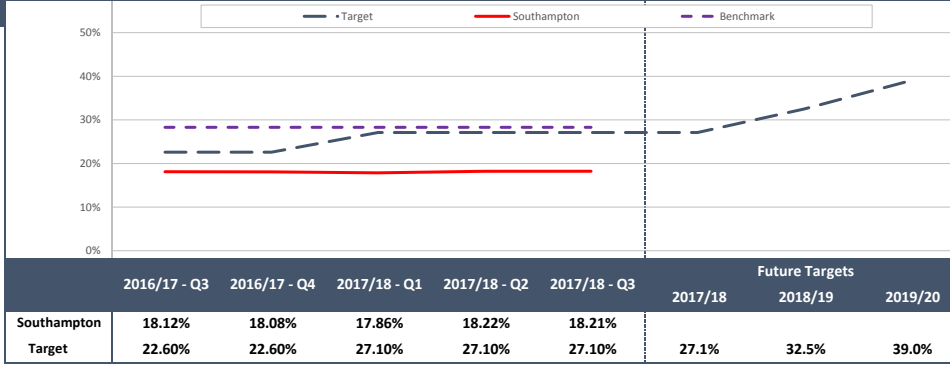
Housing, Adults and Communities  
Paul Juan

A high Percentage is GOOD

Preferred Direction of travel



A low Percentage is POOR



Benchmark: 28.3%  
National Average 2016/17

2017/18 - Q3 has seen a decrease of 0.01% from 2017/18 - Q2

This quarter showing as: **RED**  
8.9% From Target

Last quarter showing as: **RED**

2019/20 Target is 39%  
To meet this target, we would need an average increase of 7% over the next 3 years

(Based on 2016/17 - Q4 Actuals)

- Performance has not improved in quarter 3 and remains below target. A number of actions are being taken to address this, including:
- The Direct Payment Team has been established, and is focusing on new customers receiving a direct payment and converting existing customers on to direct payments.
  - Introduction of All Pay account as a method to deliver direct payments has been rolled out and customers are reporting that this is very easy to use.
  - Customers have been contacted about participating in communication material to publicise direct payments.
  - Training has been delivered to reinforce the target and a strengths based approach and to give practitioners more confidence and understanding of the process.
  - Information sessions have also been delivered to Urgent Response Coordinators who have contact with customers contact prior to social care assessments.
  - An opportunity has been identified with a proposed new contract for day care customers to increase the uptake of direct payments.

## 3.2

% carers using social care who receive direct payments

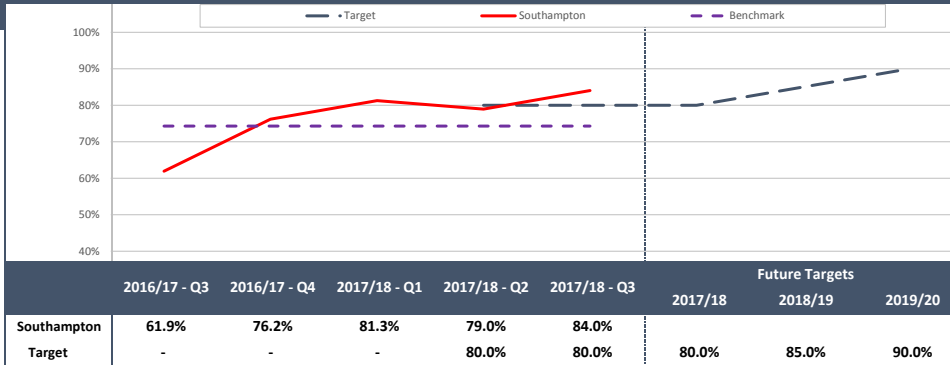
Housing, Adults and Communities  
Paul Juan

A high Percentage is GOOD

Preferred Direction of travel



A low Percentage is POOR



Benchmark: 74.3%  
National Average 2016/17

2017/18 - Q3 has seen an increase of 5.1% from 2017/18 - Q2

This quarter showing as: **GREEN**  
4% Above Target

Last quarter showing as: **GREEN**

2019/20 Target is 90%  
To meet this target, we would need an average increase of 4.6% over the next 3 years

(Based on 2016/17 - Q4 Actuals)

Performance in quarter 3 has improved, and is currently better than the target of 80%, due to focused work being taken by Adult Social Care and the Integrated Commissioning Unit. This increase in direct payments is giving more choice and control to carers and helping to sustain the care arrangements, which helps avoid additional costs to adult social care budgets.

## 3.3

Number of long term admissions to residential and nursing care homes (per 100,000 population - 65+)

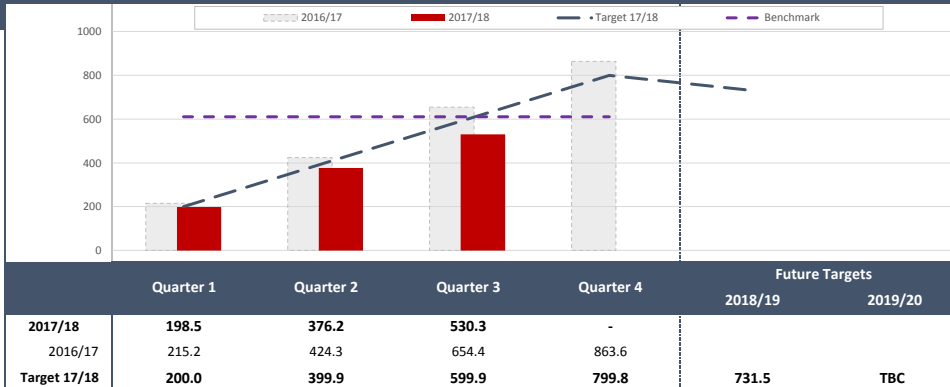
Housing, Adults and Communities  
Paul Juan

A high number is POOR

Preferred Direction of travel



A low number is GOOD



Benchmark: 610.7  
National Average 2016/17

2017/18 - Q3 has seen an increase of 154 from 2017/18 - Q2

This quarter showing as: **BLUE**  
69.6 From Target

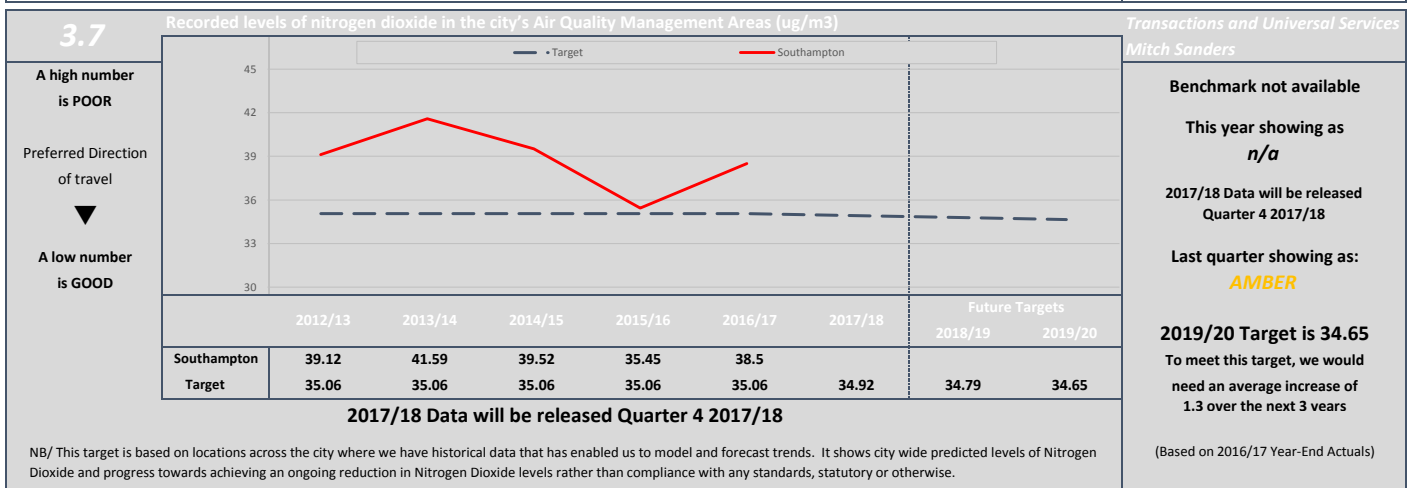
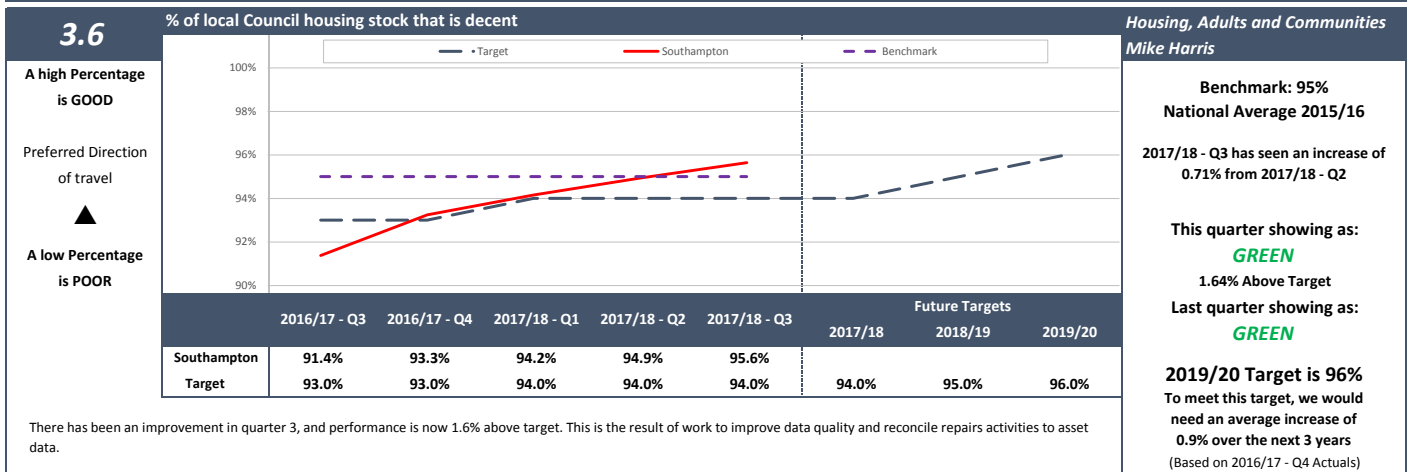
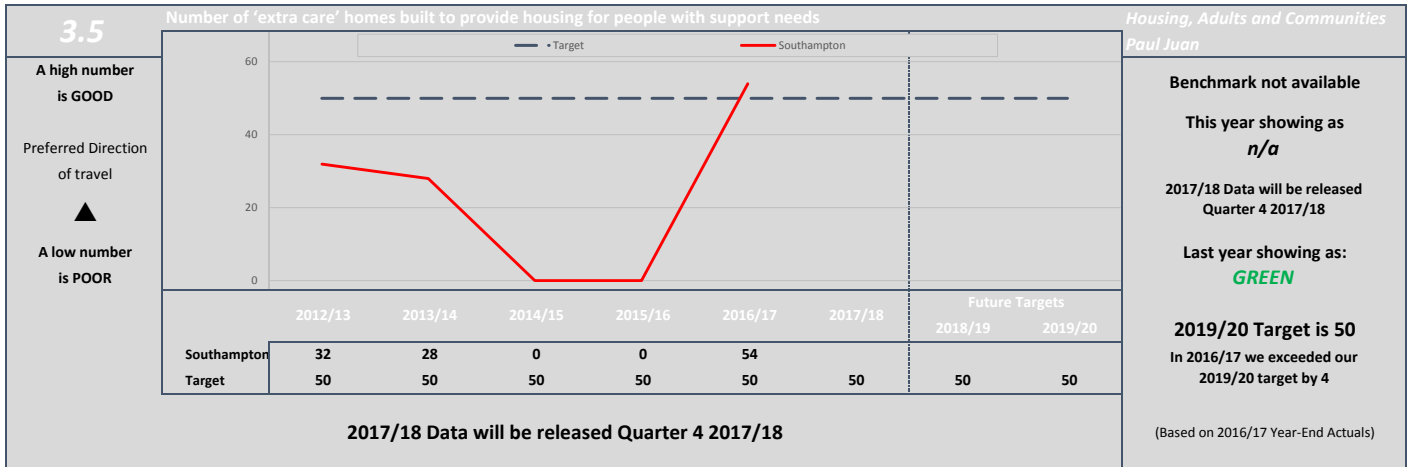
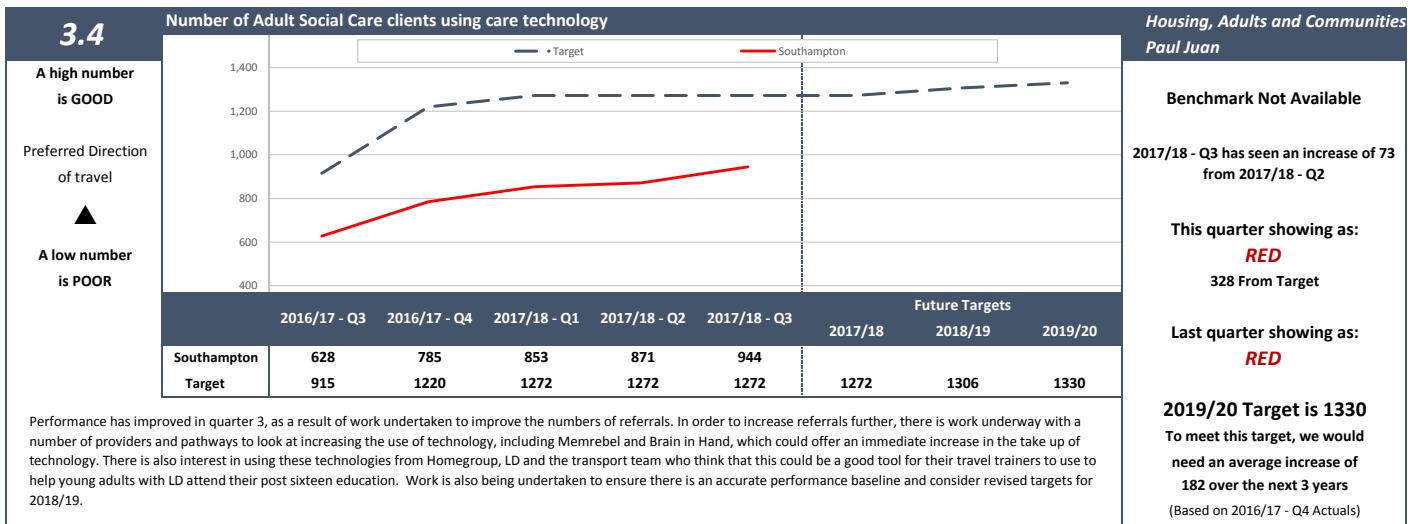
Last quarter showing as: **GREEN**

2018/19 Target is 731.5  
To meet this target, we would need an average decrease of 44 over the next 3 years

(Based on 2016/17 - Q4 Actuals)

The rate of admissions during quarter 3 was 154 per 100,000 population, which gives a cumulative total of 530.3 for the year to date. This represents an improvement on performance during quarter 2, which was 177.7 per 100,000 population. Performance remains significantly better than target, as well as performance last year.

\*Measure adjusted to align with population figures used by the BCF (2014 Sub-National Population Projections)



# 3.8

## Number of Council owned homes where Energy Efficiency Measures have been installed

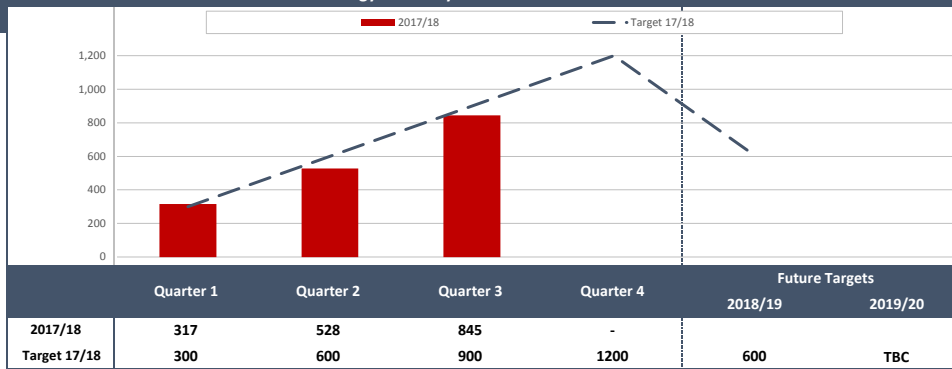
Housing, Adults and Communities  
Mike Harris

A high number  
is GOOD

Preferred Direction  
of travel



A low number  
is POOR



Benchmark not available

2017/18 - Q3 has seen an increase of 317  
from 2017/18 - Q2

This quarter showing as:  
**AMBER**  
55 From Target

Last quarter showing as:  
**RED**

There has been an increase in works in quarter 3, with a total of 317 installations during the quarter, compared to 211 in quarter 2. Cumulative performance for the year is now 845, which is below target; this is due to some delays in ECO projects being completed in their entirety, so while they may have had various energy efficiency measures installed, they are not yet counted as complete. The forecast is that the year end target will be achieved. Ongoing works outside of ECO works to heating upgrades and roofing works will continue through the remainder of 2017/18 which will also contribute to this overall figure.





# Outcome 4: Southampton is an attractive and modern city, where people are proud to live and work



## 4.1

### Number of customer requests for street cleaning and fly tipping clearances

Transactions and Universal Services  
Mitch Sanders

Benchmark Not Available

2017/18 - Q3 has seen an increase of 1173 from 2017/18 - Q2

This quarter showing as:

**GREEN**

112.5 Above Target

Last quarter showing as:

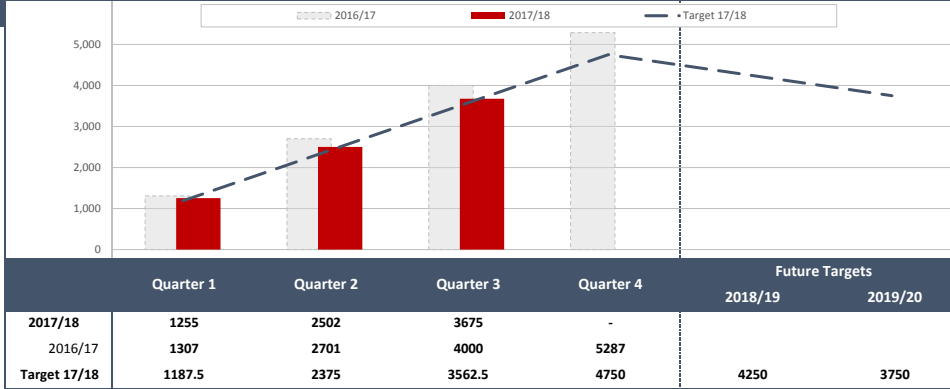
**AMBER**

2019/20 Target is 3750

To meet this target, we would need an average decrease of 512.3 over the next 3 years

(Based on 2016/17 - Q4 Actuals)

A high number is POOR  
Preferred Direction of travel  
▼  
A low number is GOOD



Performance has improved in quarter 3, with 1,173 requests for street cleaning and fly tipping clearances; this compares to 1,247 requests during quarter 2. The cumulative position for the year is 3,675, which is an improvement on 2016/17, and just 113 above target. Analysis of the data shows that almost all types of customer requests have reduced, with particularly significant reductions in requests relating to flytipping and sharps (needles). In part, this is due to additional work the service has undertaken to clean the city centre car parks, and close some of them overnight. The only type of customer request showing a notable increase in quarter 3 was for leaf clearance, which is an expected seasonal issue.

## 4.2

### % of unclassified roads requiring urgent structural maintenance

Digital and Business Operations  
James Strachan

Benchmark Not Available

This year showing as  
**n/a**

2017/18 Data will be released  
Quarter 4 2017/18

Last quarter showing as:

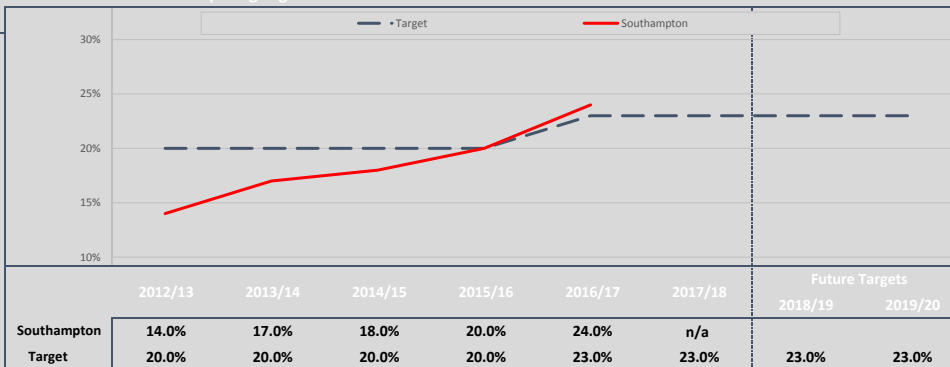
**GREEN**

2019/20 Target is 23%

To meet this target, we would need an average decrease of 0.3% over the next 3 years

(Based on 2016/17 Year-End Actuals)

A high Percentage is POOR  
Preferred Direction of travel  
▼  
A low Percentage is GOOD



2017/18 Data will be released Quarter 4 2017/18

## 4.3

### % of A roads requiring urgent structural maintenance

Digital and Business Operations  
James Strachan

Benchmark Not Available

This year showing as  
**n/a**

2017/18 Data will be released  
Quarter 4 2017/18

Last quarter showing as:

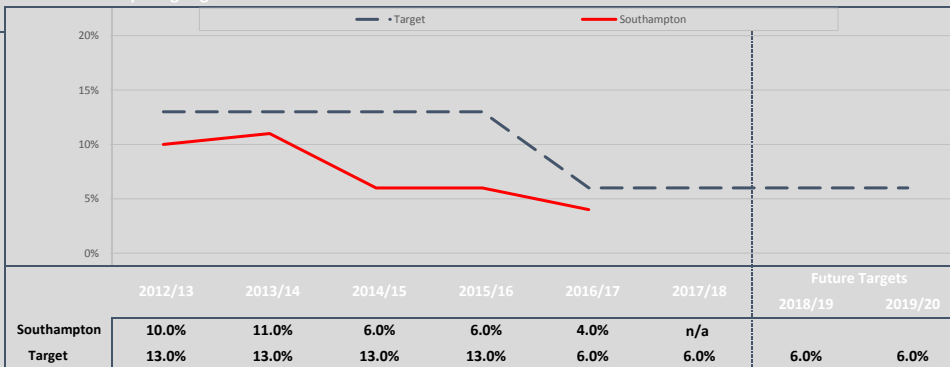
**BLUE**

2019/20 Target is 6%

in 2016/17 we exceeded our 2019/20 target by 2%

(Based on 2016/17 Year-End Actuals)

A high Percentage is POOR  
Preferred Direction of travel  
▼  
A low Percentage is GOOD



2017/18 Data will be released Quarter 4 2017/18

## 4.4

### Amount of additional funding investment achieved by voluntary and community organisations we support each year

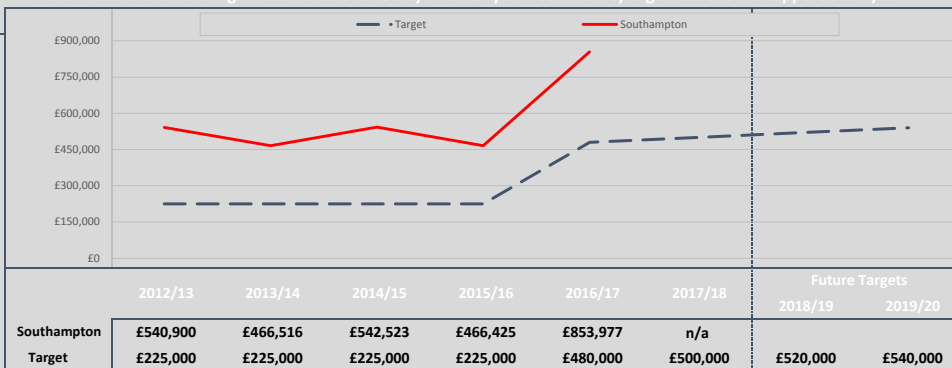
Intelligence, Insight and Communications  
Emma Lewis

A high number is GOOD

Preferred Direction of travel



A low number is POOR



Benchmark Not Available

This quarter showing as: **n/a**

2017/18 Data will be released  
Quarter 4 2017/18

Last quarter showing as: **BLUE**

2019/20 Target is £540,000  
in 2016/17 we exceeded our  
2019/20 target by £314,000

(Based on 2016/17 Year-End Actuals)

2017/18 Data will be released Quarter 4 2017/18

## 4.5

### Number of family friendly events each year in Southampton

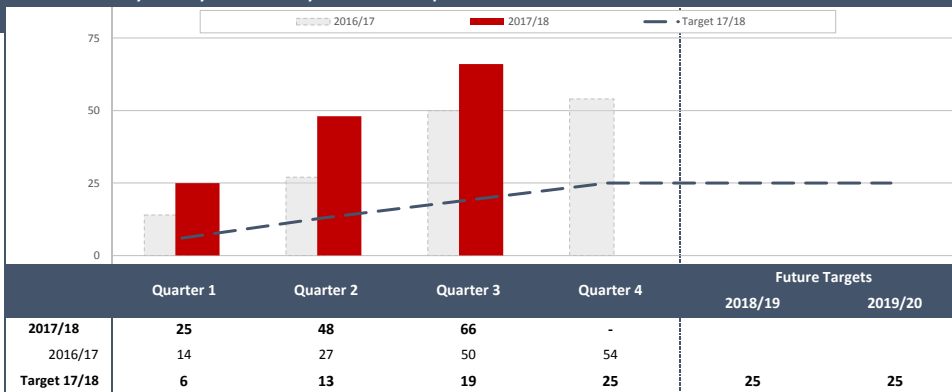
Intelligence, Insight and Communications  
Emma Lewis

A high number is GOOD

Preferred Direction of travel



A low number is POOR



Benchmark Not Available

2017/18 - Q3 has seen an increase of 18  
from 2017/18 - Q2

This quarter showing as: **BLUE**  
47 Above Target

Last quarter showing as: **BLUE**

2019/20 Target is 25  
in 2016/17 we exceeded our  
target by 29 events

(Based on 2016/17 - Q4 Actuals)

There were a total of 18 family friendly events in quarter 3, bringing the total for the year to date to 66. This is well in excess of the target for the year, and a significant improvement on 2016/17 performance. Some of the highlights during quarter 3 included:

- Music in the City – free live music by local musicians playing in unusual venues
- Roundtable Fireworks Display - annual display held in Mayflower Park
- Christmas Festival - Christmas market and unique Flying Santa Shows in the city centre.
- Remembrance Service - annual service held at the Cenotaph.

# Agenda Item 8

<b>DECISION-MAKER:</b>	OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE		
<b>SUBJECT:</b>	PROGRAMME MANAGEMENT OFFICE UPDATE ON KEY PROJECTS		
<b>DATE OF DECISION:</b>	15 FEBRUARY 2018		
<b>REPORT OF:</b>	CABINET MEMBER FOR SUSTAINABLE LIVING		
<b><u>CONTACT DETAILS</u></b>			
<b>AUTHOR:</b>	<b>Name:</b>	<b>James Strachan</b>	<b>Tel:</b> 023 8083 3436
	<b>E-mail:</b>	<b>James.strachan@southampton.gov.uk</b>	
<b>Director</b>	<b>Name:</b>	<b>Mel Creighton</b>	<b>Tel:</b> 023 8083 4897
	<b>E-mail:</b>	<b>mel.creighton@southampton.gov.uk</b>	
<b>STATEMENT OF CONFIDENTIALITY</b>			
None			
<b>BRIEF SUMMARY</b>			
This report provides the Overview and Scrutiny Management Committee (OSMC) with an update on the key projects as at the end of January 2018, including progress since the last update to OSMC in June 2017.			
<b>RECOMMENDATIONS:</b>			
	(i)	The Committee is requested to consider and note this report.	
<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. This financial year has seen the transfer of the Transformation Programme from a distinct workstream to more 'business as usual' work for each service area, supported by the Programme Management Office (PMO), IT and Procurement. Hence in future the updates will be on major programmes of work within the council, managed by the PMO.		
<b>ALTERNATIVE OPTIONS CONSIDERED AND REJECTED</b>			
2.	Not applicable.		
<b>DETAIL (Including consultation carried out)</b>			
	<b>Background</b>		
3.	Since the formal Transformation Programme ended, change initiatives are managed, monitored and rolled out by the Programme Management Office. The individual project update sections below detail the current focus of each individual programme and provide an update since previous reports. The current change initiatives are detailed below.		
	<b>Restructuring the Council - Operating Model</b>		

4.	<p>Phase 3 restructures that have been completed since June 2017 are Children and Families and Infrastructure, Planning and Development. The current position for these restructures is as follows:</p> <table border="1" data-bbox="331 360 1342 1137"> <thead> <tr> <th></th> <th>C&amp;F (Social Care)</th> <th>C&amp;F (Early Years and Education)</th> <th>I,P&amp;D</th> </tr> </thead> <tbody> <tr> <td>Previous establishment (S188)</td> <td>204.63</td> <td>86.16</td> <td>24.4</td> </tr> <tr> <td>New establishment (s188)</td> <td>177.12</td> <td>63.05</td> <td>19.1</td> </tr> <tr> <td>Reduction in posts (FTE)</td> <td>27.51</td> <td>23.11</td> <td>5.3</td> </tr> <tr> <td>Voluntary Redundancy</td> <td>4.05</td> <td></td> <td>3</td> </tr> <tr> <td>Compulsory Redundancy</td> <td>2.4</td> <td></td> <td>1</td> </tr> <tr> <td>Resignation</td> <td>1</td> <td></td> <td></td> </tr> <tr> <td>Dismissal</td> <td>1.4</td> <td></td> <td></td> </tr> <tr> <td>Mutual Agreement</td> <td>1</td> <td></td> <td></td> </tr> <tr> <td>Vacancies</td> <td>51.46</td> <td>6.7</td> <td>3.5</td> </tr> </tbody> </table>		C&F (Social Care)	C&F (Early Years and Education)	I,P&D	Previous establishment (S188)	204.63	86.16	24.4	New establishment (s188)	177.12	63.05	19.1	Reduction in posts (FTE)	27.51	23.11	5.3	Voluntary Redundancy	4.05		3	Compulsory Redundancy	2.4		1	Resignation	1			Dismissal	1.4			Mutual Agreement	1			Vacancies	51.46	6.7	3.5
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5.	<p>Currently proposals are in train for Adult Social Care, Capital Assets and Emergency Planning. City Services are due to start staff consultation on their proposals on 19 February 2018. The final position for restructures in 2017/18 will be included in a future report to OSMC.</p>																																								
<b>Digital Transformation</b>																																									
6.	<p>The last update provided details of the seven digital journeys that had gone live at that time. The digital transformation programme including these seven journeys has had to be reviewed because of technical issues which meant that a number of the journeys did not function as fully as originally intended. This is being addressed through tactical fixes in the short term, and in the longer term through the strategic system replacements detailed below. In addition, the Housing Transformation project was affected by factors outside the council's control as there was a delay to a key software upgrade which would have facilitated mobile working. This is currently being addressed in discussion with the supplier.</p>																																								
7.	<p>Cabinet has recently adopted a new Digital Strategy for the council. This Strategy has three main aims:</p> <ul style="list-style-type: none"> <li>• Make contacting the council, finding information and doing business with us easier for our customers;</li> <li>• Help the council run efficiently, providing staff with the right digital tools for the job; and</li> <li>• Grow Southampton's economy by improving public digital</li> </ul>																																								

	<p>infrastructure and showing digital leadership locally.</p> <p>The Digital Strategy will support other Strategies such as the Customer Strategy, and will guide the council's investment in technology over the next four years. During this period it is likely that the pace of technological change will continue, with the use of Artificial Intelligence – such as the use of Alexa and OK Google – to initiate and complete transactions becoming widespread.</p>
8.	<p>The Digital Programme now has a formal project structure in place, with regular reports to the Customer and Digital Board, chaired by the Chief Strategy Officer. The Programme includes a range of projects to radically upgrade, redesign and rationalise the council's core systems as follows:</p> <ul style="list-style-type: none"> <li>• In December 2017, Cabinet approved the upgrade of Agresso/Business World and extension of its scope to include new HR and procurement functions such as Payroll, e-recruitment and Requisitioning. This will provide a more consistent and efficient platform for the council's support services and enable the retirement of systems such as Resource Link and MyView. This project will be delivered in stages over 2018 and 2019. At present there are no savings proposals attached to this project; however, the expected benefits experienced by other councils include improvement in productivity and efficiencies.</li> <li>• On 27<sup>th</sup> February 2018 the council's Capital Board will be requested to consider the proposal to procure a new client case management system to replace Paris when it goes out of support in the summer of 2019. Supplier presentations are taking place on 8<sup>th</sup> and 9<sup>th</sup> February 2018. In the meantime the project to upgrade Paris to version 6.1, delivering full mobile functionality, will be completed in spring 2018.</li> <li>• Options for delivering a Customer Relationship Management system are being fully investigated before a recommendation is presented to Capital Board. This is to ensure that the council buys the right platform to deliver on its ambitious Customer and Digital Strategies. Visits are being made to other councils that have implemented CRM systems.</li> <li>• A core part of the Digital Strategy is to ensure that staff have the right device for the job that they do. As the council's accommodation needs are currently being reviewed, upgrading the equipment provided to staff will be a critical priority. The desktop refresh programme, which is predicated on a move towards flexible/wireless working for most office-based staff, is being restarted and will be focused on the many comments made in the Staff Survey about the shortcomings of the current IT provision.</li> <li>• The council is also preparing to make critical decisions about the future of its network, data and communications systems, including Microsoft Office and Outlook. We are in discussions about a timetable for moving to</li> </ul>

	<p>Office 365, which will enable us to benefit from the increasingly cloud-based approach that is being adopted across most similar organisations. There are also options for fully replacing the council's fixed and mobile telephony contracts with more innovative and cost-efficient technology.</p> <ul style="list-style-type: none"> <li>• In support of the Digital Strategy's aim to help grow the Southampton economy, a bid has been submitted to the Government for £8M of funding to deliver a full fibre network that will bring ultrafast connectivity to the city and enable new developments such as the Central Business District. This was jointly led by the Service Director, Digital and Business Operations and the Service Lead for Economic Development and Skills and an announcement is expected in March 2018.</li> <li>• Following the appointment of a new Service Lead for Digital and Strategic IT there are many lower-visibility 'business as usual' projects and initiatives under way that will improve the experience of customers and staff, make the council more productive and enable real longer-term savings. These include installing Chrome to benefit users of Agresso, improving the performance of the desktop estate, rolling out 'Bring Your Own Device' more widely and improving the Civic Centre's WiFi network.</li> </ul>
<b>Procurement Savings Initiatives</b>	
9.	<p>A procurement improvement and development programme is being implemented. This is governed by the Procurement and Contract Management Board which is chaired by the Chief Operations Officer and includes the Cabinet Member for Environment and Transport as a Board member. This programme includes the following:</p> <ul style="list-style-type: none"> <li>• An initial review of Contract Procedure Rules (completed May 2017) and a further review to test the current approach and benefits</li> <li>• Design and implementation of a Procurement Strategy and the Southampton First Policy, approved by Cabinet in January 2018</li> <li>• Collection of officer feedback through focus groups on an annual basis to inform the redesign of the services</li> <li>• Implementation of a Requisitioning module in Agresso (due in April 2018) to prepare the council for the implementation of a Procure to Pay module (due in April 2019)</li> <li>• The design and roll-out of mandatory e-learning to drive compliance to increase savings and reduce risks to the council (due for completion in February – March 2018). This will be coupled with face-to-face targeted learning opportunities and the redesign of all processes, forms, Staff Stuff (intranet) information and communication.</li> </ul>
10.	<p>The improvement plan has seen a reduction in non-compliant spend for 'Sub £100k'. Compliance is important because it ensures that opportunities are maximised to ensure best value. Measures outlined above are anticipated to</p>

	realise significant further reductions.																																			
	<b>HR Update</b>																																			
11.	Since the transfer of permanent Recruitment function to the council in June 2017, the Hays contract is wholly focused on the provision of Temporary and Agency Workers. The Client relationship is managed through regular HR client meetings, monthly monitoring of both spend and delivery and a process for escalation of concerns or queries. In the period from June 2017 to December 2017, the reduction in spend on agency staff compared to the same period the previous year was £1.99M.																																			
12.	<p>The following table details key metrics on delivery of the Hays service for the period July 2017 to December 2017:</p> <table border="1"> <thead> <tr> <th></th> <th>July</th> <th>Aug</th> <th>Sept</th> <th>Oct</th> <th>Nov</th> <th>Dec</th> </tr> </thead> <tbody> <tr> <td><b>Shifts Filled</b></td> <td>648</td> <td>811</td> <td>722</td> <td>617</td> <td>795</td> <td>700</td> </tr> <tr> <td><b>Shifts Unfilled</b></td> <td>8</td> <td>20</td> <td>29</td> <td>13</td> <td>9</td> <td>27</td> </tr> <tr> <td><b>No of Shift Workers used</b></td> <td>257</td> <td>290</td> <td>278</td> <td>259</td> <td>252</td> <td>245</td> </tr> <tr> <td><b>No of temp staff assignments filled</b></td> <td>76</td> <td>56</td> <td>92</td> <td>50</td> <td>47</td> <td>47</td> </tr> </tbody> </table> <p>Reasons for shifts being unfilled are primarily due to short notice requirements or the lack of availability of ancillary staff with enhanced DBS clearance. As a result the council's Recruitment Team have undertaken targeted recruitment to increase the number of suitable and vetted staff in the Temporary Employment Agency (TEA) who can provide cover as required.</p>		July	Aug	Sept	Oct	Nov	Dec	<b>Shifts Filled</b>	648	811	722	617	795	700	<b>Shifts Unfilled</b>	8	20	29	13	9	27	<b>No of Shift Workers used</b>	257	290	278	259	252	245	<b>No of temp staff assignments filled</b>	76	56	92	50	47	47
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13.	The in-house recruitment team was established in July 2017 and provides an end-to-end service supporting managers through the recruitment function. From 1st January 2018, the team has also taken on responsibility for the issuing of contracts, payroll notifications and the processing of all compliance checks for new staff. Since the team was established, they have advertised over 220 posts, filled 106 posts and have a further 38 applicants waiting to start. In comparison to the service remaining with Hays, the in-house service has resulted in a cost avoidance of over £240,000.																																			
	<b>Adult Social Care</b>																																			
14.	The Adult Social Care Improvement Board has been set up to oversee the implementation of the improvement programme and the development of the adult social care service to one that is more modern and sustainable. This includes the development of strengths-based practice which will ensure people are supported to maintain their independence with the help of their																																			

	families, communities, care technology, extra care housing and direct payments wherever possible. This leads to the best outcomes in the most cost effective way. The PMO is supporting a number of enabling projects within the improvement programme that will not only improve the service and outcomes for customers but also deliver efficiencies and savings for 2018/19.
15.	One of the main projects is the implementation of a new Target Operating Model for adult social care alongside the Phase 3 restructure. There is also ongoing project work to support delivery of improvements including direct payments, care technology, shared lives and extra care. Following a re-set of plans for 2018/19, work is underway to develop a dashboard of key indicators that will baseline current levels of activity and enable tracking of the projects to ensure benefits are realised.
16.	Adult Social Care is also the subject of regular intensive care meetings chaired by the Chief Executive which include Cabinet Members on a regular basis. This ensures that the Adult Social Care Improvement Board plans are on track and that the Board has oversight of the position on savings, improvements and efficiencies. It also ensures there is full organisational awareness, support and focus on the issues relating to Adult Social Care.
	<b>Children and Families</b>
17.	The Children and Families Improvement Programme is built from a number of sources including Ofsted inspection findings, learning from Case Reviews, quality assurance activity as well as projects that seek to improve the service and contribute to financial savings. An integrated Improvement Plan has been developed by the Children and Families Service to ensure that Southampton's improvement journey is clearly mapped out, with a focus on improving outcomes for children and their families. The Children and Families Improvement Board oversees the implementation of the plan and closely monitors progress.
18.	<p>The key success measures for the programme and their progress are summarised below.</p> <ul style="list-style-type: none"> <li>• The number of Children in Need within the service is 1,050 as of December 2017. The service has focused on reviewing every case to ensure that children and families are being worked with at the appropriate level, step down or closure arrangements are being considered with management oversight to ensure safeguarding.</li> <li>• Looked after Children numbers continue to be very close to the target set for the service, at 519 at the end of December 2017. High-cost placements, particularly for residential arrangements, continue to be a challenge for the service particularly impacting negatively on savings targets. The service is carrying out detailed case review work to challenge the arrangements for every child. Focused foster carer recruitment is also underway to help mitigate this and provide good, local (where appropriate) and stable arrangements for children.</li> <li>• The development of an Edge of Care service has been completed with the service launching and taking referrals as of early January 2018. There continues to be on going work in the Front Door of the service (including MASH) to safely manage demand and this has seen an overall</li> </ul>



	reduction in referrals to social care. Alongside this an Integrated Early Help offer for 0-19 year olds is underway with management and teams working closely together from the council and Solent NHS Trust.
19.	The Service has recently undertaken a (Phase 3) service redesign which has enabled a focus on ensuring permanent and stable staffing levels. Agency staffing in social work teams remains a challenge, with agency rate at 17% in Q3 – 2% above national average of 15%. A range of activities have been agreed by the Children and Families Improvement Board to mitigate this and aim to bring this below the national average. This concentrates on an increased recruitment focus. A project group is leading on a range of improvements engaging staff, managers, HR and trade unions.
	<b>Proposals for a Local Authority Trading Company (LATCo)</b>
20.	The LATCo programme launched a second best value consultation on 17 January 2018, following Cabinet’s approval on 16 January 2018. The consultation will close on the 10th April 2018. A full report including consultation feedback will be presented to Full Council in May when a final decision on the formation of the LATCo is made. The programme has also held briefing sessions for all staff which have been very well attended with over 1000 individuals.
21.	The council has commissioned Essex County Council to deliver their Business Academy programme for the first phase of services that will transfer into the LATCo. These Business Academy workshops have now commenced with the aim of supporting the development of commercial skills and confidence to develop business plans. These will be reflected in the detailed report to Full Council in May 2018. A dedicated Joint Consultative Group has been established for the LATCO to facilitate collective agreement discussions with recognised trade unions. In addition all support functions within the Strategy Hub are working on the development of Service Level Agreements, planning for consultations with staff on TUPE and with Tenants and Leaseholders. Work on financial and legal planning required for the establishment and incorporation of the LATCo is also underway
	<b>Looking Forward</b>
22.	The future focus for the council is on: <ul style="list-style-type: none"> <li>• Improvement of customer journeys</li> <li>• IT and Digital projects</li> <li>• Completion of the final set of Phase 3 proposals to implement the Operating Model</li> <li>• Development of agreed programmes and projects</li> <li>• Progressing proposals for a LATCo</li> <li>• Continuation of the improvement plans in Adults and Children’s Social Care.</li> </ul>
23.	The overall political and officer oversight of the Transformation Programme remains unchanged with: <ul style="list-style-type: none"> <li>• Regular Cabinet Member Briefings</li> <li>• Customer and Digital Board and HR and OD Board, chaired by the Chief</li> </ul>

	Strategy Officer as well the Procurement Board, chaired by the Chief Operating Officer <ul style="list-style-type: none"> <li>• Capital Board chaired by Cabinet Member for Finance</li> <li>• Adult Social Care Improvement Board</li> <li>• Children and Families Improvement Board</li> <li>• Joint meetings of Cabinet and CMT</li> <li>• Escalation of issues to Cabinet and Council as and when required</li> <li>• Regular reports to the Overview and Scrutiny Management Committee.</li> </ul>	
<b>RESOURCE IMPLICATIONS</b>		
<b><u>Capital/Revenue</u></b>		
24.	The Medium Term Financial Strategy report and Capital report that will be presented at Council on the 21 <sup>st</sup> February 2018 includes the implications, where known, of the transformation programme. These implications include both savings proposals and investment of capital and revenue resources.	
<b><u>Property/Other</u></b>		
25.	No implications at this stage.	
<b>LEGAL IMPLICATIONS</b>		
<b><u>Statutory power to undertake proposals in the report:</u></b>		
26.	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>		
27.	None	
<b>RISK MANAGEMENT IMPLICATIONS</b>		
28.	None	
<b>POLICY FRAMEWORK IMPLICATIONS</b>		
29.	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.	None	
<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 Assessment (ESIA) to be carried out?		ESIAs have been completed for Transformation projects where appropriate. The need to

	produce ESIAs will be reviewed for each new project as it develops.
<b>Privacy Impact Assessment</b>	
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. PIAs will be reviewed for each new project as it develops.
<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

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<b>DECISION-MAKER:</b>	OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE		
<b>SUBJECT:</b>	COMBATTING LONELINESS UPDATE		
<b>DATE OF DECISION:</b>	15 FEBRUARY 2018		
<b>REPORT OF:</b>	CABINET MEMBER FOR HEALTH AND COMMUNITY SAFETY		
<b><u>CONTACT DETAILS</u></b>			
<b>AUTHOR:</b>	<b>Name:</b>	<b>Adrian Littlemore</b>	<b>Tel: 023 8029 6022</b>
	<b>E-mail:</b>	<b>alittlemore@nhs.net</b>	
<b>Director</b>	<b>Name:</b>	<b>Stephanie Ramsey</b>	<b>Tel: 023 8029 6941</b>
	<b>E-mail:</b>	<b>stephanie.ramsey@southampton.gov.uk</b>	

<b>STATEMENT OF CONFIDENTIALITY</b>	
Not applicable	
<b>BRIEF SUMMARY</b>	
<p>In March 2017 the Scrutiny Inquiry Panel concluded their inquiry into combatting loneliness. The Scrutiny Inquiry Panel undertook the inquiry over 5 evidence gathering meetings and received information from a wide variety of organisations. This included health professionals, charitable and voluntary organisations, volunteers, commissioners, academics and lonely residents in receipt of support.</p> <p>The Cabinet approved an action plan aimed at delivering the inquiry recommendations on 20<sup>th</sup> June 2017. Appendix 1 sets out the progress made to date against the action plan and identifies the next steps to be taken.</p>	
<b>RECOMMENDATIONS:</b>	
(i)	That the Committee notes the progress made in implementing the recommendations from the Combatting Loneliness Scrutiny Inquiry.
<b>REASONS FOR REPORT RECOMMENDATIONS</b>	
1.	Loneliness is a significant and growing issue. Acute loneliness has been consistently estimated to affect around 10-13 per cent of older people but it is recognised that loneliness affects all age groups.
2.	Taking action to reduce loneliness can benefit residents, communities and reduce the need for health and care services in the future.
3.	This report enables the Committee to effectively scrutinise progress against the approved Inquiry Panel recommendations.
<b>ALTERNATIVE OPTIONS CONSIDERED AND REJECTED</b>	
4.	Not applicable
<b>DETAIL (Including consultation carried out)</b>	
5.	In 2016/17 a Scrutiny Inquiry Panel undertook an inquiry looking at the issue

	of combatting loneliness in Southampton and made a number of recommendations.
6.	An action plan to deliver against these recommendations was approved by Cabinet in June 2017. Attached as Appendix 1 is an update of progress against each recommendation.
<b>RESOURCE IMPLICATIONS</b>	
<b><u>Capital/Revenue</u></b>	
7.	As identified in the report to Cabinet in June 2017 the majority of the recommendations are based within existing work programmes. As such they are not considered likely to present any additional financial commitments.
<b><u>Property/Other</u></b>	
8.	None
<b>LEGAL IMPLICATIONS</b>	
<b><u>Statutory power to undertake proposals in the report:</u></b>	
9.	Section 1 of the Localism Act 2011
<b><u>Other Legal Implications:</u></b>	
10.	None
<b>RISK MANAGEMENT IMPLICATIONS</b>	
11.	None
<b>POLICY FRAMEWORK IMPLICATIONS</b>	
12.	The outcome of the scrutiny review will contribute to the following priority within the draft Southampton City Council Strategy 2016-2020: <ul style="list-style-type: none"> <li>• People in Southampton live safe, healthy, independent lives</li> </ul>

<b>KEY DECISION?</b>	No
<b>WARDS/COMMUNITIES AFFECTED:</b>	All
<b><u>SUPPORTING DOCUMENTATION</u></b>	
<b>Appendices</b>	
1.	Combatting Loneliness Inquiry – Progress Update
<b>Documents In Members’ Rooms</b>	
1.	None
<b>Equality Impact Assessment</b>	
<b>Do the implications/subject of the report require an Equality and Safety Impact Assessment (ESIA) to be carried out.</b>	No
<b>Privacy Impact Assessment</b>	
<b>Do the implications/subject of the report require a Privacy Impact</b>	No

<b>Assessment (PIA) to be carried out.</b>		
<b>Other Background Documents</b>		
<b>Other Background documents available for inspection at:</b>		
<b>Title of Background Paper(s)</b>	<b>Relevant Paragraph of the Access to Information Procedure Rules / Schedule 12A allowing document to be Exempt/Confidential (if applicable)</b>	
1.	None	

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## Combatting Loneliness Inquiry – Progress Update

Recommendation	Progress	Next Steps
<b>Foundation Services - Services to reach and understand the specific needs of those experiencing loneliness.</b>		
<p>1. Incorporating segmentation data from MOSAIC, build on existing data sources to develop a comprehensive local index of isolation and loneliness that will enable neighbourhoods which have a higher likelihood of having individuals that are socially isolated or lonely to be identified.</p>	<p>A JSNA briefing on Social Isolation was completed in April 2017. This identified ‘at risk population groups’ based on the latest evidence and the level of population need. Data sources on the identified ‘at risk’ population groups were summarised, and a bespoke Social Isolation Index for Southampton (SIIS) was developed to identify areas of the city at an ‘increased risk’. This has now been published on the JSNA website. The SIIS data has also been published here.</p> <p>The SIIS has been presented to the Southampton public health team and to the Southampton Connect Partnership which includes representatives from the voluntary sector as well as health, education, police and business. This raised awareness of the availability of SIIS, and its potential uses amongst these stakeholders.</p>	<ul style="list-style-type: none"> <li>• An electronic update to be sent to relevant local organisations to remind them of the SIIS and that it is available to use from the JSNA (AM), April 2018</li> <li>• The SIIS to be promoted through community engagement forums and events (AM), April 2018</li> </ul>
<p>2. To increase the effectiveness of interventions share the index of isolation and loneliness with relevant organisations across Southampton, including the voluntary and community sector and the Council’s Digital Transformation Team. This should enable services and prevention activity to be targeted to groups and neighbourhoods that are particularly vulnerable to loneliness.</p>	<p>The City has established the first Local Solutions Group. Itchen to Bridge the Gap has been working on a number of projects in the Weston, Woolston, Sholing and Peartree (Cluster 5) areas over the past year notably working with local businesses to become Dementia Friends. Work is in progress to establish Local Solutions groups for the other Cluster areas of the City. Southampton Voluntary Service has been commissioned to provide coordination and administrative support to the forming groups. Community meetings are planned to take place in March and April to formally set up the groups.</p> <p>Itchen to bridge the Gap (Cluster 5) have undertaken an extensive mapping exercise identifying community assets and resources that individuals could access to address social isolation and reduce loneliness.</p>	<ul style="list-style-type: none"> <li>• SIIS and supporting report been cascaded to Local Solutions Groups.</li> <li>• Offer to support Local Solutions Groups in data interpretation has been made.</li> <li>• Local Solutions Groups to request any data interpretation support required.</li> </ul>

Recommendation	Progress	Next Steps
<p>3. Consideration should be given to the timely support and information that can be provided to residents experiencing life changing events and events to prevent and respond to loneliness.</p>	<p>Work to date has particularly focused on new parents and the recently bereaved.</p> <p><b>New parents</b></p> <p>To attempt to combat risks around social isolation in new parents commissioners have been working with providers of maternity services, children’s centres, health visiting and the family information service to ensure good communication between services at points of transition. The Loneliness Inquiry recommendations were already consistent with the existing planned improvements around service integration in relation to 0-19 services, developments in maternity services and improvements in the digital offer improving information for new parents.</p> <p><b>Recently bereaved</b></p> <p>The CCG has developed a new specification for Specialist Palliative Care Service; this now includes the provision of bereavement services being offered. In addition the Co-op locally has started to offer free bereavement counselling to families who have experienced a loss.</p>	
<p>4. A co-ordinated approach needs to be developed that results in either improvements to the existing Southampton Information Directory (SID) so that it is fit for purpose or the purchasing of an additional platform to meet the needs of the city.</p>	<p>The Council has being reviewing SID and produced an options appraisal, which highlighted that there are three discreet elements to the Adults content:</p> <ul style="list-style-type: none"> <li>• Content</li> <li>• Directory of services</li> <li>• Assessment tools</li> </ul> <p>The Council is to review the existing entries of community organisations currently upload onto the Directory of services. Through the Local Solutions Groups, community organisations and groups will be engaged to keep their details up to date and add new information of what is available in every neighbourhood in the city.</p> <p>The IT platform being used for the current Directory is being</p>	<p>To update the existing content where it is out of date, delating content that is duplicated and advising on amends to user experience. It is planned that this will be completed by March 2018.</p>

Recommendation	Progress	Next Steps
	<p>reviewed to ensure it offers the best value for money and other options are being explored.</p> <p>A Web Content Officer has been recruited on a 6 month basis to take forward the work in partnership with:</p> <ul style="list-style-type: none"> <li>• The Integrated Commissioning Unit</li> <li>• Adults Services</li> <li>• The Customer team</li> </ul>	
<p>5. Commission and roll out the Community Navigation Scheme across Southampton to support residents to find the most appropriate support (utilising and updating the S.I.D) and to act as a link between lonely residents, local Community Solutions Groups and statutory services, including GP's.</p>	<p>The CCG undertook procurement for a city wide community navigator service; unfortunately the contract was not able to be awarded on this occasion. However the CCG with local partners have agreed to establish a network of organisations (Social Care In Action, Solent Mind, Southern Health, Alzheimer's Society, British Red Cross, Southampton Age UK, Southampton Primary Care Ltd, and Citizens Advice Bureau etc.) that currently provide services with similar functions to community navigation. The Network will map and review the existing offers, review national best practice, design a preferred service model which can offer generic and specialist support, signposting and short term interventions to vulnerable groups. It is hoped that a consortium or lead provider will emerge through this process.</p>	<p>To establish a network of services to develop community navigation in the City.</p>
<p>6. Develop a plan to implement the GENIE tool across Southampton using trained volunteers and the improved S.I.D.</p>	<p>A licence is to be purchased for people in Southampton to use the GENIE tool developed by The University of Southampton. As part of the SID refresh the community asset mapping categories are being reviewed to enable a data feed into the GENIE tool. Community Navigators will take on champion roles for GENIE to spread usage and learning, providing training and learning sets for people in the community who will be using the tool. The CCG has in addition agreed to be a partner in a research programme examining the impact of GENIE on individuals and health &amp; social care systems. The research is being undertaken through the CLARHC (Collaborative Leadership in Applied Health Research and Care) with 20 volunteers being identified in Southampton to</p>	<ul style="list-style-type: none"> <li>• Purchase the GENIE licence for the City</li> <li>• To develop an implementation plan with the University of Southampton and the Community Navigation Network</li> </ul>

Recommendation	Progress	Next Steps
	use GENIE and gather impact data. Training of the first cohort of volunteers will take place in April and May initially with people living in the best asset mapped areas of the city.	
7. A Communications Plan is developed to improve awareness of loneliness, both among professionals and older people themselves, and to identify appropriate methods to communicate with lonely people.	A discussion with the Health and Wellbeing Board is to take place in February 2018 to identify the actions needed to improve the City's communication and engagement with older people, with an option of establishing a living well in later life city action plan.	Approach to be determined by the Health & Wellbeing Board
<b>Direct Interventions</b> - A menu of services that directly improve the number or quality of relationships people have		
Page 38 8. Consideration to be given to identifying opportunities to increase capacity for the much valued befriending and peer support schemes in Southampton.	Communicare has been successful in gaining a significant grant from the Big Lottery to expand the number of volunteers offering befriending and good neighbour support. In addition, the CCG has funded Communicare to provide a welcome home from hospital scheme. The service will involve supporting people to get home and provide a number of visits to an individual's home to support their recuperation and access to services if they are not making a good recovery. Communicare are also working with Southampton General Hospital to develop a day time opportunity for people to promote physical activity and provide a social opportunity, with Community Navigators and Communicare providing opportunities after discharge. Communicare have in addition been supported by the Council and CCG in a bid to develop a service providing daily calls to vulnerable people in the community. The aim is to align volunteers to local communities and involve neighbourhood watch schemes and resident/tenant groups to develop local networks to support those most in need and at risk of hospital admission. NHS England was to announce fund awards in December 2017 but this has been delayed due to high number of bids nationally.  The Council has awarded Social Care in Action a contract to reshape the existing day care services for older people called the Southampton Living Well Service. The brief is to develop wellbeing	<ul style="list-style-type: none"> <li>• To work in partnership with Communicare and other volunteer organisations offering befriending support.</li> <li>• To work with Social Care in Action to implement the Southampton Living Well service</li> </ul>

Recommendation	Progress	Next Steps
	<p>centres offering access to advice and information, replacement care, support to develop a life plan, with health promotion wellbeing opportunities, opportunities to grow, cook and eat food together, sharing skills and experience with younger community members. SCA will work with existing organisations and groups to grow and strengthen the activity offer available across the community, with an aim of increasing participation and peer to peer support. Activities will be developed in partnership with local businesses, such as book clubs running in café's coffee shops. For individuals who are eligible for social care support they will be offered a Direct Payment or SCA will manage funding allocated to them to ensure they can continue to access their preferred activities and maintain important relationships. The service model will be developed in each cluster area and involve existing service users and carers and the whole community in its planning. SCA will start to implement the service model in April 2018.</p>	
<p>9. The Council co-ordinates its' approach with partners across the city to support digital inclusion, reduce duplication and target support effectively, utilising the index of social isolation and loneliness, including digital support for communities whose first language is not English.</p>	<p>Digital access has been planned as part of the Southampton Living Well Service offer in Wellbeing Centres. It is envisaged that younger people might be engaged in sharing their technological knowledge and skills.</p>	<p>For the Digital Transformation Team to consider how it may work with Local Solutions Groups to support digital engagement.</p>
<p>10. If the business planning by the University of Southampton identifies the transport approaches being developed by the Community Solutions Sub-group are achievable and sustainable, the Council and partners should consider the</p>	<p>The Council has established an internal Transport Board. A discussion paper has been presented to the Board exploring how the City might approach the development of transport solutions in the City. The council is at present identifying project management support to scope and develop a process to implement some of the ideas. Initial discussions are taking place with SCA who provide the Southampton Living Well and Dial-a-ride service in the city. The CCG is also exploring how patient transport for vulnerable</p>	<p>The Council to scope a project brief to develop community transport in the city</p>

Recommendation	Progress	Next Steps
support that they can offer to help the proposals come to fruition.	groups might fit with the potential service offer. The use of a Social Impact Bond is being explored as a means of pump priming investment to establish a new service offer.	
<b>Structural Enablers</b> - Create the right structures and conditions in a local environment to reduce those affected by, or at risk of, loneliness		
11. Seek to engage BME communities and new communities in the local community solutions groups.	As part of the establishment of local solutions groups' specific consideration is being given to engaging BME communities living in the city.	Reaching out to BME communities to be addressed as part of the establishment Local Solutions Groups
12. Councillors can be key catalysts in bringing communities together. It is recommended that Southampton City Councillors lead by example, alongside local community solutions groups, by actively promoting neighbourliness and community action in their wards.	Ward Councillors from Clusters will be invited to the establishment of local solutions groups with a hope to gain their continued engagement to support the development of the groups.	Ward Councillors to be invited to attend Local Solutions Groups launch meetings.
13. To help solve the problems of affordable accommodation for young people and loneliness, particularly among house owning 'empty nesters' or bereaved, explore opportunities to encourage the creation of an organisation that pairs older people with students in Southampton, similar to the Homeshare scheme in Paris.	As part of the NHS Stability and Transformation Plans (STP) the Hampshire STP has been working with universities in the area to develop a scheme to support students to be placed with older people who can offer accommodation, with the student offering low level support in return. The University of Southampton and Solent University are involved in this development. It is hoped that this scheme could be expanded to young people not at university who are in housing need.	To work with STP partners to develop proposals.
14. Consider creating 'City Makers', similar to the 'Games Makers' scheme developed for the London Olympics.	A City Maker Scheme is being considered as part of the Community Development proposals being considered by the Council.	

Recommendation	Progress	Next Steps
<b>Strategic Direction</b>		
15. Develop an overarching plan to combat loneliness in Southampton. It is recommended that the plan is owned by the Health and Wellbeing Board, delivered in partnership with the Community Solutions Groups, and linked to Better Care.	An action plan has been developed and is being implemented.	
16. It is recommended that the Council explores the steps required to become accredited and, if deemed achievable and desirable, commits Southampton to becoming Age Friendly.	A discussion with the Health and Wellbeing Board is planned for February 2018 to explore the potential of establishing a plan for living well in later life. As part of this discussion the consideration of the City applying for World Health Organisation recognition as being Age Friendly.	Consideration to be taken by the Health & Wellbeing Board.
17. The potential to deliver the step change in outcomes through the use of Social Impact Bonds is explored by the Council if progress combating loneliness in Southampton is not being made at the pace required.	The use of Social Impact Bonds is considered as part of the Community Development proposals being considered by the Council.	

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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>	15 FEBRUARY 2018		
<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
	<b>E-mail:</b>	<b>Mark.pirnie@southampton.gov.uk</b>	
<b>Director</b>	<b>Name:</b>	<b>Richard Ivory</b>	<b>Tel:</b> 023 8083 2794
	<b>E-mail:</b>	<b>Richard.ivory@southampton.gov.uk</b>	
<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>RISK MANAGEMENT IMPLICATIONS</b>		
9.	None.	
<b>POLICY FRAMEWORK IMPLICATIONS</b>		
10.	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 – 15 February 2018	
<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 – 15 February 2018

Date	Portfolio	Title	Action proposed	Action Taken	Progress Status
11/01/18	Health and Community Safety	Safe City Partnership Annual Review	1) That the conviction rate for Southampton is circulated to the Committee.	Formal action was taken on 13.8% of the crimes committed in Southampton between January 2017 and December 2017. This represents the number of solved crimes by prosecution or out of court disposal, rather than the proportion of offenders convicted.	Completed
			2) That the latest crime statistics for 2017/18 are circulated to the Committee.	Information provided in the table below.	Completed
			3) That, whilst recognising that additional information is available in the full Strategic Assessment, the 2017/18 executive summary presented to the OSMC includes reference to the underlying causes of the rising crime levels in Southampton and the actions that have been taken reflecting this understanding.	Thank you, this will be taken into account in the next Strategic Needs Assessment.	Completed
			4) That Councillors are provided with a briefing on the work of Operation Fortress (Heavy).	A briefing paper is currently being drafted by Hampshire Constabulary. It will be circulated to Councillors when it is finalised.	
			5) That the Committee are provided with the number of people in Southampton that successfully completed the drug treatment programme in 2016/17.	The number of successful completions for 2016/17 are: Opiate: 47 Non-opiate: 40 Alcohol and non-opiate: 41 Total completing treatment successfully in 2016/17: 128	Completed
			6) That the Committee are provided with the following information from 2010 to 2017:	Hampshire Constabulary are in the process of collating the number of police officers in Southampton. It will be	

Date	Portfolio	Title	Action proposed	Action Taken	Progress Status
			<ul style="list-style-type: none"> <li>The number of police officers in Southampton</li> <li>The police recorded crime rate in Southampton per 1,000 population.</li> </ul>	circulated to the Committee when available. Total crime rate per 1000 population in Southampton: 2010/11 – 117 2011/12 – 112.1 2012/13 – 91.5 2013/14 – 89 2014/15 – 95.1 2015/16 – 109.2 2016/17 – 121.5	

Recommendation 2:

Current Year = 2017, Last Year = 2016

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## TCG - Monthly Comparison

Select

**SOUTHAMPTON**

Select

**All Crime**

## SOUTHAMPTON - All Crime

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL
<b>Crimes - Current Year</b>	2799	2565	2847	2647	2855	2781	2847	2607	2571	2869	2451	2310	<b>32149</b>
<b>Crimes - Last Year</b>	2291	2226	2291	2304	2343	2233	2443	2440	2566	2805	2703	2632	<b>29277</b>
<b>Difference</b>	508	339	556	343	512	548	404	167	5	64	-252	-322	<b>2872</b>
<b>% Difference</b>	22.2%	15.2%	24.3%	14.9%	21.9%	24.5%	16.5%	6.8%	0.2%	2.3%	-9.3%	-12.2%	<b>9.8%</b>