

Public Document Pack

Overview and Scrutiny Management Committee

Thursday, 12th March, 2020
at 5.30 pm

PLEASE NOTE TIME OF MEETING

Council Chamber - Civic Centre

This meeting is open to the public

Members

Councillor S Galton (Chair)
Councillor Fuller (Vice-Chair)
Councillor Bell
Councillor Bunday
Councillor Cooper
Councillor Fitzhenry
Councillor Harwood
Councillor Whitbread
Councillor Windle

Appointed Members

Nicola Brown, Primary Parent Governor
Catherine Hobbs, Roman Catholic Church
Francis Otieno, Primary Parent Governor
Claire Rogers, Secondary Parent Governor
Rob Sanders, Church of England

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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 2019/20

2019	2020
13 June	16 January
11 July	6 February
15 August	12 March
12 September	16 April
10 October	
14 November	
16 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 meeting held on 6th February, 2020 and to deal with any matters arising, attached.

7 FORWARD PLAN (Pages 3 - 40)

Report of the Director, Legal and Business Operations enabling the Overview and Scrutiny Management Committee to examine the content of the Forward Plan and to discuss issues of interest or concern with the Executive.

8 REDUCING AND PREVENTING DOMESTIC ABUSE IN SOUTHAMPTON

(Pages 41 - 52)

Report of the Cabinet Member for Healthier and Safer City of the Council updating progress against the agreed recommendations of the Scrutiny Inquiry: Reducing and Preventing Domestic Abuse in Southampton

9 FUTURE OF WORK IN SOUTHAMPTON - UPDATE ON SCRUTINY INQUIRY RECOMMENDATIONS (Pages 53 - 60)

Report of the Leader of the Council providing the Committee with an update on progress regarding the implementation of the agreed recommendations from the Future of Work in Southampton scrutiny inquiry.

10 MONITORING SCRUTINY RECOMMENDATIONS TO THE EXECUTIVE
(Pages 61 - 66)

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

Wednesday, 4 March 2020

Service Director – Legal and Business Operations

SOUTHAMPTON CITY COUNCIL
OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE
MINUTES OF THE MEETING HELD ON 6 FEBRUARY 2020

Present: Councillors S Galton (Chair), Fuller (Vice-Chair), Bunday, Cooper, Fitzhenry, Harwood, Whitbread, McEwing and Prior
Appointed Members: Francis Otieno and Claire Rogers

Apologies: Councillors Bell and Windle
Appointed Members: Catherine Hobbs, Rob Sanders and Nicola Brown

Also in attendance: Councillor Leggett – Cabinet Member for Green City and Environment
Councillor Kaur – Cabinet Member for Homes and Culture
Councillor Rayment – Cabinet Member for Place and Transport

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

It was noted that following receipt of the temporary resignation of Councillors Bell and Windle from the Committee the Service Director – Legal and Business Operations, acting under delegated powers, had appointed Councillors Prior and McEwing to replace them for the purposes of this meeting. The Committee also noted the apologies of Nicola Brown, Catherine Hobbs and Rob Sanders.

37. **STATEMENT FROM THE CHAIR**

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

RESOLVED: that the minutes for the Committee meeting on 16th January, 2020 be approved and signed as a correct record.

39. **FORWARD PLAN**

The Committee considered the report of the Service Director – Legal and Business Operations enabling the Overview and Scrutiny Management Committee to examine the content of the Forward Plan and to discuss issues of interest or concern with the Executive.

A GREEN CITY DELIVERY PLAN FOR SOUTHAMPTON CITY COUNCIL

The Committee considered a briefing paper relating to the forthcoming Cabinet Decision “A Green City Delivery Plan for Southampton City Council”:

With the permission of the Chair, members of the public including representatives of Friends of the Earth and Extinction Rebellion Southampton (XRS) addressed the Panel.

RESOLVED: the Committee recommended that:

- i. the Executive outlines and publishes the carbon reduction targets up to 2030 for the Council and the City, with the expectation that the ambition is to front load the reduction of emissions to maximise the benefits to Southampton;

- ii. to help assess progress and target support, annual monitoring of the progress being made by signatories to the Green City Charter is undertaken by the Council;
- iii. the Cabinet Member gives consideration to the following paraphrased recommendation suggested by XRS and Friends of the Earth:
 'To encourage a bold engagement strategy for businesses operating within the city a business continuity plan could be enacted by Emergency Planning for local businesses to sign up to, in the same way that they would make contingency plans for pandemics and terrorist attacks, to include reporting of carbon emissions on an annual basis for comparison.'

PROVISION OF ENVIRONMENTAL ENFORCEMENT SERVICES

The Committee considered a briefing paper relating to the forthcoming Cabinet Decision Provision of Environmental Enforcement Services

RESOLVED: the Committee recommended that the item returns to the Committee in November 2020 to enable a discussion on the impact and success of the pilot scheme.

40. **ESTATE REGENERATION – TOWNHILL PARK**

The Committee considered the report of the Cabinet Member for Homes and Culture providing the Committee with an update on the estate regeneration of Townhill Park.

RESOLVED that:

- (i) The Committee are provided with an overview outlining how the Administration intends to ensure that the council homes for the future will meet the Council's Green City Charter and Delivery Plan aspirations.
- (ii) In support of the regeneration programme, the Cabinet Member gives consideration to developing, in partnership with community stakeholders, a vision for the future look of Townhill Park, including housing, environment and community facilities
- (iii) The Committee are provided with the number of leaseholders in Townhill Park.
- (iv) That Townhill Park estate regeneration returns to the Committee agenda when the Executive have developed their plans for funding the programme.

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

The Committee noted the report of the Service Director – Legal and Business Operations enabling the Overview and Scrutiny Management Committee to monitor and track progress on recommendations made to the Executive at previous meetings

Agenda Item 7

DECISION-MAKER:	OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE		
SUBJECT:	FORWARD PLAN		
DATE OF DECISION:	12 MARCH 2020		
REPORT OF:	DIRECTOR - LEGAL AND BUSINESS OPERATIONS		
<u>CONTACT DETAILS</u>			
AUTHOR:	Name:	Mark Pirnie	Tel: 023 8083 3886
	E-mail:	Mark.pirnie@southampton.gov.uk	
Director	Name:	Richard Ivory	Tel: 023 8083 2794
	E-mail:	Richard.ivory@southampton.gov.uk	
STATEMENT OF CONFIDENTIALITY			
None			
BRIEF SUMMARY			
This item enables the Overview and Scrutiny Management Committee (OSMC) to examine the content of the Forward Plan and to discuss issues of interest or concern with the Executive to ensure that forthcoming decisions made by the Executive benefit local residents.			
RECOMMENDATIONS:			
	(i)	That the Committee discuss the items listed in paragraph 3 of the report to highlight any matters which Members feel should be taken into account by the Executive when reaching a decision.	
REASONS FOR REPORT RECOMMENDATIONS			
1.	To enable Members to identify any matters which they feel Cabinet should take into account when reaching a decision.		
ALTERNATIVE OPTIONS CONSIDERED AND REJECTED			
2.	None.		
DETAIL (Including consultation carried out)			
3.	The Council's Forward Plan for Executive Decisions from 17 March 2020 has been published. The following issues were identified for discussion with the Decision Maker:		
	Portfolio	Decision	Requested By
	Aspiration, Children & Lifelong Learning	Local Placement Plan – Children's Residential Homes	Cllr Galton
4.	Briefing papers responding to the items identified by members of the Committee are appended to this report. Members are invited to use the papers to explore the issues with the decision maker.		
RESOURCE IMPLICATIONS			

<u>Capital/Revenue</u>	
5.	The details for the items identified in paragraph 3 are set out in the Executive decision making report issued prior to the decision being taken.
<u>Property/Other</u>	
6.	The details for the items identified in paragraph 3 are set out in the Executive decision making report issued prior to the decision being taken.
LEGAL IMPLICATIONS	
<u>Statutory power to undertake proposals in the report:</u>	
7.	The details for the items identified in paragraph 3 are set out in the Executive decision making report issued prior to the decision being taken.
<u>Other Legal Implications:</u>	
8.	None
RISK MANAGEMENT IMPLICATIONS	
9.	The details for the items identified in paragraph 3 are set out in the Executive decision making report issued prior to the decision being taken.
POLICY FRAMEWORK IMPLICATIONS	
10.	The details for the items identified in paragraph 3 are set out in the Executive decision making report issued prior to the decision being taken.
KEY DECISION	No
WARDS/COMMUNITIES AFFECTED:	None directly as a result of this report
<u>SUPPORTING DOCUMENTATION</u>	
Appendices	
1.	Briefing Paper – Local Placement Plan (Children’s Residential Homes)
Documents In Members’ Rooms	
1.	None
Equality Impact Assessment	
Do the implications/subject of the report require an Equality and Safety Impact Assessments (ESIA) to be carried out?	Identified in Executive report
Data Protection Impact Assessment	
Data Protection Impact Assessment Do the implications/subject of the report require a Data Protection Impact Assessment (DPIA) to be carried out?	Identified in Executive report
Other Background Documents - Equality Impact Assessment and Other Background documents available for inspection at:	
Title of Background Paper(s)	Relevant Paragraph of the Access to Information Procedure Rules / Schedule 12A allowing document to be Exempt/Confidential (if applicable)
1.	None

BRIEFING PAPER

SUBJECT: LOCAL PLACEMENT PLAN – CHILDREN’S RESIDENTIAL HOMES
DATE: 12 MARCH 2020
RECIPIENT: OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

THIS IS NOT A DECISION PAPER

SUMMARY:

At the 17 March Cabinet meeting and 18 March Council meeting a proposal to introduce City Council owned and managed residential homes for children and young people who require such placements will be considered. If approved the service would be authorised to execute a plan to purchase suitable buildings and develop council managed residential homes, including recruitment of staff and registration with Ofsted. The placements would be suitable for looked after children between the ages of 10-18 years old who require specialist and local residential placements.

The Local Placement Plan will support the delivery of the council’s outcomes, namely children and young people get a good start in life. Evidence identifies that most young people prefer to live locally and that their outcomes are often improved when local placements can be made. As corporate parents of the young people who may be impacted by these proposals, it is our responsibility to ensure we provide the best possible care for these young people.

BACKGROUND and BRIEFING DETAILS:

1. Southampton City Council had seen a significant increase in the numbers of children coming into care over the five years 2010 - 2015. Whilst the number has been steadily reducing through a persistent focus on achieving permanency, the rate (105 per 10,000) is still higher than would be anticipated for a city of Southampton’s size and demographic (the average rate for our statistical neighbours being 69 per 10,000). At the time of writing the number of looked after children remains just below 500. A small number of looked after children require residential placements due to their needs.
2. The city does not have enough residential care provision and what exists is delivered by the independent sector. This means that children who require residential provision are often placed out of area. As at March 2019, the Council had approximately 31 children placed in independent residential accommodation at a total cost of £4.6M, (equating to an approximate average of £148,000 per child). This had increased to 34 children being placed in residential care at 31/1/20 with an acceptance that between 34-40 children will be placed in residential care over the next year.
3. Care packages have been increasing on an annual basis and due to the demand for placements, private providers can refuse placements if additional support fees are not agreed, knowing that the local authority is unlikely to be able to source another placement. Once a child is in placement it is very difficult, and sometimes impossible,

BRIEFING PAPER

for the local authority to argue against increased support fees which has directly impacted the External Placement Budget in the current financial year. A significant proportion of the children in residential provision are placed more than 50 miles away from Southampton, which is both detrimental to children and young people who subsequently find it harder to maintain networks and stability, as well as presenting a financial and time pressure for the Council.

4. Southampton City Council has a statutory duty under the Children Act 1989 to ensure there are enough local placements to support children in care remaining as close to their home and community as possible. Children and young people in the care of Southampton City Council require a range of placements to meet their needs. These placements include residential child care used for children and young people who struggle to manage relationships, as well as those who are needing an emergency placement but due to the lack of foster care placements, end up being placed in a residential facility.
5. In line with the report recommendation it is suggested that SCC pursue the option to develop in-house council owned and run residential homes for young people aged 10-18.
6. Good practice suggests that modern children's homes are based on a model of care which is as close to family life as possible; with a regular staff team skilled in working with children & young people who present with attachment difficulties and other challenges arising from adverse childhood experiences. Due to this it is suggested that SCC follow a similar approach to other Local Authorities who also have their own residential homes which receive either good or outstanding Ofsted Inspections and use a model which sees the development of small 2 bedded units which feel like family homes for the young people.
7. In total it is suggested that SCC develop five two bedded children's homes and one four bedded crisis intervention centre in Southampton. This would require the purchase and renovation of existing buildings. In total this would provide 14 placements for children and young people. This will not fully meet SCC's current demand but focus on ensuring best interests of children and young people are met in the future. This means we will not change placements of all young people currently placed out of area and it should be noted in some cases, out of area placements are required for young people. In the future SCC expects to commission both internal and external placements.
8. It is proposed that the introduction of the homes is undertaken in three phases to ensure attention to detail is given to each home, allowing for induction and embedding of the model of practice which will minimise any delay in registration of the homes by the regulator.

Phase 1 - FY2020-2021

Home 1 – medium-long term stay 2 bedded house

BRIEFING PAPER

Home 2 – Emergency/Crisis unit – 4 beds

Phase 2 - FY2021-2022

Home 3 - medium-long term stay 2 bedded house

Home 4 - medium-long term stay 2 bedded house

Phase 3 - FY2021-2022

Home 5 - medium-long term stay 2 bedded house

Home 6 - medium-long term stay 2 bedded house

9. Extensive consideration has been given to the governance arrangements for these proposals. This includes external governance from Ofsted and the legal registration process regarding this including visits by independent persons. A number of internal mechanisms for governance will also be put in place to align with corporate parenting responsibilities and management assurance. Full details of governance proposals are shown in the business case (Appendix 1).

RESOURCE/POLICY/FINANCIAL/LEGAL IMPLICATIONS:

Capital/Revenue

10. There are both capital and revenue implications for this proposal. A more detail breakdown in shown in Appendix 1. Costs stated below have been compared to current costs of external placements and have identified reduced costs.
11. There are both capital and revenue implications for this proposal. A more detail breakdown in shown in Appendix 1. Costs stated below have been compared to current costs of external placements and have identified reduced costs.

A summary of costs by phase is as follows:

Phase 1 (1 two bed unit and 1 four bed unit) 2020-2021

Capital Costs – 981,500

Revenue Costs – 686,200(part year costs)

Thereafter, annual running costs these 2 unit is £1013,000

Phase 2 (2 two bed units) – 2021-2022

Capital Costs – 665,000

Revenue Costs – 1,051,700

Thereafter, annual running costs for these 2 units is £827,600

Phase 3 (2 two bed units) – 2021-2022

Capital costs – 665,000

Revenue Costs – 411,700 (part year costs)

BRIEFING PAPER

Thereafter, annual running costs for these 2 units is £827,600

Additional cross unit staffing revenue costs: £212,600

Total Capital Investment requires - £2,311,500

Revenue costs FY 20/21 - £686,200

Revenue costs FY21/22 - £2,476,400

Revenue costs FY 22/23 - £2,880,800

Property / Other

12. This proposal will see SCC purchase 6 new properties with Southampton boundaries. These will comprise of 5 properties which will contain 2 placements and 1 property which will contain 4 placements.
13. Some initial checks have been completed to see if SCC already has suitable properties which are available however none have been identified at this stage which explains why this proposal seeks to gain new properties. Details regarding financial implications for building related costs can be found in Appendix 1.

Legal Implications – Statutory power to undertake proposals in the report:

14. SCC has a statutory duty under the Children Act 1989 to ensure there are enough local placements to support children in care remaining as close to their home and community as possible.
15. The proposals are designed to meet local authorities statutory duties as outlined in the relevant children's legislation and the proposals go further to align SCC with other highly performing local authorities, according to Ofsted standards.
16. The council has the power to acquire property by agreement from which to deliver services required for the discharge of its functions under s.120 Local Government Act 1972 subject to the duty to exercise best value in the acquisition terms

Other Legal Implications:

17. The proposals have been fully assessed in accordance with the Council's statutory duties under the Equality Act 2010, including the Public Sector Equality Duty. A detailed Equality and Safety Impact Assessment with mitigation and remediation measures is included with this report and will be reviewed and updated throughout the engagement activities as proposals are implemented in accordance with the Business plan.
18. In accordance with Ofsted regulations the proposed homes will be regulated according to the Care Standards Act 2000. This Act ensures staffing, policy, placements and allocations decisions are made in alignment with statutory duties.

Risk Management Implications:

BRIEFING PAPER

19. The most significant risks at this stage of the project are:
- Funding approval – this is being mitigated by a full business case having been developed to justify decision.
 - Placement matching leading to home not being fully occupied – this is mitigated by only having 2 bed units and focusing on outcomes for young people.
 - Community resistance – this is mitigated by having dedicated resources already identified to work with key stakeholder to ensure concerns are alleviated.
 - Ofsted registration – this is mitigated by continued engagement with Ofsted which has already begun.
 - Reputational risks – this is mitigated by a robust management and governance structure being agreed before proposals implemented alongside a rigorous approach to recruitment

Policy Framework Implications:

20. The recommendations in this paper support the delivery of the council's goals of 'Greener, Fairer and Healthier'. They also contribute to the Children & Young People Strategy (2017-2020). The proposals specifically support the council's goal that 'children get a good start in life.'

Appendices/Supporting Information:

1. Appendix 1 – Business Case

Further Information Available From:	Name:	Hilary Brooks Executive Director – Children & Families
	Tel:	023 8083 4899
	E-mail:	Hilary.brooks@southampton.gov.uk

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DEVELOPING CHILDREN'S RESIDENTIAL CARE IN SOUTHAMPTON

BUSINESS CASE

Project name	Local Placement Plan - Children's Residential Care in Southampton	Project ID		
Programme Name	Local Placement Plan			
Author				
SRO				
Document Status	Confidential	<input type="checkbox"/>	Draft	√
	For Circulation	<input type="checkbox"/>	Signed Off	<input type="checkbox"/>

Document History

Revision History

Revision date	Summary of Changes (indicate section numbers)	Changes marked

Revision History

Revision date	Summary of Changes (indicate section numbers)	Changes marked

Reviewers

This document requires the following approvals to the Final version:-

Name	Title	Date Reviewed	Version Reviewed
Add reviewers names			

Approvals

This document requires the following approvals to the Final version:-

Name	Signature	Title	Date approved
Hilary Brooks		Director Children's Services, SCC	

Distribution

This document has been distributed to:-

Name	Title	Date Distributed	Version Number Distributed

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1 Executive Summary

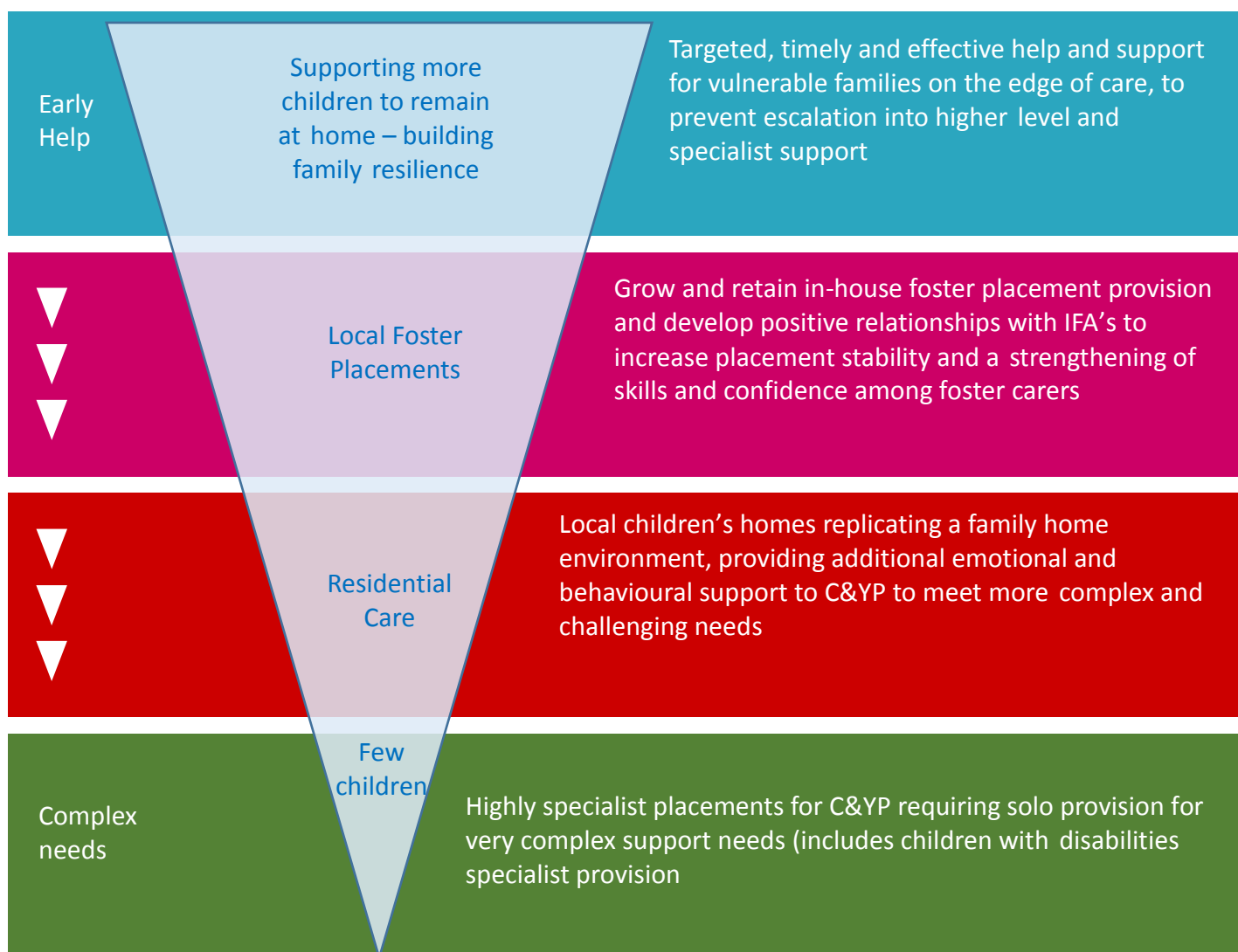
The purpose of this document is to set out the business case for providing Southampton City Council owned and managed children's residential care provision on a medium to long term basis as well as providing emergency/assessment care which may also take place on a planned break basis. This paper will set out the current need with both direct and indirect costs to the Council demonstrating that this service is best provided in-house rather than in the private market. This business case is in line with Southampton City Council's First Policy adopted April 2019; SCC First is a commitment by Southampton City Council (SCC) to use in-house services to meet SCC requirements where such capability exists and where "SCC Best Value" can be demonstrated.

The priority for Southampton City Council is to focus on the potential and safety of children, young people and their families by providing effective, value for money services that deliver positive sustained outcomes for them. The Council is committed to listening to children and young people, their families and the wider community to ensure that their experiences as service users is the best it can be, which not only meets their needs but is aspirational in targeted outcomes for all. This can be achieved through a whole service graduated response as follows:

- Early Help services providing targeted, timely and effective help and support to the most vulnerable families at the earliest stage, so that concerns do not escalate to an extent where they require higher-level services with more specialist support;
- Bringing together services which strengthen families, supporting children on the edge of care to remain at home with support provided through parenting programmes, family support and community involvement and planned breaks as appropriate;
- Engaging young people in positive activities, developing positive emotional health and wellbeing and preventing youth crime and anti-social behaviour;
- Developing closer links with foster carers to develop pathways for children and young people, who are currently in a residential placement, to step down to foster care where appropriate;
- Reducing the number of out-of-area placements made through the provision of local residential children's homes:
 - to accommodate children & young people who require medium to long term care thereby increasing their chances of maintaining their links with the local area, local community, family and friends, with the option of stepping down into Advanced Foster Care as appropriate;
 - to provide a short break provision with accommodation for one emergency placement primarily to be used to support edge of care involvement. This support short periods of residential i.e. a number of days while work is undertaken with the family with the express purpose of the children returning home with support.
 - to support step-down placements by the residential care staff maintaining links with the child/young person which will enhance placement stability and reduce the risk of placement disruptions. Step-down placements must always include a return home as one of the options available.

This proposal has been developed taking advice and guidance from Ofsted, Warrington Borough Council and Hampshire County Council, both of whom have 'Outstanding' residential provision. A proposal for ongoing mentoring has been made to the Director of Children's Services at Warrington as well as to Hampshire, and their decisions are awaited.

Graduated Response Model



2 Background and Challenges

Southampton City Council had seen a significant increase in the numbers of children coming into care over the five years 2010 - 2015, rising to a high of 637 in the summer of 2015. Whilst this number has been steadily reducing since then through a persistent focus on achieving permanency for children and dropped to 509 by mid-September 2018, the rate (105 per 10,000) is still higher than would be anticipated for a city of Southampton's size and demographic (the average rate for our statistical neighbours being 69 per 10,000). At the time of writing the number of looked after children remains just below 500. Rigorous oversight continues to ensure the right children are brought into care at the right time. A recent audit of children's entry into care has shown that our decision making was correct.

The City does not have enough residential care provision and what exists is delivered by the independent sector. These homes will have children placed by other authorities as presently there are not any block contracts in place to ensure Southampton's children can be guaranteed a placement, which means that children who require residential provision are often placed out of area. As at March 2019, the Council had approximately 31 children placed in independent residential accommodation at a total cost of £4.6M, this had increased to 34 children being placed in residential care at 31/1/20 with an acceptance that between 34-40 children will be placed in residential care over the next year (refer to Financial Analysis (section 6)).

Care packages have been increasing on an annual basis due to the demand for placements. Once a child is in placement it is very difficult, and sometimes impossible, for the local authority to argue against increased support fees and this has directly impacted the External Placement Budget in the current financial year. A significant proportion of the children in residential provision are placed more than 50 miles away from Southampton, which is both detrimental to children and young people who subsequently find it harder to maintain networks and stability, as well as presenting a financial and time pressure for the Council.

There are six privately run residential homes on the Framework Agreement currently administered by the consortium of local authorities in the South East. Some of these are specialist provisions which include education on site. However, there are no Southampton children placed in any of these provisions at the time of writing.

Looked After Children Placement Sufficiency Strategy 2020 – 2025

Southampton City Council has a statutory duty under the Children Act 1989 to ensure there are enough local placements to support children in care remaining as close to their home and community as possible. Children and young people in the care of Southampton City Council require a range of placements to meet their needs. These placements include residential child care used for children and young people who struggle to manage relationships, as well as those who are needing an emergency placement but due to the lack of foster care placements, end up being placed in a residential facility.

The Sufficiency Strategy considers the anticipated levels of need and demand that will be required to enable the Council to ensure that there is sufficient provision in place to meet need locally wherever possible, with minimum disruption to the lives, education, care and health care of local children. The Strategy ensures there is flexibility in terms of quality and responsiveness to provide stable placements that meet their needs and aspirations, and provide maximum scope for children to either experience, or move towards experiencing a safe family home environment during childhood and adolescence.

As part of a systematic review of the current structure for provision of services and in response to a wider range of challenges, an overarching Children's Services Transformation Programme (CSTP) is in place within Southampton Children's Services in order to focus on the development of early intervention and prevention, and for those children who need to be looked after away from home, to drive forward timely permanence.

The Sufficiency Strategy focuses upon all accommodation needs from adoption to care leavers and consideration should be given to undertake a Housing Review to identify and map all available accommodation for teenagers aged 17+. A number of young people need additional support especially when being stepped down from residential care. This is a good opportunity to identify gaps in available accommodation and put plans in place to address these. Ofsted noted, in their recent report, the inappropriate use of bed & breakfast accommodation for young people, insisting this is discontinued immediately. This is particularly pertinent as Central Government announced on

12th February 2020 a proposed ban on the use of unregulated placements for children under the age of 16 years, with national minimum standards being introduced for semi supported and independent living accommodation for young people aged 16+. https://www.gov.uk/government/news/strict-new-measures-to-protect-vulnerable-children-in-care?utm_source=fb1b0e0a-2af5-4deb-9a18-53551ec2d40f&utm_medium=email&utm_campaign=govuk-notifications&utm_content=immediate

The mapping of all available accommodation for this particular age-group also feeds into the Sufficiency Strategy.

There is a significant challenge for local authorities to ensure there is enough good quality provision which allows children & young people to be placed within their home area whenever possible and safe to do so. Children & young people placed close to home are able to maintain their family links, their friendship groups, their hobbies and interests, access to their social worker, maintain their education placement and access local therapeutic services, leading to improved outcomes and building on their sense of community.

There are also challenges in ensuring that the cost of residential placements offers Value for Money for placing authorities. The weekly fee for residential placements varies greatly and does not necessarily correlate to the quality of provision. The price of residential care in children's homes is on an upward trajectory, partly due to the introduction of measures such as the National Living Wage and increased regulatory costs.

The Integrated Commissioning Unit is still exploring the opportunity of block contracts with local residential providers, building on the feedback received from the market following an engagement exercise. A possible issue and barrier to successful outcomes is the size of Southampton's geography, i.e. there is not the economy of scale alone to attract the market. The Integrated Commissioning Unit continues to explore possible collaborative arrangements for block contracts with other Local Authorities in the Children's Residential Care Framework.

It is worth noting that should this come to fruition, all Framework Agreements will guarantee a fixed price for a standard placement together with a menu of enhancements at fixed costs which can be purchased by the local authority. However, the issue faced on an almost daily basis is not when the local authority decides to purchase a bespoke support package, but when the provider insists that without purchasing enhancements, they would be unable to care for the child. Other examples discussed on a weekly basis within Children's Services is when providers refuse to reduce their costs even when it is known the service is not being used by the young person. It is these additional packages which drive up the placement costs and if the local authority is faced with the decision to end a child's placement or pay for enhancements, then it is likely the latter will be realised.

3 Impact on Local Authorities

Having taken the decision to close in-house residential provision over the years in favour of foster care, many local authorities are now considering growing their own provision locally by setting up and running smaller residential homes to ensure they can meet the increasing demand in, what is, a providers market with demand outstripping supply nationally.

There is now clear recognition that while fostering can meet the needs of many children, there will always be a significant proportion of children who require longer term residential care. Stoke, Shropshire and Nottingham local authorities have opened a number of children's homes with plans to open more. This increased demand is due to:

- Impact of Ofsted regulatory framework on the availability of placements and the matching of children with others already in placement;



- Narey report published July 2016 identifying that for some children residential care is their care plan and they should be stopped from trying to be matched into fostering households;
- Foster carers are unable to manage the complexities of young people
- Increasing complexity of young people's support needs across the country, resulting in increased competition for residential placements.

4 Understanding Local Needs Analysis

CORE OFFER	ENHANCED TO SUPPORT	COMPLEX TO SUPPORT
<ul style="list-style-type: none"> • Trauma resolution to recover and repair any damage from adverse childhood experiences such as abuse and neglect, through building resilience and addressing mental health difficulties • Promote and support emotional well-being • Life skills and community inclusion 	<ul style="list-style-type: none"> • Autistic Spectrum Disorder • Learning needs and global development delay • Criminal activity • Risky behaviours • Challenging behaviours • Risk of exploitation • Education attainment • Employability • Financial independence 	<ul style="list-style-type: none"> • Complex disability and/or additional learning needs • Sexualised behaviour • Extremely challenging behaviour including violence against staff and other young people • Risk of absconding • Risk of arson • Psychological and/or psychiatric issues • Solo placement 24/7 and 2:1 or more support ratio

Local analysis indicates there is a range of needs amongst our children & young people, but the predominant need is emotional and behavioural difficulties (EBD) relating to Adverse Childhood Experiences (ACE's) including sexual and physical abuse and neglect.

In 2018/19 the total of all children looked after at 31/3/19 was 475 of these: 396 (82%) were looked after as a result of abuse, neglect and socially unacceptable behaviour. There were, however, 894 children who experienced an episode of care in the same period.

A number of children were looked after due to having complex disability needs (12 = 2.5%).

Of the total number of children looked after in the period 2018/19:

25% had an Education Health Care Plan*

31% had Special Educational Needs Support*

44% had no identified Special Educational Needs*

** indicative*

Most of the current cohort do not require a specialist residential care provision; a good quality home registered for supporting children with educational & behavioural difficulties would be sufficient to meet needs. Similarly, only a small cohort of children with more specialist needs or for personal safety reasons require an out of area placement.

From analysis of the needs and sufficiency data we can make the following assumptions:



- The number of children looked after had been reducing over the past three years but have been rising in the current financial year (2017:540, 2018:522, 2019:475) with the prediction from 2020 that the number will remain between 480-500.
- Demand for local beds outstrips supply and this is likely to continue. There is no residential provision for the children Southampton needs to place within their home area. The nearest residential homes are located in Hampshire and Wiltshire.
- The number of episodes of care when children & young people were placed out of area during 2018-2019 were 157;
- Increased placement disruptions result in higher cost placements unplanned endings occurred on 43 occasions related to 35 children, reduced negotiation capacity as the need to find a regulated placement is the over-riding priority;
- Increasing complexity with older young people including self-destructive behaviours and child criminal exploitation

Our Children Looked After Strategy is clear that it is not the intention to actively seek to reduce the number of children looked after, but to ensure only those who need to be in the care of the local authority receive accommodation, with the provision being the most appropriate, able to meet their needs and promoting a step-down approach.

The national shortage of placements for young adolescents with complex and challenging needs often require an emergency placement at short notice/same day. These placements tend to be the most expensive as the local authority are unable to challenge the fee put forward by the private provider, given the need to appropriately accommodate the young person without resorting to using unregulated accommodation.

The pressure on the External Placement Budget continues to grow at a pace. The table below indicates the rising costs:

Financial Year	Independent Fostering Placements	Residential Placements (all categories)	Total
2018-2019	6,169,694	4,601,859	10,771,283
Forecast 2019-2020 (at Dec 2019)	7,532,076	6,295,101	13,827,177

The trend of increasing costs, as outlined in this report, is set to continue. In the current financial year, pressure on the External Placement Budget is expected to increase by more than £2M. A breakdown of emergency placements and the committed spend for the three months September-November is set out below.

Analysis of emergency placements September - November 2019 (3 months) committed spend

	No: of c&yp placed	Length of placement	Weekly cost	Total per month
September	6	3 time limited 3 unspecified 'ongoing'	36,117	145,899



October	6 (2 had two placements in the month resulting in 8 placements)	3 time limited 3 unspecified 'ongoing'	52,496	168,356,
November	5 (1 had 2 placements in the month) resulting in 6 placements	all unspecified 'ongoing'	37,146	93,048
Grand Total				407,303

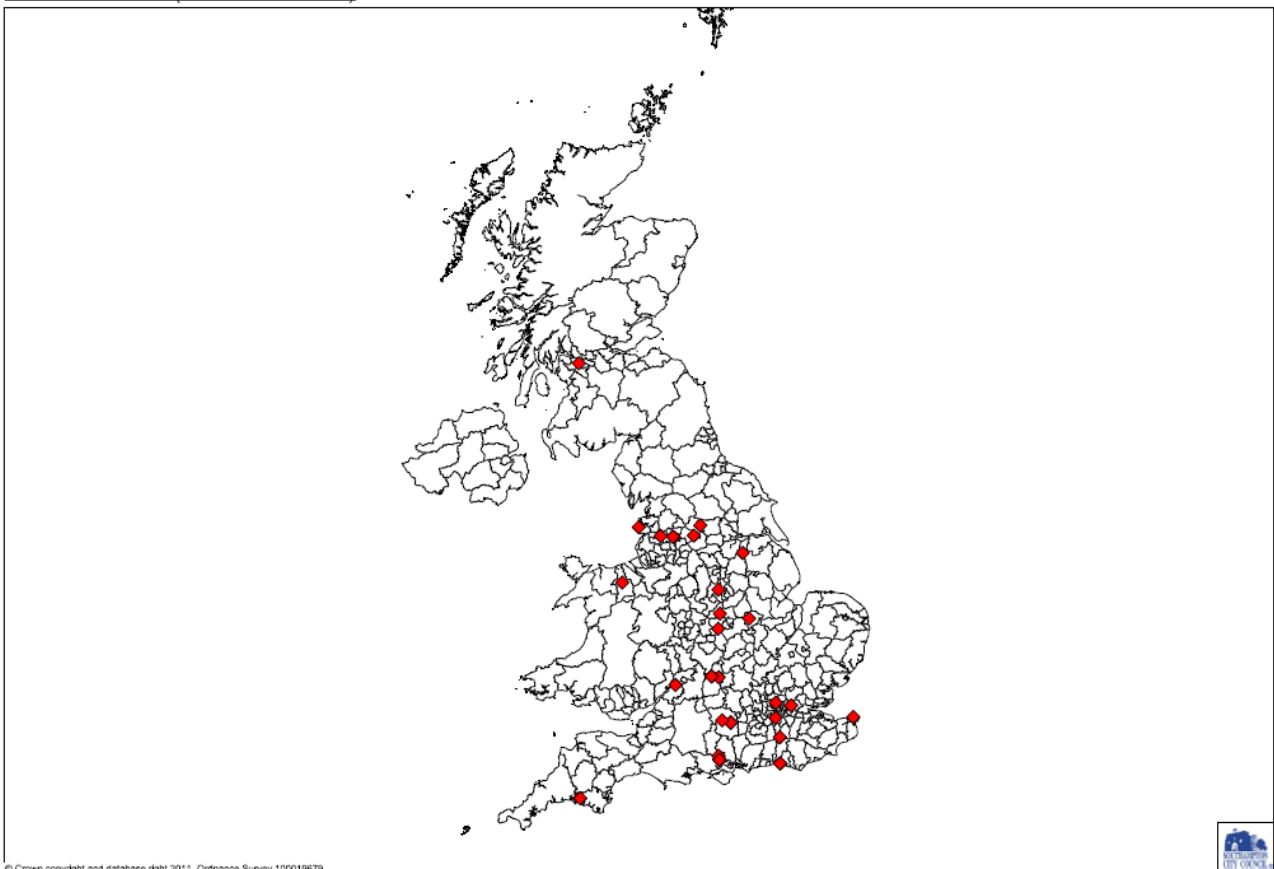
Notes: calculations based on day child placed to end of month or end of placement

November calculations taken to end of month

Current residential placements for Southampton's children and young people

In order to demonstrate where Southampton children are placed, the map below evidences the geographical distance from Southampton some children experience.

Residential LAC (as of 12/02/2020)



5 Financial Analysis

The Integrated Commissioning Unit has advised that the estimated running cost for 12 children as outlined in the financial modelling, works out to £3362 per week which significantly undercuts the Framework average price of £4,434 per week. There is a view that this is a counterintuitive result as local authority directly managed services tend to be higher than average. In order to address this the following need to be considered:

- The weekly cost of children's home provision is rising, particularly when additional therapeutic packages are required. Providers report that this is due to a range of factors including; rises in the National Living Wage, higher regulatory costs and greater expectations for training of staff as well as better understanding of the effects of compassion fatigue and emotional well-being support for staff.
- Private providers tend to have high insurance costs and need to build in HR, Legal, Governance and Training costs which local authority direct services do not have as they are able to benefit from corporate and service wide provisions
- The return on investment for this Business Case will be the reduction of the External Placement Budget. Private providers will have building costs and even if they purchase them themselves, a number of companies hold the assets in another company and charge rent. Private providers also have to include a profit margin and some must factor in dividends to shareholders.
- All these factors when added together increases the cost of residential placements as can be evidenced by the pressure on the External Placement Budget. This is the reason that many local authorities are developing their own in-house provision as they can achieve Good and Outstanding Services for the same fee, or less in some cases.

The number of older children being looked after is significant as they are likely to have more complex needs and may remain looked after until 18 years of age, with a commitment to support them until 25 years. There is a rise in the number of children & young people in high cost residential placements with the most expensive placement to date being £12,000 pw for a child placed in a caravan with 1:2 staffing of 12 hours (4 members of staff per 24 hours) due to no placement being offered by any provider, this was an unregulated placement. Plans are in place to increase our foster carers numbers however, this may not address the needs of children with more challenging and complex needs who require therapeutic support until the Advanced Foster Care Scheme is commenced, scheduled for March 2020.

The Advanced Foster Care Scheme will be piloted with six fostering households, recruited both externally and in-house. Some fostering households may be approved for more than one child with the initial capacity of the service anticipated to be 10 children. Carers will be requested to accommodate any child referred to them, unless there was a concern about matching a child with a child already in placement.

The scheme's dedicated supervising social worker would undertake the initial setup of the scheme and support the scheme carers. Carers would also be supported by a 0.5FTE psychologist post, a mental health social worker, three family engagement workers and an administrator.

The first foster carers are anticipated to be approved by December 2020 and available for placements from January 2021.

6 Specification of in-house residential provision for children aged 10-18 years

Modern children's homes are based on a model of care which is as close to family life as possible; with a regular staff team skilled in working with children & young people who present with attachment difficulties and other challenges arising from adverse childhood experiences. It is recognised that for some children the intimacy of living in a foster family is too much for them, they may have difficulties managing attachments to adults or they may not wish to have a replacement family. For these children it is now recognised that residential care can, and does, provide excellent care.

In her social care commentary: creating the environment for excellence in residential practice (published 13th February 2020), Yvette Stanley, National Director, Social Care, Ofsted, shares what a sample of consistently good and outstanding children's do to maintain their success. <https://www.gov.uk/government/speeches/social-care-commentary-creating-the-environment-for-excellence-in-residential-practice>. These findings have been incorporated into this business case.

Mechanisms for oversight and monitoring of the homes

It is recognised that Council members and officers are likely to have some reservations with this proposal due to the reasons for closing its children's homes some 10 years ago. The reasons for the homes closure are given as:

- Poor management and conduct of staff
- Poor location
- Spiralling costs

These issues will now be addressed.

Management of homes and conduct

The involvement of Ofsted is discussed in section 8, however their involvement will also be covered in this section as it applies to the management oversight and conduct of the home. The Children's Homes (England) Regulations 2015 apply to this project together with the Children Act 1989 and associated amendments. Members can access the Children's Homes Regulations by following this link: <http://www.legislation.gov.uk/ukxi/2015/541/contents/made>

Every children's home is required to have a Registered Provider who has the time to robustly manage all Registered Managers appointed. Historically, Registered Providers have been the Director of Children's Services or an Assistant Director however, this is no longer felt to be appropriate as individuals in these roles do not have the time to devote to the homes and are distanced from every day practice. The Registered Provider will be the Service Manager (Residential) which is a new post included in the financial modelling. In order to achieve registration, Ofsted must be convinced that the Registered Provider has the qualifications, time, knowledge and experience to provide robust management oversight, supervision of all Registered Managers, leadership qualities and high aspirations for children looked after. A Registered Provider can have management oversight of multiple homes, but must under law appoint a Registered Manager to each home.

Registered Managers will be interviewed by Ofsted under a 'fit persons interview', their qualifications, skills, experience and knowledge explored together with their capacity to manage a home, as part of the registration of children's homes processes. Safer recruitment practices will be in place, as always, for all staff employed by the Council. A person suitable to act as Registered Manager must have within the last 5 years, worked for at least 2 years in a position relevant to the residential care of children and worked for at least one year in a role requiring the supervision and management of staff working in a care role and have achieved NVQ Level 5 (outlined below) or be working towards it (The Children's Homes (England) Regulations 2015).

The Registered Manager will be supported by two Team Leaders who will manage a team of six care workers for the two bedded homes, up to nine for the short break home. In addition, the home will be supported by a psychologist employed to support all the staff employed to work in residential homes.

The Registered Manager is required to hold a qualification equivalent to Level 5 Diploma in Leadership and Management for Residential Child care. If the Registered Manager does not hold this qualification, they have three years under Regulation to gain this for the date of appointment.

All care staff are required to hold a qualification equivalent to Level 3 Diploma for Residential Childcare and have two years under Regulation to gain this, from the date of appointment.

Scrutiny measures

It is proposed that the Lead Cabinet Member for Children's Services undertakes the same scrutiny by Ofsted by registering them at the same time as the Registered Provider. It is further proposed that the Lead Cabinet Member visits the homes on a regular basis, including attendance at staff meetings in order to satisfy themselves that the conduct of the homes is professional at all times, that aspirations for children are high and that staff are going the 'extra mile' to ensure the children feel safe and secure.

Each home is required to appoint an independent visitor who are required, by law, to visit each home at least on a monthly basis to inspect the homes (Regulation 44). They are required to produce a monthly report which is sent to Ofsted HMCI and included in the policies and procedures will be a requirement to send the report directly to the Lead Cabinet Member for Children's Services and the Executive Director/Director for Children's Services. It is worth noting that the independent visitor will undertake unannounced as well as announced visits.

Every six months, the Registered Manager is required, by law, to undertake a review of the quality of care for children which includes feedback from the children and young people placed, as well as any actions needed to improve or maintain the quality of care provided (Regulation 45). This report must be sent to Ofsted HMCI and as stated above, will be a requirement that this report is sent directly to the Lead Cabinet Member for Children's Services and the Executive Director/Director for Children's Services.

Notifications of significant events (Regulation 40) which are:

- Death of a child
- A child involved in, or subject to, or suspected of being involved in CSE
- An incident requiring police involvement which the Registered Manager considers to be serious
- An allegation of abuse against the home or a person working there
- Child protection enquiry involving a child at the home
- Any other incident relating to a child which the Registered Manager considers to be serious

These notifications must be sent without delay to Ofsted HMCI and the local authority, which would be the Service Manager (Residential) who would alert higher management as appropriate. However, as a reassurance the independent visitor will look at all notifications made during the previous month on their regular visit and reporting on any themes or concerns.

Ofsted do read the reports submitted to them i.e. Regulation 40; Regulation 44 and Regulation 45's, they monitor them closely and use them to inform their inspections. Ofsted can undertake additional inspection visits to the home if they felt they had reason to do so.

Model of Practice

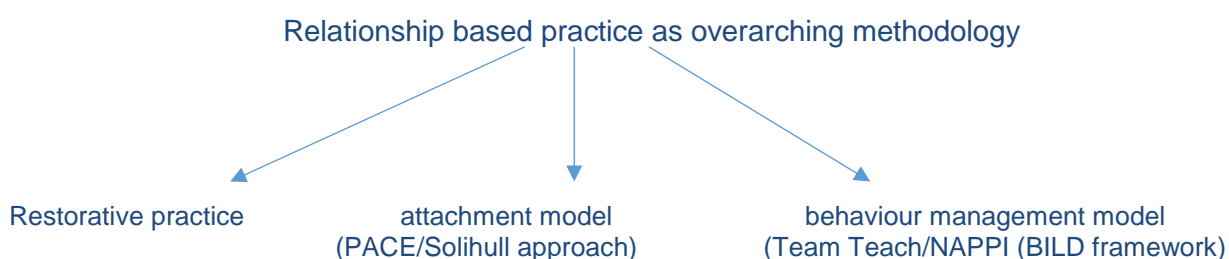
In order to achieve and maintain an Ofsted 'Outstanding' rating, the model of practice must be embedded. This means that, when inspected, the staff can speak to the model of practice and

have a clear understanding of how the different elements support each other. In 2018, Eleanor Schooling, National Director Social Care, Ofsted in her blog discussed the importance of having a model of practice i.e. a preferred way of working with children and their families, stating the benefits can be:

- improved and more dynamic assessment
- clearer identification of strengths and risks
- improved focus on the child's day-to-day lived experience
- better understanding of concerns and what needs to be achieved by parents
- improved social worker morale, supporting staff retention
- greater focus on practice and learning
- more confident social workers.

<https://socialcareinspection.blog.gov.uk/2018/03/01/a-preferred-model-of-practice/>

A model of practice for residential homes is demonstrated below.



This model will be developed with input from 'Outstanding' providers of residential homes such as Hampshire and Warrington with whom contact has already been established.

Location of children's homes

It is understood that the children's homes previously managed by Children's Services were poorly located. A location assessment must be submitted with other registration documents to Ofsted for their consideration. The location assessment must outline all risks and how these are mitigated against. Ofsted are clear that they will not grant registration if they felt:

- The home is poorly located
- The children are likely to experience hostility by neighbours
- The children are unlikely to be included in community activities.

In the past, public meetings were held in village halls hosted by the provider of a proposed children's home in order to inform the community of their plans. This is no longer considered the best way to manage proposed children's homes, rather face to face contact by the Service Manager (Residential) or Registered Manager visiting the neighbours and explaining the plans, results in a good foundation for community inclusion.

Preference is for either detached three bedroomed houses or end of terrace for the longer stay homes and a detached property for the short breaks & emergency home.

The location assessment is a living document and must be reviewed each year, detailing the appropriateness and suitability of the location of the premises taking into account the requirement of regulation 12(2)(c) (the protection of children standard).

Financial modelling

Setting up five two bedded children's homes and one four bedded short break and emergency provision in Southampton to meet some of the existing need (14 bed-spaces) would require a capital investment of £2.3M, revenue costs have been checked and are now complete and will require an investment of £6.1M over a three year period. It is proposed that the introduction of the homes is undertaken in three phases to ensure attention to detail is given to each home, allowing for induction and embedding of the model of practice which will minimise any delay in registration of the homes by the regulator.

Phase 1 2020 – 2021 (Homes 1 & 2)

Set up costs for medium-long term stay home (2 beds) to be operational December 2020:

Capital costs (house, legal & other fees, refurbishment)	£332,500
Revenue costs (Ofsted registration/annual fees, staffing and children's costs)	£238,143

Annual running costs for two children placed £413,794

Set up costs for emergency/crisis unit (4 beds) to be operational December 2020:

Capital costs (house, legal & other fees, refurbishment)	£649,000
Revenue costs (Ofsted fees, staffing and children's costs)	£330,993

Annual running costs for four children placed £599,246

Additional revenue costs Phase 1:

Service Manager (Residential Care) operational July 2020	£59,931
Psychologist operational September 2020	£41,944
Youth Engagement Worker operational October 2020	£15,198

Phase 2 2021-2022 (Homes 3 & 4)

Set up costs for two medium-long term stay home (2 beds) to be operational April 2021:

Capital costs (house, legal & other fees, refurbishment) £332,500 x 2	£665,000
Revenue costs (Ofsted fees, staffing and children's costs) £419,554 x 2	£839,108

Thereafter annual running costs per home (average) £413,794

Additional revenue costs Phase 2:

Service Manager (Residential Care)	£79,908
Psychologist	£71,904
Youth Engagement Workers x 2	£60,792

Phase 3 2021-2022 (Home 5 & 6)

Set up costs for two medium-long term stay home (2 beds) to be operational January 2022:

Capital costs (house, legal & other fees, refurbishment) £332,500 x 2	£665,000
Revenue costs (Ofsted fees, staffing and children's costs) £205,832 x 2	£411,664
<i>Thereafter annual running costs per home (average)</i>	<i>£413,794</i>
Total Capital Investment requested	£2,311,500
Revenue Costs FY20/21 (Houses 1 & 2)	£686,209
Revenue Costs FY21/22	£2,476,416
NB: includes full year costs for Houses 1,2,3 & 4 and part costs for Houses 5 & 6 plus additional staffing	
Revenue Costs FY 22/23 (full year costs for all homes with 14 bed spaces)	£2,880,820
NB: includes additional staffing	
Total Revenue costs requested 2020-2023	£6,125,076

All staff in the homes will have access to a Clinical Psychologist to assist with the development of behaviour management strategies as well as helping them to understand the children's behaviour, the reasons behind any challenges which arise and their response to the child. All staff will be trained to the appropriate NVQ standard as defined by Regulation. Additionally, staff will receive training in the model of practice for each home which is currently being developed.

The programme to develop an Advanced Foster Care service is a timely one. It is envisaged that these foster carers will make strong links with the medium-long stay homes, with a number of the children placed being matched to the carers on a step-down approach while remaining supported by the residential staff, initially, to minimise placement disruptions.

The homes will be located in safe residential locations, close to good transport links, schools & colleges, parks & recreational facilities. A positive location assessment is critical to the success of the application and registration issued by Ofsted. The homes will include staff overnight accommodation as well as access to rooms which allow the children & young people placed to have private visits from significant others.

The longer-term homes will also be registered to take children and young people on a short notice/same day basis. Restricting the homes to just two children will enable excellent matching, which will minimise placement disruption and improve outcomes for the children placed. There is expertise at the most senior level within Children's Services of developing and overseeing multiple children's homes, which will give confidence to the Council that this proposal is built on significant skills, experience and knowledge in this field.

7 Risk Management

Risk	Likelihood H/M/L	Impact	Mitigating action
Funding - Capital and revenue funding will not be granted.	M	If funding is not approved SCC will continue to make residential placements according to the current process and costs.	A phased approach to the project has been developed which also means funding will not all be required in a single financial year.
Placement matching - It may not always be possible to have full occupancy of all homes depending on the needs of individuals.	L	Fixed costs will continue to be occurred in terms of the operation of the homes.	Decision taken to have 2-bedded units to lower this risk. 2 bed-unit means fewer children would be placed together as it has low capacity. Long term SCC could also consider making placements available to other LA's if vacancies exist and are in the best interests of young people.
Demand for services – it is likely that SCC will require more placements than these proposals aim to create.	M	SCC will continue to commission both internal and external placements and accept costs for those external placements.	Care plans will review the need of young people and those who can achieve the best outcomes from local provision are more likely to be recommended for placements. In some cases it will be in a young person's best interest to not have a local placement and this proposal supports this approach.
Community resistance - It is possible local residents/stakeholders may resist the opening of these homes	M	Potential negative reputation and poor relationships with stakeholders. Stakeholders could also cause delays to the homes development and cause costs increases to SCC.	Location of homes will be carefully planned and resources identified to work with stakeholders at an early stage.
Ofsted registration – Ofsted only approve registration application once the home is ready to take placements. Should they decline registration the home will not be able to take placements.	L	The purchased home would be unable to take placements.	Early engagement with Ofsted already begun and will continue throughout the project to gain their view on proposals and understand any concerns they have so we can amend proposals.
Reputation – an SCC managed home increases the	L	Potential negative reputation, poor	Experienced staff will be recruited to meet

reputational risk for SCC should any poor practice take place.		relationships with stakeholders and increase scrutiny on the unit.	essential qualification requirements with job descriptions and new policies and procedures will be implemented to ensure good practice.
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8 Governance

The Council will need to assure itself that re-introducing residential care provides good care for young people, particularly in light of recent cases which have highlighted the potential for child sexual exploitation, with the Rotherham Inquiry being uppermost in decision makers minds. The Independent Inquiry into Child Sexual Exploitation 1997-2013 undertaken by Alexis Jays OBE states in her Executive Summary *‘Over the first twelve years covered by this Inquiry, the collective failures of political and officer leadership were blatant. From the beginning, there was growing evidence that child sexual exploitation was a serious problem in Rotherham. This came from those working in residential care and from youth workers who knew the young people well.*

<https://www.rotherham.gov.uk/downloads/file/279/independent-inquiry-into-child-sexual-exploitation-in-rotherham>)

In the Cabinet Paper dated 3rd September 2014 ‘Response to the Independent Report prepared by Alexis Jay’ prepared by Martin Kimber, Chief Executive, he states *‘The report is critical of past actions in a number of areas, but at the core is poor political and managerial leadership’.*

<https://www.rotherham.gov.uk/downloads/file/278/council-response-to-alexis-jay-report>)

Martin Kimber goes on to say *‘The Independent Inquiry highlights the particular vulnerabilities of looked after children. In the past the Council did not have the right level of training for commissioners of services to ensure we placed as appropriately as we might young people who were vulnerable to sexual exploitation. The report author acknowledges that one solution is not suitable for all young people. Whilst some benefitted from being placed out-of-authority, for some it made them more vulnerable as they ran back to Rotherham, or indeed tried to groom others into child sexual exploitation. The key is having good quality child focussed assessments that take account of individual vulnerabilities before seeking an appropriate placement. This is a national issue and I will refer this matter to the Department for Education for consideration. Multi-agency working with the police is stronger and a multi-agency safeguarding hub is operating. National awareness has moved on as a result of Operation Yew Tree, a spate of celebrity prosecutions for child abuse and successful prosecutions of perpetrators of child sexual exploitation’.*

It must be noted that serious failings are not just limited to local authorities, a documentary aired on television 13th December 2017 (Channel 4) ‘Who Cares? Children’s Homes Undercover’ evidenced abuse and serious failings of two major private residential providers. Undercover reporters secured jobs as care staff at residential homes in Shropshire run by the two largest commercial providers of care for looked-after children: Cambian Group, which runs more than 160 homes, and Keys Group, which runs close to 90. (<https://www.theguardian.com/society/2017/dec/13/itv-film-reveals-serious-failings-at-uk-childrens-homes>).

A number of actions detailed below evidence how SCC will ensure lessons learnt from serious failings in both statutory and private sectors will be put into practice, it is also important to note that significant attention will be paid to the location of the homes should this proposal be accepted. Detailed work will be undertaken when selecting areas of the city which support young people to

thrive and do not increase any risk factors, this includes consideration of crime rates in local wards of Southampton and other known risk factors specifically related to CSE. It cannot be over emphasised that Ofsted will not register a children's home if they deem it to be inappropriately located or if children are deemed to be likely to face hostility from or are isolated by the community where the home is located.

External Governance

Ofsted

HMCI (Ofsted) registers, inspects and monitors all residential provision in England and as part of this feasibility study, Ofsted's Regulatory Team Manager for the South East has been consulted on the proposals put before the Council and has offered further consultations as needed. Ofsted provides a Guide which accompanies the Children's Homes (England) Regulations 2015 which includes the quality standards which set out the aspirational and positive outcomes homes are expected to achieve.

Changes in Regulation and standards since 2015

When reflecting upon previous practices and concerns relating to previous in-house residential provision, it is important to note that there have been significant changes in Regulation since 2015. The national minimum standards have been replaced with quality standards. Ofsted have produced a Guide to the Children's Homes Regulations including the quality standards (April 2015) which sets out the aspirational and positive outcomes that Ofsted expect the homes to achieve. They also set out the underpinning requirements that homes must meet in order to achieve those overarching outcomes. The key principles of residential child care are:

- Children in residential care should be loved, happy, healthy, safe from harm and able to develop, thrive and fulfil their potential
- Residential child care should value and nurture each child as an individual with talents, strengths and capabilities that can develop over time
- Residential child care should foster positive relationships, encouraging strong bonds between children and staff in the home on the basis of jointly undertaken activities, shared daily life, domestic and non-domestic routines and established boundaries of acceptable behaviour
- Residential care should be ambitious, nurturing children's school learning and out-of-school learning and their ambitions for their future
- Residential child care should be attentive to children's need, supporting emotional, mental and physical health needs, including repairing earlier damage to self-esteem and encouraging friendships
- Residential child care should be outward facing, working with the wider system of professionals for each child, and with children's families and communities of origin to sustain links and understand past problems
- Residential child care should have high expectations of staff as committed members of a team, as decision makers and as activity leaders. In support of this, children's homes should ensure all staff and managers are engaged in on-going learning about their role and the children and families they work with
- Residential child care should provide a safe and stimulating environment in high-quality buildings, with spaces that support nurture and allow privacy as well as common spaces and spaces to be active.

The process for registering Children's Homes with Ofsted

There are three stages to registering a children's home with Ofsted which include submitting a location risk assessment, all policies & procedures as set out in Regulation, the names of the Registered Manager for the home and the Responsible Person which will be a senior member of Children's Services; both of whom will be interviewed by Ofsted who will assess their suitability,

skills, knowledge and experience to run a children's home. Once registered, Ofsted are required to inspect each children's homes at least twice a year, with one of these being a full inspection. Following a full inspection, inspectors will make a number of judgements, including a judgement on the overall progress and experiences of children living in the home. If inspectors identify a failure to meet a regulation, Ofsted will set requirements that the Registered Manager must meet. Any failure to meet regulations may lead to consideration of enforced action.

A six-monthly review that focuses on the quality of the care provided in the home, experiences of children living there and the impact the care is having on outcomes and improvements for the children must be sent to Ofsted as well as being made available to Corporate Parenting Board.

In order that the Council can be reassured that strong management oversight of the proposed residential provision will occur, it has been agreed that the Responsible Individual will send the Lead Member and the Executive Director the monthly reports prepared by the Independent Person (see below) as well as all Ofsted reports.

Teri Peck, Regulatory Inspection Manager (Ofsted) has offered to meet with the named Councillor together with the author of this report to discuss any concerns members have. Ofsted are in full support of local authorities developing their own provision.

Visits by an Independent Person

An Independent Person must be appointed to carry out monthly visits to each home, on both an announced and unannounced basis, to undertake a rigorous and impartial assessment of the home's arrangements for safeguarding and promoting the welfare of the children in the home's care. These reports are inspected by Ofsted during their inspections and will be made available to the senior manager within Children's Services with responsibility for residential care. The reports may contain recommendations for improvement. Should an Independent Person feel the management of the home is of concern they can make contact with Ofsted who may undertake an unannounced visit to the home.

Internal Governance

As corporate parents, councillors and appropriate officers have more understanding of criminal exploitation of children and young people and have access to training to raise awareness of the needs of Looked After Children and CSE. All placements made with independent fostering agencies or residential homes have to be agreed and signed off by the Service Lead, Children's Services. There is active involvement with the Children in Care Council where their care experiences and the quality of support they receive is regularly presented to the Corporate Parenting Board.

Strengthening the scrutiny of practice and care of children's homes is achieved by the appointment of a Service Manager for Residential Care, who will supervise the Registered Managers of the planned homes. This Service Manager will attend the Corporate Parenting Board, reporting regularly on the outcomes of the Independent Visitors visits, Ofsted involvement and visits and any other matters which the Board should be made aware of. It must be noted from the Rotherham Inquiry that until 2009 a negative culture existed which downplayed the scale of child sexual exploitation, and while Southampton Children's Services work in a culture of openness and transparency, senior managers are clear that there can be no room for complacency.

The Service Manager (Residential Care) will report to Children's Services Leadership Team (CSLT) chaired by Service Lead for Children's Services. The Service Manager will receive monthly supervision and regular appraisals. The Service Lead will also undertake announced and unannounced visits to the children's homes.

Regular meetings have been set up attended by all stakeholders to oversee the development and set-up of the residential homes. It is recommended that a named Councillor attends these meetings.

9 Benefit Realisation

The financial calculations are based on places being filled throughout the year, however there will be voids at times due to the matching criteria used which will result in some savings relating to children's costs although staffing costs will remain constant. The consequence of having voids is that this could result in external placements being sourced in the private sector if a child's needs cannot be matched against the existing children in the home. The rationale behind having two bedded homes is that voids will be minimised, with the expectation being that the long stay homes will be fully occupied.

There are a number of benefits from running and managing local authority children's homes, some are included in the Option Appraisal in Section 9, the ones which require closer examination are outlined below:

Benefits for children

The benefits for children are that they can remain within or close to their community, are more likely to be able to attend the same school, can continue with hobbies, talents and interests, have more meaningful and engaging time with their birth families, relatives and friends which could result in a return home or a placement with a friend or family carer.

Children & young people who are placed some distance away from their families and networks do become isolated and begin to dissociate themselves from Southampton. Returning to Southampton when their care episode ends at 18 years of age can result in the young person not feeling settled or safe, which can lead to depression and a feeling of hopelessness. Children and young people, where it has been identified that they should return to Southampton as soon as a suitable residential placement is sourced, must be prioritised for the medium to long term homes.

When considering the safety and welfare of children and young people, it is important to note that the private providers consider the matching of a referred Southampton child and makes the decision to offer a placement in their home or not. The local authority is often unaware of the 'stories' of the other children or young people in the home which can lead to Southampton's children being exposed to criminal exploitation and bullying, more 'missing' episodes as well as difficulties in being able to assess the level of care provided on a daily basis. The Guardian newspaper in February 2019 published an article following representations of a parent of a Bromley child being placed out of area stating:

'The all-party parliamentary group for runaway and missing children and adults has initiated an inquiry into the use of out-of-borough placements. Figures that have already been collated show that the practice has increased by 77% since 2012, which equates to almost 4,000 children. This accounts for more than 60% of all children in residential homes.'

The group's chair, Labour MP Ann Coffey, also recently surveyed all UK police forces about the use of vulnerable children by drugs gangs with county lines operations. Many cited evidence of the targeting of children in care, especially those living away from their home areas.

Coffey said: "When children are placed at a distance from their family and friends they become isolated, it increases their chances of going missing, and they are more prone to exploitation by sexual predators and criminal gangs. It's also harder to rehabilitate them within the family and the community."

<https://www.theguardian.com/society/2019/feb/16/social-care-children-out-of-borough-homes-parents>

The placement of children in out-of-area residential care also featured on ITV's Good Morning programme on 23rd December 2019, with Government promising additional funding for local authorities to better manage this issue.

Ofsted commented in their inspection report of Southampton's Children's Services published 9th January 2020 'Most children who come into care are placed in suitable settings. A lack of sufficient local placements means that some matching, particularly for vulnerable adolescents, is resource-led rather than child-led, resulting in some children living in settings a long distance from Southampton.' Ofsted also commented that while 'visits to see children, including a substantial number placed at a long distance from the local authority, largely adhere to their care plan requirements and most children are seen alone. Some children are not seen soon enough following their entry to care.'

Providing local placements for Southampton's children will remove some of the obstacles experienced by staff which has impacted upon their ability to complete some statutory tasks within timescales. Social workers are better able to build relationships with children if they are placed locally, and there is more opportunity for a success plan of rehabilitation home, if the work with the family and child can commence swiftly.

Effects of education instability which is often instigated due to placement moves, is a feature for some of the most vulnerable young people. There can be significant gaps between one education provision ending and another commencing which could be minimised by increasing local placements.

The **Rees Centre** produces research evidence to improve policy and practice in the areas of children's social care and education and a study undertaken in 2015 revealed the following:

- Young people who changed school in Year 10 or 11 scored over 5 grades lower than those who did not
- For every 5% of school absence young people in care scored over 2 grades less at GCSE
- For every additional day of exclusion young people in care scored 1/6th of a grade less at GCSE

<http://www.education.ox.ac.uk/rees-centre/>

Corporate parenting means the collective responsibility of the council, elected members, employees and partner agencies, for providing the best care for children, keeping them safe and maximising their capabilities. The Council have an aspirational vision for all children and young people and the development of an in-house residential service complements the Council's wish to maximise children's life chances and choices.



Benefits for employees

All looked children should receive a visit during the first week of placement, the first month and thereafter normally at six weekly intervals, although more frequent visits can take place. The child is also subject to a Looked After Child Review which takes place during the first month of placement, the third month of placement thereafter on a six-monthly basis. Additionally, the child should have a looked after child medical within the first week of placement, thereafter regular and at least annual health checks. This means that a number of staff need to take days out of their week to visit out-of-area children which can mean up to two days away from the office, subject to the distance. Clearly, it is in everyone's interest to have children placed within Southampton, if at all possible, as this will directly impact positively upon the availability of social workers not only for the child in residential care, but also for other clients.

As well as the cost of social workers and other staff being away from the office, there are also transport, overnight and other associated costs to be taken into account.

The implementation of an in-house residential service will reduce the External Placements Budget as well as having a direct impact on the staffing budget by reducing overnight and other associated costs.

10 Options Appraisal

Option 1: Deliver In house

The pros and cons of this option are considered to be:

Pros	Cons
<ul style="list-style-type: none">• The Council would have complete control of service quality, design of homes and the management of the home making it far easier to integrate the service within its wider children's services offer.• Staff would be recruited to work flexibly across the residential services and other community-based services. Staff could be trained alongside other children's services staff employed by the council.• Staff would retain links and offer support to children & young people moving on from the home, helping them to settle in and supporting their carers.• The management of the residential provision will be integrated with the management of other children's services, ensuring principles and approaches are common with the rest of the Council's provision.	<ul style="list-style-type: none">• Care planning around admission and discharge of children into local placements would need to be carefully developed to avoid voids as much as possible.• Would need to commit to working closely with Ofsted to achieve Good or Outstanding rating.• Reputational risk: Children's Services would have control of placements and whilst will be solely responsible; through effective management and quality assurance, risks of poor delivery and Ofsted inspections can be mitigated against.• Would need to ensure that all support packages are carefully managed and reduced over time, if safe and appropriate to do so, based on the needs of each young person.

Pros	Cons
<ul style="list-style-type: none"> • The Council exposure to high costs for additional ‘therapeutic services’ would be reduced. • The Council would have greater control over who accesses the provision - exclusivity for Southampton City children • Social workers would have more time to devote to their cases and spend less time travelling • Children and young people would be better able to maintain their family and networks and are more likely to develop a positive relationship with Southampton • Children’s educational needs will be better met • The model of practice will be a relationship based restorative approach incorporating TEAM Teach which is established within Children’s Social Care • Can consider mitigating voids through offer of vacant beds to partner authorities such as Wiltshire & Hampshire on a reciprocal arrangement 	

Option 2: Tender for providers to directly manage homes provided by Southampton City Council

Pros	Cons
<ul style="list-style-type: none"> • Commitment to providers to mitigate set up costs and work in partnership. The timing of a change in approach is good; the wider residential sector 	<ul style="list-style-type: none"> • Care planning around the admission and discharge of children into local placements would need to be improved to avoid voids as much as possible.



<p>is keen to explore other ways of working with local authorities</p> <ul style="list-style-type: none"> • Can mobilise and allows for more flexibility in approach • A reduction in fee in exchange for the Council support in driving improvements could be considered • Could consider mitigating voids through offer of vacant beds to partner agencies which may be welcomed 	<ul style="list-style-type: none"> • Providers can still give notice to discharge children resulting in new costly placements • The Council has no control over the provision, although this can be mitigated to some extent through stipulating the terms of the contract and tight contract monitoring. • Would need to commit to changes in practice by working more closely with contracted providers to drive up quality, including practitioner input if Ofsted performance declined. • Reputational risk the Council will not have control of placements made, but would be jointly culpable if service standards decline as the homes would belong to the Council • Residential staff are managed under a separate management structure, with its own separate governance arrangements, staff development and training, in turn leading to different values/cultures. • Even though the Council provide the buildings, the provider can still decline SCC referrals if they consider them to be inappropriate or do not meet their matching criteria for other children & young people already placed in their homes • Providers motivated to fill voids and will want to offer places to other local authorities. SCC would have to legally negotiate to control the sale of beds. • The provider would not find this an attractive offer
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Option 3: Do nothing – continue with current contractual arrangement or tender for providers to provide services

Pros	Cons
<ul style="list-style-type: none"> • The Council does not have the bureaucratic burden of registering 	<ul style="list-style-type: none"> • The Council has no control over the provision, although this can be mitigated



<p>the provision under OFSTED and maintaining registration</p> <ul style="list-style-type: none"> • The Council does not have the additional administrative and managerial burden of recruiting, training and supervising residential staff and running and maintaining the buildings • The Council holds no risk in terms of redeploying staff or paying redundancy should it decide it no longer requires the service at a later date. 	<p>to some extent through stipulating the terms of the contract and tight contract monitoring.</p> <ul style="list-style-type: none"> • Immediate notice of closure of homes due to OFSTED involvement has occurred on a number of occasions in 2019 resulting in children being moved without notice to alternative care provision. • Would need to commit to changes in practice by working more closely with contracted providers to drive up quality, including practitioner input, if Ofsted performance declined. • Residential staff are managed under a separate management structure, with its own separate governance arrangements, staff development and training, in turn leading to different values/cultures. • The opportunity to integrate the residential provision within the wider children's offer, with staff working flexibly across settings, would be greatly reduced. • Even though the Council could block book beds, should the provider engagement exercise be successful in the future, the provider can still decline SCC referrals if they consider them to be inappropriate or do not meet their matching criteria for other children & young people placed. • Price pressures will not be addressed. This is likely to mean SCC are not getting the best prices possible and a greater reliance on out of area provision. • SCC's influence in shaping the local market and driving up the quality of individual homes is limited due to relatively low demand. • Children's education attainment is compromised.
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11 Recommendations

- 11.1 It is recommended to proceed with Option 1, a new way of providing high quality placements locally for Southampton's children and young people. This option offers security for investment in homes and staff, and would also give Southampton the most effective levers to drive up the quality of provision. This Option provides for 14 residential bed spaces becoming available within a two-year period. A phased approach allows Children's Services to build on successful implementation and further develop residential provision according to need.
- 11.2 It is proposed to proceed as soon as Cabinet & Council approval is secured as children cannot be placed in the homes until Ofsted have approved the registration which will take some time. Prior to the submission to Ofsted for registration, the homes must be compliant with regulations, the majority of staff recruited and ready to commence employment as soon as registration is achieved.
- 11.3 It is proposed that the project consists of three phases:
- Phase 1 – one medium-long term home and one time-limited emergency/crisis and planned breaks unit. The aim is to have the homes operational by December 2020.
 - Phase 2 – two medium-long term homes to be operational by April 2021
 - Phase 3 – two medium-long term homes to be operational by January 2022.
- 11.4 It is recommended that a Housing Review takes place to identify and map all available accommodation for teenagers aged 17+. A number of young people need additional support especially when being stepped down from residential care. This is a good opportunity to identify gaps in available accommodation and put plans in place to address these. Ofsted noted, in their recent report, the inappropriate use of bed & breakfast accommodation for young people, insisting this is discontinued immediately. The mapping of all available accommodation for this particular age-group also feeds into the Sufficiency Strategy. The Service Manager (Permanence) will lead on this piece of work.
- 11.5 A meeting is set up with a named Councillor, report author and project team lead with Ofsted's Regulatory Inspection Manager for the South East to discuss the proposals and concerns from members.
- 11.6 A named Councillor is invited to attend the Project Meetings which will oversee the development and set up of the children's homes.

DECISION-MAKER:	OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE		
SUBJECT:	REDUCING AND PREVENTING DOMESTIC ABUSE IN SOUTHAMPTON - UPDATE ON PROGRESS AGAINST THE SCRUTINY INQUIRY RECOMMENDATIONS		
DATE OF DECISION:	12 MARCH 2020		
REPORT OF:	CABINET MEMBER FOR HEALTHIER & SAFER CITY		
<u>CONTACT DETAILS</u>			
AUTHOR:	Name:	Sandra Jerrim	Tel: 023 806039
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STATEMENT OF CONFIDENTIALITY	
Not Applicable	
BRIEF SUMMARY	
This paper provides an update on the progress made against the recommendations approved by Cabinet, following the Reducing and Preventing Domestic Abuse in Southampton Scrutiny Inquiry.	
RECOMMENDATIONS:	
(i)	That the Committee notes the progress made against the recommendations which are contained in Appendix 1.
(ii)	That the Committee notes the work to deliver the recommendations will continue over the next 2 years (up to end 2021).
REASONS FOR REPORT RECOMMENDATIONS	
1.	To provide the Overview and Scrutiny Management Committee with an update on progress against the Reducing and Preventing Domestic Abuse in Southampton Scrutiny Inquiry recommendations.
ALTERNATIVE OPTIONS CONSIDERED AND REJECTED	
2	Not applicable
DETAIL (Including consultation carried out)	
3.	In April 2019 the Scrutiny Inquiry Panel concluded their inquiry into Reducing and Preventing Domestic Abuse in Southampton. The Cabinet approved an action plan aimed at delivering the inquiry recommendations on 17 September 2019.
4.	Appendix 1 sets out the progress made to date against the action plan and identifies the next steps to be taken. There were 16 recommendations supported at the conclusion of the Inquiry covering a wide range of areas. These are set out in the attached appendix and show that good progress has been made for some of the recommendations.

5.	For a number of recommendations progress has been slower than anticipated, partly because of a delay to the Domestic Violence Bill as a result of the national election in December 2019. Changes in a number of post holders (Chair of the Domestic and Sexual Abuse Strategy group, Head of Communications, and Service Delivery Officer supporting commissioned services) has also delayed progress in some areas.
6.	Over 50% of the recommendations (8 out of 15) require new funding to be secured. An estimate at the time of the Inquiry put the resources needed at approximately £137,000. Some of this was one off payments for research, while others would be recurring revenue funding.
7.	<p>The Action plan identified a number of sources of funding including:</p> <ul style="list-style-type: none"> - Government funding in response to the new Domestic Violence Bill - Securing funding through charitable grant opportunities - Securing additional resources from SCC through budget setting process - OPCC funding. <p>There have been no external funding opportunities (grants, OPCC or Government) targeted at perpetrators and no application was made through the Council budget process.</p>
RESOURCE IMPLICATIONS	
<u>Capital/Revenue</u>	
8.	There are no current financial implications. Any contribution from within the City Council would need to come from existing budgets and would require a corresponding identified saving.
<u>Property/Other</u>	
9.	Not applicable
LEGAL IMPLICATIONS	
<u>Statutory power to undertake proposals in the report:</u>	
10.	The duty to undertake overview and scrutiny is set out in Part 1A Section 9 of the Local Government Act 2000.
<u>Other Legal Implications:</u>	
11.	Not applicable
RISK MANAGEMENT IMPLICATIONS	
12.	Not applicable
POLICY FRAMEWORK IMPLICATIONS	
13.	<p>The new Domestic and Sexual Abuse strategy will need to take account of recommendation 10 from the Scrutiny Inquiry, which sets out the following action:</p> <p><i>The existing Southampton DSA Strategy runs from 2017-2020. The strategy needs to be updated to reflect the Domestic Abuse Strategic Needs Assessment and the findings from this inquiry.</i></p>
KEY DECISION?	Yes
WARDS/COMMUNITIES AFFECTED:	All

SUPPORTING DOCUMENTATION

Appendices

1.	Reducing and Preventing Domestic Abuse in Southampton – Progress against the Scrutiny Inquiry recommendations report.
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Documents In Members' Rooms

1.	
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Equality Impact Assessment

Do the implications/subject of the report require an Equality and Safety Impact Assessment (ESIA) to be carried out?	No
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Data Protection Impact Assessment

Do the implications/subject of the report require a Data Protection Impact Assessment (DPIA) to be carried out?	No
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Other Background Documents

Other Background documents available for inspection at:

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

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Reducing and Preventing Domestic Abuse in Southampton - Update on progress against the Scrutiny Inquiry recommendations

Recommendations	Key actions	Progress against target date	Update on progress against the Scrutiny Inquiry recommendations March 2020
<p>1. Communications Campaign – There is still a social acceptance of ‘low level’ abusive or oppressive behaviour in society which, therefore, needs a change in culture and community response to perpetrator behaviour. Learning from the findings of the developing Domestic Abuse Needs Assessment, it is recommended that, in line with the commitment in the draft Domestic Abuse Bill to promote public awareness of domestic abuse, the Council undertakes a communication campaign that, alongside the messages promoted through White Ribbon Day challenging attitudes to gender inequality, seeks to stigmatise abusive behaviours and to signpost members of the public to the Hampton Trust and Respect Phone Line.</p>	<p>Funding to be secured</p> <p>Focus to be agreed</p> <p>Communications plan required</p> <p>Implement agreed communication plan</p>	<p>As available</p> <p>Nov 2019</p>	<p>Progress: Representative from SCC Communications Team, Integrated Commissioning unit (ICU) and Public Health are meeting to agree the focus, develop a communications plan and move forward with implementing the plan, once agreed at DSA (Domestic & Sexual Abuse) strategy meeting and funding secured.</p> <p>Challenge: Funding will need to be found to support the communications campaign. There have been no external funding opportunities and no request made through the SCC budget process</p> <p>Implementation is taking longer than originally planned while possible sources of necessary finance are being sought</p>
<p>2. Reporting Domestic Abuse – Engage with local media outlets and encourage them to follow the new reporting guidelines developed by Level Up, and adopted by press regulators, on the way that domestic abuse is reported https://act.welevelup.org/campaigns/54</p>	<p>Communications Team to lead the dialogue with media outlets /press, supported by SCC leads for DSA</p>	<p>Annual updates from Nov 19</p>	<p>Progress: This area of work will be covered in the communications plan (see above)</p> <p>Challenge: Implementation is taking longer than originally planned while possible sources of necessary finance are being sought</p>

Recommendations	Key actions	Progress against target date	Update on progress against the Scrutiny Inquiry recommendations March 2020
<p>3. Relationship Education - Support schools, as required, to deliver the requirements on relationship education, relationships and sex education, and health education in primary and secondary schools outlined within the draft Domestic Abuse Bill and associated statutory guidance for schools:</p>	<p>Responsibility for delivery of the statutory guidance Draft guidance Relationships Education Relationships and Sex Education pdf relating to the Domestic Abuse Bill, and in the context of healthy relationships sits with Head teachers and Governing Bodies in schools and academies (or their equivalent).</p>	<p>Good progress aligned to timescales</p>	<p>Progress</p> <ul style="list-style-type: none"> • All schools have been invited to contribute to the advice document Southampton SACRE is in the process of developing for all schools regarding relationships education from a faith perspective. This is on track to be ready to be published for the start of Spring term. • All schools are aware of the new duty coming in, some have become an early adopter and using it to help them prepare for next September eg Bitterne Park Secondary • SACRE have included its head teacher and teacher reps in the working group for the advice document and communication is ongoing with faith groups • A group of teachers have been working with staff from PACT (Protection and Court teas) to develop resources for pupils with SEND (Special Educational Needs) and Disability • A group of teachers have been working within a pan-Hampshire group funded by the 4 now safeguarding partnerships to produce a resource specifically for primary children regarding safety online which also incorporate aspects of relationships education – on track for launch in April 2020. • A pan-Hampshire toolkit for addressing prejudicial language and behaviours has been launched (October 2019) this is freely available to Southampton Schools and initial feedback is that the questionnaire and parent leaflet have been helpful in a recent incident • SCC Governor Forum had a presentation and discussion (Nov 2019) to raise awareness of governors’ roles and the timeline for policy review, ensuring there is clarity of statutory and non-statutory content, opportunities for parents to discuss policies and plans, give clarity around the right to withdraw, and advice following questions raised. <p>Schools who signed up will continue to have access to the Sex and relationships forum and PSHE association resources nationally as commissioned through health for this financial year.</p>

Recommendations	Key actions	Progress against target date	Update on progress against the Scrutiny Inquiry recommendations March 2020
<p>4. Adverse Childhood Experiences - This is recognised as a city and nationwide issue and this view is further supported through the findings of the inquiry. It is recommended that the impact of adverse childhood experiences on domestic abuse is considered in the work the Council, as a whole takes forward to address adverse childhood experiences.</p>	<p>Operational and professional work around ACE incorporates reducing DSA</p> <p>Funding</p> <p>Agencies to educate and raise awareness around ACE</p>	Ongoing	<p>Progress: Lead recently identified in Children Services and looking at areas to progress.</p> <p>Tackling Adverse Childhood Experience (ACEs) is recognised as an important component of a number of City strategies and Council plans that address community safety, youth offending, violence reduction, substance misuse, homelessness and others.</p> <p>Challenges: Capacity across DSA partners is very limited to drive this forward above and beyond day to day representation on the issue of DSA within ACE.</p>
<p>5. Raise awareness of, and increase referrals to, perpetrator services - There is a need to increase the identification of, and from this the number of referrals to perpetrator services, and at an earlier stage, from agencies dealing with abuse. It is recommended that a perpetrator services awareness raising campaign is undertaken targeted at potential referral partners, and that specific training is provided to agencies that deal with abuse, including substance misuse services, mental health services and relevant NHS services to ensure that they know the referral pathways. The draft Domestic Abuse Bill identifies specific funding for training to promote greater joining-up between substance misuse and domestic abuse services.</p>	<p>Develop a multi-agency plan outlining all agency approaches to raising awareness/ increasing referrals</p> <p>Secure funding</p> <p>Hampton Trust to deliver ongoing awareness training as part of contractual requirements</p> <p>Hampshire Constabulary to share information on 'High Harm'</p>	<p>June 2020</p> <p>Ongoing</p> <p>Ongoing</p> <p>Complete</p>	<p>Progress: Hampton Trust has agreed to set up meetings with all partners to discuss and agree how partners will take this forward.</p> <p><i>The Hampton Trust (HT) have agreed to set up meetings and take this forward with support from partners. Meetings are scheduled with localised services including substance misuse, Children's Services, and housing to discuss a joined-up approach to training staff to becoming domestic abuse champions to support and communicate confidently with perpetrators identified within services, responding to need, and onward referrals. Champions will learn strategies to engage perpetrators and tools to enable self-help/emotional management. HT are meeting with High Harm Capabilities police staff to discuss joint work and referral pathways - this will include a co-located practitioner to be implemented within the teams to visit priority serial perpetrators with officers to offer support.</i></p> <p>Hampshire Constabulary has shared information setting out definition in use for High Harm individuals and how this differs from other terminology (Repeat, serial).</p> <p>Challenge: Additional funding will need to be found to purchase training</p>

Recommendations	Key actions	Progress against target date	Update on progress against the Scrutiny Inquiry recommendations March 2020
<p>6. Introduce routine enquiry for perpetrators – Routine enquiry currently involves asking all women at assessments about abuse regardless of whether there are any indications or suspicions of abuse. No equivalent approach exists to ask if individuals are perpetrating abuse at assessments in key services. This should be introduced across an appropriate range of services, including primary care, mental health, substance misuse and other services, to improve identification and provides opportunities for early intervention.</p>	<p>Use existing co-location practice within Hampton Trust to provide a basis for research and evaluation of routine inquiry approaches</p> <p>Secure funding</p> <p>Research to inform future practice</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Await findings</p>	<p>Progress: <i>Part of the co-location model (9) includes training delivered via The Hampton Trust to include routine enquiry information and pathways to enable front line workers to recognise and respond to disclosures of abuse. HT will work in collaboration with the newly appointed 'Male Engagement Worker' based in the Independent Domestic Violence Advocate (IDVA) team to ensure individuals disclosing perpetrating behaviours will receive a timely hand over to the service.</i></p> <p>Challenge: Further work is needed to</p> <ul style="list-style-type: none"> • Understand how this can be taken forward, ensuring the safety of the victim. • Identify potential sources of and secure funding for more colocation work • Identify potential sources of and secure funding to carry out research and evaluation work
<p>7. Seek additional resources to support perpetrator services in Southampton – An estimated 11% of local domestic abuse funding is targeted at supporting perpetrators to recognise their behaviour and change. Additional resources are needed to enable services to meet need and the expected rise in demand to ensure that a backlog does not form. The work may include education, identification and a range of interventions, for example the LINX service.</p>	<p>Prioritise requests for funding from all available sources to address unmet need</p> <p>Services commissioned when funding secured</p>		<p>Challenge: There are limited/no funding sources.</p>
<p>8. MATAC (Multi-Agency Tasking and Co-ordination) – This is a strategic and integrated partnership approach that identifies and intervenes with high-risk and serial perpetrators of domestic abuse. MATAC has been piloted in Southampton by</p>	<p>Await the outcome of the evaluation.</p>	<p>Complete</p> <p>Ongoing</p>	<p>Progress: Evaluation completed and reflects positively on the MATAC approach.</p> <p><i>Police have considered the MATAC approach and findings but also exploring other routes where there is a stronger family focus.</i></p>

Recommendations	Key actions	Progress against target date	Update on progress against the Scrutiny Inquiry recommendations March 2020
Hampton Trust and Hampshire Constabulary. The current evaluation is expected to show positive results. If this transpires it is recommended that the approach is rolled out in Southampton to improve the tracking and disruption of high risk and serial perpetrators in Southampton.	Secure funding		Challenges: Funding will need to be secured to support new ways of working.
9. Co-location of Hampton Trust staff within the key service areas - To support long term institutional change in engaging perpetrators and to promote identification for early intervention it is recommended that Hampton Trust staff are co-located within key service areas for specified periods of time (e.g. 6 months at each location). This would include the High Risk Domestic Abuse Service, Substance Misuse and Mental health services, among others. Outcomes of this initiative should be evaluated.	Secure funding Use co-location to review the links between mental health and substance misuse services with perpetrator services.	Ongoing Ongoing	Progress: Funding for a small increase in colocation work by Hampton Trust has been secured in 2019/20. Colocation is taking place in Children Services with approaches to Mental health and Substance Misuse also sought. <i>There has been much interest in co-location from multi-agencies in Southampton; Hampton Trust is in the process of meeting service managers to discuss needs within teams, and logistics of co-locating. (See section 5/6)</i> Challenge: Implementation is slower than originally planned while additional resources are sought to assist with co-location of key services
Evidence Based Decision Making			
10. Update the Domestic and Sexual Abuse Strategy (DSA) – The existing Southampton DSA Strategy runs from 2017-2020. The strategy needs to be updated to reflect the Domestic Abuse Strategic Needs Assessment and the findings from this inquiry.	Strategy unit to lead on a city wide coordinated DSA strategy for 2021 onward,	Dec 2020	Progress: Work to commence later in 2020

Recommendations	Key actions	Progress against target date	Update on progress against the Scrutiny Inquiry recommendations March 2020
<p>11. Evaluation of perpetrator services – Evidence that supports the effectiveness of perpetrator services is limited but growing. To develop the evidence base it is recommended that the DSA strategic group receives and considers appropriate research and evaluations from across the UK and combines this with regular analysis of perpetrator services in Southampton to develop understanding about what services and initiatives are most effective and to inform future commissioning intentions.</p>	<p>Public Health to review literature and evidence base for perpetrator services (2020 – 2022 inclusive).</p> <p>Public Health to share examples of ‘what works’ and provide evidence of what works.</p> <p>Services to evaluate their work</p>	<p>Jan 2021</p> <p>March 2021</p> <p>Ongoing</p>	<p>Progress: Meetings are set up to discuss the elements of evaluation relating to the perpetrator contract.</p> <p>Challenge: Additional resources need to be identified and secured in order to undertake high quality research and evaluation</p>
<p>12. Return on Investment for Perpetrator Services – Public Health to work with others to develop a return on investment for perpetrator services to help support future funding decisions made by the Council and partners.</p>	<p>Return on Investment work to be developed for perpetrator services.</p> <p>Secure funding</p>	<p>Ongoing</p>	<p>Challenge: The City Council will explore with the Local Government Association, Association of Directors of Public Health and APSE to develop an appropriate tool for measuring the return on investment in perpetrator services</p>
<p>13. Alcohol and Substance Misuse – The Draft Domestic Abuse Bill commits the Government to consider the impact of alcohol on domestic abuse and to identify gaps in the evidence base on the relationship between substance misuse and domestic abuse. It is recommended that the Integrated Commissioning Unit and Public Health keep abreast of the developments in this area and reflect on the outcomes when considering future</p>	<p>Public Health and ICU monitor developments and provide timely updates to SCP and reviews of both Alcohol Strategy and DSA strategy</p>	<p>Ongoing</p>	<p>Citywide multiagency plans addressing alcohol and drug misuse are being updated in line with the refresh of the City Safety Strategy and implementation of the Health & Wellbeing Strategy</p>

Recommendations	Key actions	Progress against target date	Update on progress against the Scrutiny Inquiry recommendations March 2020
decisions and strategies relating to domestic abuse and substance and alcohol misuse.			
14.The role of Public Health – The Director of Public Health considers domestic abuse when the new funding arrangement and mandate for Public Health is announced nationally, timescale unknown.	Public Health to provide report to SCP reflecting consideration and outcome for DSA when new funding arrangement is announced.	Announcement dependent	Public Health funding still to be announced
15.Consideration of the impact on victims and perpetrators of domestic abuse when making Council decisions – To ensure that consideration is given to the impact of Council proposals on the victims and perpetrators of domestic abuse it is recommended that they are included within Equality and Safety Impact Assessments (EISA) as if they were a protected characteristic.	To include a more robust outline about the range of vulnerable adults (DV, homeless etc.) noted in the ESIA process.	Complete	<p>Progress: The inclusion of Domestic Violence within the ESIA has been explored. This has included a review of the Domestic Abuse Bill and whilst it will provide a statutory definition it will not make it a protected characteristic. Therefore it is felt that to add a subsection for Domestic Violence will detract from the purpose of the ESIA and the Public Sector Equality Duty. Looking at other councils has also shown they do not single out Domestic Violence.</p> <p>The issue of Domestic Violence should be captured under current headings like Community Safety, Health and Wellbeing or Other Significant Impacts. However, during the next revamp of the ESIA consideration will be given to putting an example under each heading. If approved, domestic violence could be included as an example, in order to prompt people to consider this as a specific vulnerability when they are looking at impacts</p>
16.Working with Government – Southampton has good survivor services and is recognised as a vanguard area for perpetrator services. However, the number of reported incidents of domestic abuse continues to rise. The draft Domestic Abuse Bill provides an opportunity for	Proactive engagement with DA commissioner and wider government officials to secure		<p>Progress: Correspondence from Cllr Shields to Government. Domestic Abuse commissioner has been appointed.</p> <p>Challenge: Domestic Violence Bill has been delayed. Communication will be picked up at appropriate time</p>

Recommendations	Key actions	Progress against target date	Update on progress against the Scrutiny Inquiry recommendations March 2020
<p>Southampton to, through the development of the next iteration of the DSA Strategy and improved resourcing towards perpetrators, develop a narrative on domestic abuse in Southampton and engage with the Government with the ambition of using the city as model for investing in innovative, citywide practice to reduce levels of domestic abuse. It should also form early and positive links with the proposed Domestic Abuse Commissioner if and when they are appointed.</p>	<p>further investment in innovation.</p>		

Agenda Item 9

DECISION-MAKER:		OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE	
SUBJECT:		FUTURE OF WORK IN SOUTHAMPTON – UPDATE ON SCRUTINY INQUIRY RECOMMENDATIONS	
DATE OF DECISION:		12 MARCH 2020	
REPORT OF:		LEADER OF THE COUNCIL	
<u>CONTACT DETAILS</u>			
AUTHOR:	Name:	Sajid Butt	Tel: 023 8083 2128
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STATEMENT OF CONFIDENTIALITY			
None			
BRIEF SUMMARY			
<p>The Future of Work (FoW) in Southampton Scrutiny Inquiry took place between September 2018 and March 2019, to consider how the City could maximise the opportunities created by artificial intelligence (AI), automation and technological changes whilst seeking to mitigate the potential disruption to the labour market. The resultant report contained 19 recommendations, all of which were agreed by the Executive, re-modelled into an action plan and signed off by Cabinet in August 2019. This report and supporting appendix provides a summary of progress made to date and key issues arising in the enactment of the FoW programme, namely:</p> <ul style="list-style-type: none"> • The need to establish an accurate baseline to target proposed interventions and evaluate resultant impact. • The need to build a comprehensive understanding of the city / region’s tech assets and capabilities to inform strategic investment propositions. • The need to adopt a collaborative, thematic approach to the FoW programme in order to attract further investment into the City, raise productivity, improve quality of life for residents and secure Southampton’s ‘Intelligent City’ ambitions. 			
RECOMMENDATIONS:			
	(i)	That the Committee notes progress made in implementing recommendations from the FoW in Southampton Scrutiny Inquiry.	
	(ii)	That the Committee recognises the need for effective baseline measurements to track progress, and eventual impact, of proposed projects under the FoW programme.	
	(iii)	That the Committee approves the need for a comprehensive assessment of the City / region’s tech assets and capabilities to guide future strategic decision / investment making.	
REASONS FOR REPORT RECOMMENDATIONS			
1.	To enable the Committee to effectively scrutinise progress against the approved Inquiry Panel recommendations.		

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED	
2.	None.
DETAIL (Including consultation carried out)	
3.	In 2018/19 a Scrutiny Panel undertook an inquiry looking at how the City could maximise the opportunities created by AI, automation and technological changes whilst mitigating the potential disruption to the labour market.
4.	An action plan to deliver against these recommendations was approved by Cabinet in August 2019, progress against this is provided (Appendix 1).
5.	The Strategic Skills Manager has engaged a range of stakeholders to ensure the implementation of the FoW Action Plan is underpinned by a robust evidence, exemplary practice and is aligned to key strategic priorities.
6.	The range of partners engaged to date include: The OECD, The RSA, Institute of Coding, Future of British Manufacturing, Chartered Management Institute (CMI), Innovate UK, Solent University, University of Southampton, University of Portsmouth, Southampton Education Forum, ING Media, FutureGov, Smart Cities UK, Department for International Trade, EMSI and Solent Local Enterprise Partnership, Scale-Up Institute and Be the Business.
7.	The Strategic Skills Manager is in dialogue with neighbouring local authorities to establish a region-wide Digital Skills Partnership. This will facilitate better collaboration to digital upskilling, coordinate investment / funding opportunities and promote good practice. An initial benchmarking exercise against other local authorities' foray into the FoW agenda has started to ensure Southampton City Council adopts and maintains a 'first-mover' approach. This includes, for example, how the City can establish its 'Green Credentials' whilst also stimulating and sustaining a green (tech) economy that is generating higher value/skilled jobs.
8.	<p>A FoW Advisory Group (AG) has also been established to give strategic support and challenge to the delivery of the FoW programme. Terms of reference for this externally-focused group was agreed at the inaugural meeting in January 2020. Representatives of the AG are as follows:</p> <ul style="list-style-type: none"> • Geoff Glover, Associate Lecturer, Solent University (Chair) • Cllr Darren Paffey (Vice Chair) • Kate Martin, Executive Director of Place, SCC • Paul Barton, Interim Head of Planning & Economic Development, SCC • Professor Julie Hall, Deputy Vice Chancellor, Solent University • Julie Kapsalis, Managing Director, Chichester College Group • Dawn Baker, Executive Director of Innovation, ncf • Kelly Stafford, Group HR Director, University Partnership Programme • Georgina Maratheftis, Head of Local Public Services, Tech UK • Will Cookson, Director of Economic Development, EMSI UK • Nick Parbutt, CEO and Founder, toob <p>The Interim Head of Planning & Economic Development will put in place appropriate programme/project governance is in place to steer the</p>

	programme, manage resources and risk and ensure that the programme is integrated with related work streams.
9.	The Strategic Skills Manager is proceeding to procurement / commissioning for a number of key FoW projects with the ambition to scale out the initial pilot activity with leverage from external funding. Co-design / development is an underlying principle to partnership activity.
10.	SCC's current skills team is in the process of alignment to the FoW programme, corporate plan and wider national policy drivers centred on the National Industrial Strategy.
RESOURCE IMPLICATIONS	
<u>Capital/Revenue</u>	
11.	The recommendations are based within the existing FoW budget. As such they are not considered to present any additional financial commitments. In practice future resource implications will be dependent upon whether, and how, each of the individual recommendations within the Inquiry report are progressed. In many cases progress will be dependent on identifying and securing appropriate grant funding, approval would be sought as required by financial procedure rules before any commitments are made.
<u>Property/Other</u>	
12.	None.
LEGAL IMPLICATIONS	
<u>Statutory power to undertake proposals in the report:</u>	
13.	N/A
<u>Other Legal Implications:</u>	
14.	N/A
POLICY FRAMEWORK IMPLICATIONS	
15.	The outcome of the Scrutiny Panel Inquiry and subsequent FoW programme will contribute to the Place Shaping theme of the Corporate Plan 2020-25.
KEY DECISION	No
WARDS/COMMUNITIES AFFECTED:	All
<u>SUPPORTING DOCUMENTATION</u>	
Appendices	
1.	Future of Work in Southampton programme - Progress Report February 2020
Documents In Members' Rooms	
1.	None
Equality Impact Assessment	
Do the implications/subject of the report require an Equality and Safety Impact Assessments (ESIA) to be carried out?	No

Data Protection Impact Assessment	
Do the implications/subject of the report require a Data Protection Impact Assessment (DPIA) to be carried out?	No
Other Background Documents	
Available for inspection at: https://www.southampton.gov.uk/modernGov/ieListMeetings.aspx?Committeed=703	
Title of Background Paper	Scrutiny Inquiry Panel - Future of Work in Southampton

Future of Work in Southampton programme – Progress Report – February 2020

The Future of Work (FoW) in Southampton action plan set out a high-level response to the nineteen recommendations resulting from the report produced by the FoW in Southampton Scrutiny Panel Inquiry. The report's nineteen recommendations were initially spread across two particular themes:

- **Addressing the skills challenges facing Southampton to keep ahead of the robots**
- **Supporting the growth of the tech sector**

The FoW action plan has now developed into a delivery programme. As the FoW programme has matured, so has the understanding on the interconnected approaches required, which link people-place-employers-infrastructure, to achieve a transformational impact across the City. This document summarises progress to date for the work overseen by the Southampton City Council (SCC).

FoW report recommendation / agreed deliverable	Lead	Progress to date against agreed actions in FoW action plan	Next steps
1. Develop a Southampton focussed contribution to the Solent Industrial Strategy	HoP& ED	<ul style="list-style-type: none"> • SCC management agreed in November 2019 for an economic development and skills (EDS) strategy to be produced aligned to the Local Plan, Local Industrial Strategy (LIS), Green City Charter and other relevant strategic frameworks and corporate projects. • Progress on EDS has been delayed to draw upon the “City Vision” being developed as part of the current local plan consultation. • The EDS will be developed on a collaborative basis with partners and stakeholders 	Project Initiation Documentation agreed by Project Board – March/April 2020
2. Adapt and actualise the RSA Cities of Learning (CofL) model for Southampton <i>Virtual platform to catalyse a new form of learning and skills acquisition to improve employment outcomes and job progression</i>	SSM	<ul style="list-style-type: none"> • Ongoing discussions with RSA on delivery of CofL to establish terms of engagement, delivery options and lessons from pilot areas across England. Aim is to pilot CofL in the creative and cultural sector to support City of Culture bid submission. • RSA confirmed that the CofL platform, designing and testing of digital credentials/badges rests with their technology partner – DigitalMe – but that 3rd party / SCC support can be part of implementing CofL to save costs. In principle, no procurement issue for RSA as preferred supplier (due to IP on the CofL model). • Project proposal for development/piloting phase received from the RSA on 26/02/2020. PCC interested in twinning with Southampton, which requires further discussion. 	<ul style="list-style-type: none"> • Clear RSA for exemption as an SCC supplier – March 2020 • Agree terms of commission with the RSA – April 2020 • Draft and circulate project brief for dissemination to stakeholders to build a coalition / community of practice involving employers, training providers and business intermediaries – April to May 2020 • Deliver CofL stakeholder workshops – July 2020 • Develop a Theory of Change model with underlying evidence base for establishing pilot phase of CofL, continued stakeholder engagement and value proposition for prospective funders/investors – October 2020 • CofL platform live and micro-credentials (digital badges) developed – February 2021 • Pilot phase initiated to inform City of Culture bid – March 2021
3. Develop and implement a Skills Strategy for Southampton <ul style="list-style-type: none"> • <i>Skills strategy</i> • <i>Curriculum enhancements across Southampton's schools</i> • <i>Recruitment of a G10 Learning and Skills role</i> 	SSM	<ul style="list-style-type: none"> • The proposed skills strategy is now merged with the EDS strategy (see point 1 above). • Children's Services and Southampton Education Forum (SEF) have been briefed on the proposal to embed transferable skills, digital and technology in a cross-curricular approach throughout schools and colleges in Southampton. Potential delivery partners have been approached to support this work based on their expertise and track record. Children's Services preferred route is to pilot with a select number of institutions in the same catchment area and, following evaluation of the pilot, to scale out citywide. • Recruitment of Digital Engagement Manager to be initiated in March 2020. Post will sit in the Skills Team. 	<ul style="list-style-type: none"> • Consultation with schools, SEF & Children's Services – March to April 2020 • Commission pilot work in schools - May 2020 to August 2022 • Evaluation of pilot activity – November to December 2022 • Citywide scale out of new curriculum paradigm – from September 2023 • Commencement of Digital Engagement Manager – June 2020

KEY FOR LEAD ROLE: EDT – Economic Development Team; HOD – Head of Organisational Development; HoP & ED – Head of Planning & Economic Development; SAH – Solent Apprenticeship Manager; SSM – Strategic Skills Manager

FoW report recommendation / agreed deliverable	Lead	Progress to date against agreed actions in FoW action plan	Next steps
4. Simplify the Adult Learning Landscape	SSM	<ul style="list-style-type: none"> Part of the Cities of Learning recommendation to make learning accessible, better aligned to employer needs and with micro credentials (digital badges) to certify skills acquisition of learners and expedite pathways for citizens to secure meaningful paid employment. 	<ul style="list-style-type: none"> Brief for digital inclusion pilot & provider capacity building – April 2020 Funding secured – December 2020 Delivery commences – April 2021
5. Digital Skills <ul style="list-style-type: none"> Ensure UK Government's Essential Digital Skills Framework is implemented across the City Scale out teaching of digital skills in schools Develop propositions for AVR and AI to enhance the City's tech credentials and strengthen the talent pipeline Test employer readiness for digitalisation Pilot new approaches to retain local tech talent through plugging rising tech vacancies from employers Broaden partnership working across the region 	SSM	<ul style="list-style-type: none"> Discussions held with Good Things Foundation, ncf and training providers on delivery of comprehensive suite of digital skills provision to address digital inclusion and increase resident involvement in civic and economic affairs through adopting HM Government's Essential Digital Skills Framework. Digital literacy framework for schools is part of a wider cross-curricular approaches to work-ready skills and computational thinking amongst children and young people (see point 3) Advanced discussions with US-based company EON Reality (a global player in Augmented and Virtual Reality – AVR) to host the UK's first centre of excellence in Southampton. Endorsement letter issued by Solent University. EON Reality visited Southampton 28-29 January to agree joint ways of working, scope potential delivery model and financing of it. Department for International Trade, Digital Catapult, Knowledge Transfer Network and Innovate UK ready to support growth of an AVR/AI ecosystem. Review of Digital diagnostic (DD) activity has led to a revised model, with the proposal to now deliver under licence by the skills team as part of a wider offer to employers. Diagnostics will focus on employer readiness for digitalisation, skills needs and productivity benchmarking. Solutions devised with employers will form part of a growth plan to be shared and enacted upon by the Solent Growth Hub. For digital masterclasses, initial discussions have been held between 3rd party delivery organisations and IT recruitment companies to determine scope of the project. Ongoing discussions with HCC and PCC on forming a Digital Skills Partnership across the Solent region with a number of key priorities to pursue collaboratively. 	<ul style="list-style-type: none"> Draft project brief for a digital inclusion / digital skills pilot – April 2020 Draft Digital Inclusion strategy for consultation – November 2020 EON Reality to table draft AVR proposition to the LEP in partnership with SCC, Solent University and industry partners – May 2020 Procure DD tool for use by SCC's skills team – May 2020 Inaugural Digital Bootcamp – July 2020 Draft terms of reference for a regional Digital Skills Partnership – July 2020
6. Apprenticeship Levy <i>Maximise use of apprenticeship levy / levy transfer opportunities and drive up demand for digital apprenticeships</i>	SAH	<ul style="list-style-type: none"> Solent Apprenticeship Hub (SAH) working with all local authorities and a select number of major employers in the region to maximise use of levy funds – internally for their own staff and externally through levy transfer to SMEs SAH Project Steering Group agreed in January 2020 to 'map and gap' suite and quality of digital apprenticeship provision and to build provider capability to meet growing demand from employers 	<ul style="list-style-type: none"> Employer engagement activities planned to discuss apprenticeships, T-levels and industrial placements – Feb to June 2020 Benchmark use of levy pot / levy transfer and ways to improve process as well as generate higher ROI Develop a series of case studies / good practice on apprenticeship levy experience to increase demand for SAH services and improve employer engagement experiences – April 2020 Undertake initial analysis on digital apprenticeship provision – April 2020 Establish employer demand for digital apprenticeship standards to inform provider capacity building – September 2020

FoW report recommendation / agreed deliverable	Lead	Progress to date against agreed actions in FoW action plan	Next steps
7. Leadership & Management Training <i>Map L&M training provision to guide employers on 'best fit'</i>	SSM	Following national debate undertaken by CMI on Management 4.0 debate, SCC in discussion with Solent University and CMI to establish a Management 4.0 Hub in Southampton to develop local thought leadership in the new Industrial Age, model and scale out new ways of driving business performance, productivity and inclusive growth.	Value proposition developed – May 2020
8. Establish a better platform for residents, especially young people, to access accurate information on career opportunities	SLE	<ul style="list-style-type: none"> Post-16 agenda now transitioned from Place Directorate to Children's Services. City Ambitions team – responsible for the existing career portal – currently overhauling the website. 	Launch of updated City Ambitions platform – June 2020
9. Support and encourage Southampton businesses to adopt the Investors in People Tool, Jumpstart	SSM	Skills team undergoing service re-design to align itself to the FoW programme, corporate plan priorities and national policy drivers centred on the Industrial Strategy, where skills plays an integral part to it.	Work in progress
10. Southampton City Council to Lead by Example	HOD	<ul style="list-style-type: none"> Smart Ways of Working accelerated with more devices being issued each week from February 2020 Office 365 rolled out – July 2020 Transfer back of Capita staff to SCC Capita concluded New L&D function/system ready for implementation August 2020 Digital Eagles delivery complete to SCC staff 	Work in progress
11. Deliver the commitment in the Digital Strategy to secure external investment in ultra-fast fibre, Wifi and 5G connectivity	EDT	Roll out of Full Fibre network in Southampton is progressing into 2020 and 2021. Southampton City Council is supporting the roll out through infrastructure access agreement. Vodafone and EE will enable and launch 5G networks in the city in 2020.	Work in progress
12. Reflecting the heritage of the city create a 'Digital Shipyard' in the proposed Central Business District	EDT	See point 17	Work in progress
13. Actively encourage the development of 'alternative' spaces for the creative sector to work from	EDT	Gods House Tower (GHT) project is now complete and complements existing spaces across the City. Focus is to ensure maximum occupancy and collaborative working through talks, exhibitions, tech meet-ups and promotional events.	Work in progress
14. Tech in the City events	EDT	A steering group has been formed to lead on TechSolent. A schedule of monthly events is in place since September 2019, with Barclays Network Eagle Lab as the venue. Key events to date include: <ul style="list-style-type: none"> 5 networking events 	Remaining events for 2020 include: <ul style="list-style-type: none"> Venturefest South - March 2020 Tech Solent Conference - June 2020 Southampton Games Festival - June 2020

FoW report recommendation / agreed deliverable	Lead	Progress to date against agreed actions in FoW action plan	Next steps
		<ul style="list-style-type: none"> TechSolent annual conference in June 2019- attracted over 120 attendees Bash Festival of Coding in August 2019- a week of coding competition for 11-16 years old children Empact SuperConnect in November 2019- a day of start-up and scale up pitch day with AI, IoT and FinTech focus Strategic Round Table AI and IoT with Wendy Dame (UoS) & Geoff Glover (SU) and key companies to shape future of AI and IoT for the City - February 2020 IBM IoT and Innovation - February 2020 	
15. Embark on new, cross-sectoral partnerships to resolve societal problems using technological solutions	EDT	<ul style="list-style-type: none"> Support was provided to Southampton Marine and Maritime Institute in submitting a proposal to UKRI Strength in Places Fund with the EOI to be determined in by Spring 2020. Development of EDS Strategy, Local Plan and City of Culture bid will – alongside delivery of Green City Charter – will inform new partnerships needing to be formed to address core challenges as well as capitalise on new market opportunities to fuel the City's growth 	Work in progress
16. Seek to secure long term funding for Creative Growth Southampton	EDT	Discussions being held to determine project sustainability, which depends on PUSH funding and Arts Council England.	Work in progress
17. Improve the branding, promotion and packaging of Southampton	EDT	MPIM attendance being used as catalyst to refine promotional narrative around opportunities in the city. Will be used as a basis for wider marketing/promotional strategy	Work in progress
18. Utilise the assets and support available to grow the tech sector	EDT/SSM	<ul style="list-style-type: none"> Existing intermediaries e.g. Future Worlds support tech start ups Knowledge gap exists in understanding the scale and diversity of tech assets and capabilities across the City / region. SCC in discussion with HCC and PCC to undertake regional study that provides a baseline / framework to inform strategic investment decisions as well as address critical gaps hindering progress. 	Tender specification for regional study issued – June 2020
19. Develop a clear offer to grow the Tech sector and a vision as to how technology can help to improve outcomes in Southampton <i>Digital Catalysts roll-out</i> <i>Smart / Intelligent City model</i>	SSM	<ul style="list-style-type: none"> Range of government funds available to test / develop technology-led solutions to accelerate / inject dynamism into economic growth SCC working across the Solent region with HEIs, Manufacturing Growth Programme and Future of British Manufacturing Initiative to roll out 2nd phase of the Digital Catalysts programme Southampton's approach to Smart City development, Intelligent City, in development with core partners to inform the enactment of a programme of work from April 2021. 	Clarification and scoping of Smart Cities/Intelligent Cities to be completed in advance of preparing delivery plan for 2021.

DECISION-MAKER:	OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE		
SUBJECT:	MONITORING SCRUTINY RECOMMENDATIONS TO THE EXECUTIVE		
DATE OF DECISION:	12 MARCH 2020		
REPORT OF:	DIRECTOR - LEGAL AND BUSINESS OPERATIONS		
<u>CONTACT DETAILS</u>			
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STATEMENT OF CONFIDENTIALITY			
None			
BRIEF SUMMARY			
This item enables the Overview and Scrutiny Management Committee to monitor and track progress on recommendations made to the Executive at previous meetings.			
RECOMMENDATIONS:			
	(i)	That the Committee considers the responses from Cabinet Members to recommendations from previous meetings and provides feedback.	
REASONS FOR REPORT RECOMMENDATIONS			
1.	To assist the Committee in assessing the impact and consequence of recommendations made at previous meetings.		
ALTERNATIVE OPTIONS CONSIDERED AND REJECTED			
2.	None.		
DETAIL (Including consultation carried out)			
3.	Appendix 1 of the report sets out the recommendations made to Cabinet Members at previous meetings of the Overview and Scrutiny Management Committee. It also contains summaries of any action taken by Cabinet Members in response to the recommendations.		
4.	The progress status for each recommendation is indicated and if the Overview and Scrutiny Management Committee confirms acceptance of the items marked as completed they will be removed from the list. In cases where action on the recommendation is outstanding or the Committee does not accept the matter has been adequately completed, it will be kept on the list and reported back to the next meeting. It will remain on the list until such time as the Committee accepts the recommendation as completed. Rejected recommendations will only be removed from the list after being reported to the Overview and Scrutiny Management Committee.		
RESOURCE IMPLICATIONS			

<u>Capital/Revenue</u>	
5.	None.
<u>Property/Other</u>	
6.	None.
LEGAL IMPLICATIONS	
<u>Statutory power to undertake proposals in the report:</u>	
7.	The duty to undertake overview and scrutiny is set out in Part 1A Section 9 of the Local Government Act 2000.
<u>Other Legal Implications:</u>	
8.	None
RISK MANAGEMENT IMPLICATIONS	
9.	None.
POLICY FRAMEWORK IMPLICATIONS	
10.	None
KEY DECISION	No
WARDS/COMMUNITIES AFFECTED:	None directly as a result of this report
<u>SUPPORTING DOCUMENTATION</u>	
Appendices	
1.	Monitoring Scrutiny Recommendations – 12 March 2020
2.	Housing Services and community safety
Documents In Members' Rooms	
1.	None
Equality Impact Assessment	
Do the implications/subject of the report require an Equality and Safety Impact Assessments (ESIA) to be carried out?	No
Data Protection Impact Assessment	
Do the implications/subject of the report require a Data Protection Impact Assessment (DPIA) to be carried out?	No
Other Background Documents	
Equality Impact Assessment and Other Background documents available for inspection at:	
Title of Background Paper(s)	Relevant Paragraph of the Access to Information Procedure Rules / Schedule 12A allowing document to be Exempt/Confidential (if applicable)
1.	None

Overview and Scrutiny Management Committee: Holding the Executive to Account

Scrutiny Monitoring – 12 March 2020

Date	Portfolio	Title	Action proposed	Action Taken	Progress Status
16/01/20	Healthier & Safer City	Safe City Partnership Annual Review	1) That the Council's Executive considers how the Housing Revenue Account and staff working across Housing Services could be utilised more effectively to help support community safety outcomes in the city.	The Safe City Partnership considered this recommendation at the meeting on 20 February 2020. Feedback from Housing Services indicate that the HRA and staff are already effectively utilised to support and manage community safety outcomes in the City. Attached as Appendix 2 is a progress status report of activity already in place that deals with community safety issues.	
			2) That, to raise awareness of the Partnership, the Partnership reflects on how it promotes itself and how residents and community groups can engage with it.	The Safe City Partnership considered this recommendation at the meeting on 20 February 2020 and will be exploring options to include partnership activity with SCC communications.	
			3) That the Committee are provided with a breakdown of hate crime statistics in Southampton and how this compares to the national position.	This data is being obtained from the Police and will be shared with the Committee on 31 March 2020, once this information is available.	
6/02/20	Green City & Environment	A Green City Delivery Plan for SCC	1) That the Executive outlines and publishes the carbon reduction targets up to 2030 for the Council and the City, with the expectation that the ambition is to front load the reduction of emissions to maximise the benefits to Southampton.	An update will be provided in advance of the 12 March meeting of the Committee.	
			2) That, to help assess progress and target support, annual monitoring of the progress being made by signatories to the Green City Charter is undertaken by the Council.	An update will be provided in advance of the 12 March meeting of the Committee.	Appendix 1
			3) That the Cabinet Member gives consideration to the following paraphrased	An update will be provided in advance of the 12 March meeting of the Committee.	

Date	Portfolio	Title	Action proposed	Action Taken	Progress Status
			<p>recommendation suggested by XRS and Friends of the Earth: <i>'To encourage a bold engagement strategy for businesses operating within the city a business continuity plan could be enacted by Emergency Planning for local businesses to sign up to, in the same way that they would make contingency plans for pandemics and terrorist attacks, to include reporting of carbon emissions on an annual basis for comparison.'</i></p>		
6/02/20	Homes & Culture	Townhill Park - Estate Regeneration	1) That the Committee are provided with an overview outlining how the Administration intends to ensure that the council homes for the future will meet the Council's Green City Charter and Delivery Plan aspirations.	An update will be provided in advance of the 12 March meeting of the Committee.	
			2) That, in support of the regeneration programme, the Cabinet Member gives consideration to developing, in partnership with community stakeholders, a vision for the future look of Townhill Park, including housing, environment and community facilities.	An update will be provided in advance of the 12 March meeting of the Committee.	
			3) That the OSMC are provided with the number of leaseholders in Townhill Park.	An update will be provided in advance of the 12 March meeting of the Committee.	
			4) That Townhill Park estate regeneration returns to the OSMC agenda when the Executive have developed their plans for funding the programme.	An update will be provided in advance of the 12 March meeting of the Committee.	

How Housing Services are utilised to support and manage community safety outcomes in the city

OSMC recommendation: *'That the Council's Executive considers how the Housing Revenue Account and staff working across Housing Services could be utilised more effectively to help support community safety outcomes in the city.'*

Progress Status

The HRA and Staff in Housing Services already are effectively utilised to support and manage community safety outcomes in the city.

The HRA can only be used for council tenancy issues – funding rules ring fence the HRA to this so work outside of council areas is not something that we can undertake.

It may be helpful for you be aware of what is already in place in Housing that deals with community safety issues:

- ASB and Safeguarding Coordinator role – this person does not work on day to day casework – he advises others in the services if needed; he writes and updates our ASB Procedure; links with the MASH and our staff in the MASH; collates information for Safeguarding Reviews (both Adults and Children), and Domestic Homicide Reviews
- Housing have two dedicated staff that are in the MASH (deliberate from Housing that we have two) – each spends three days in the MASH and their other two days back in the service – this 'grounds' them and gives them relief from dealing with cases all of the time, and allows them to carry out training sessions for Housing Staff so they all have an awareness of the MASH
- Housing fund some of the staff in the IDVA Team – Senior Manager in Housing manages the IDVA Team, chairs the DSA Operational Group, is a member of the DSA Strategy Group, sits on the Safe City Partnership
- Housing have received DAHA Accreditation in the last few months – this has meant a re-write of DSA Procedures, training, getting DSA Champions in all service areas, partnership working with others
- Housing Managers attend all CTCGs
- District Housing Managers are responsible for managing Housing Staff that are dealing with ASB cases
- Housing have Neighbourhood Wardens and Cleaners out on the estates all of the time – uniformed staff who tenants/residents know – our 'friendly face' out and about – first line for some reporting which is fed through to the Housing Teams in the Local Housing Offices
- Housing fund a Mediation Assessment Service – independent of the council and the first step in our ASB procedure. Timescales are tight for turn-round of cases with NFS Mediation. This is a very successful service (received national and government recognition) for dealing promptly with initial one to one ASB cases preventing escalation. The parties involved must be a council tenant or leaseholder.
- All Housing Staff are trained in safeguarding – recognising the signs and where to report
- We have, and will take part in DHRs, Safeguarding Reviews as necessary
- Homelessness Teams deal with Street Homelessness

- The Well Being Team who work with our tenants in supported accommodation are knowledgeable of safeguarding issues in relation to older people, and know reporting process
- Housing Repair staff who access homes over 70,000 times a year have been trained in ASB/Safeguarding so they are able to report
- Housing sit on the TPM+ and so meet with the Police and other Agencies on a regular basis
- Housing Staff refer welfare cases to HFRS for well-being visits
- As necessary we are able to direct staff to certain areas of the city should the need for additional resources be there at any time (eg the recent murder in Thornhill where we had Neighbourhood Warden Staff on the ground working for a period)
- Housing Management Officers carry out periodic tenancy checks to every tenant (once in every five year) but we can target these as necessary as well as systematically (eg we used them in Thornhill after the murder to get in to talk to more people in that area at that time)
- Neighbourhood Wardens carry out block checks in every block once a month - picking up H&S issues as well as other work – these are advertised so that tenants/residents know when someone be there, and they can talk to them
- Walkabouts are carried out every month across the city – these can be targeted to certain areas if there are areas of concern (eg if TPM+ say that a specific area has x,y,z issue then we could target a walkabout to that area