

Public Document Pack

Cabinet

Monday, 20th December, 2021
at 6.00 pm

In light of the current Covid Omicron variant surge this meeting will be held as a hybrid meeting. To be lawfully constituted it will still be held in the Civic Centre and open to the public but only core members of the Cabinet along with key supporting officers will be in the room in order to keep everyone as safe as possible. Other officers, elected members and the public are encouraged to join the meeting via Microsoft Teams and contribute and/or make formal deputations that way.

Members

Leader – Councillor Fitzhenry

Deputy Leader and Cabinet Member for Growth –
Councillor Moulton

Cabinet Member for Finance – Councillor Hannides

Cabinet Member for Environment – Councillor S Galton

Cabinet Member for Communities, Culture and Heritage –
Councillor Vassiliou

Cabinet Member for Health and Adult Social Care –
Councillor White

Cabinet Member for Children’s Social Care – Councillor P
Baillie

Cabinet Member for Education – Councillor J Baillie

Cabinet Member for Customer Service and
Transformation – Councillor Harwood

(QUORUM – 3)

Contacts

Cabinet Administrator

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BACKGROUND AND RELEVANT INFORMATION

The Role of the Executive

The Cabinet and individual Cabinet Members make executive decisions relating to services provided by the Council, except for those matters which are reserved for decision by the full Council and planning and licensing matters which are dealt with by specialist regulatory panels.

The Forward Plan

The Forward Plan is published on a monthly basis and provides details of all the key executive decisions to be made in the four month period following its publication. The Forward Plan is available on request or on the Southampton City Council website, www.southampton.gov.uk

Implementation of Decisions

Any Executive Decision may be “called-in” as part of the Council’s Overview and Scrutiny function for review and scrutiny. The relevant Overview and Scrutiny Panel may ask the Executive to reconsider a decision, but does not have the power to change the decision themselves.

Mobile Telephones – Please switch your mobile telephones to silent whilst in the meeting.

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.

Municipal Year Dates (Mondays)

2021	2022
15 June (Tues)	17 January
19 July	7 February
16 August	21 Feb (budget)
13 September	14 March
18 October	18 April
15 November	
20 December	

Executive Functions

The specific functions for which the Cabinet and individual Cabinet Members are responsible are contained in Part 3 of the Council’s Constitution. Copies of the Constitution are available on request or from the City Council website, www.southampton.gov.uk

Key Decisions

A Key Decision is an Executive Decision that is likely to have a significant:

- financial impact (£500,000 or more)
- impact on two or more wards
- impact on an identifiable community

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.

Fire Procedure – In the event of a fire or other emergency, a continuous alarm will sound and you will be advised, by officers of the Council, of what action to take.

Smoking policy – The Council operates a no-smoking policy in all civic buildings.

Access – Access is available for disabled people. Please contact the Cabinet Administrator who will help to make any necessary arrangements.

Southampton: Corporate Plan 2020-2025 sets out the four key outcomes:

- Communities, culture & homes - Celebrating the diversity of cultures within Southampton; enhancing our cultural and historical offer and using these to help transform our communities.
- Green City - Providing a sustainable, clean, healthy and safe environment for everyone. Nurturing green spaces and embracing our waterfront.
- Place shaping - Delivering a city for future generations. Using data, insight and vision to meet the current and future needs of the city.
- Wellbeing - Start well, live well, age well, die well; working with other partners and other services to make sure that customers get the right help at the right time

CONDUCT OF MEETING

TERMS OF REFERENCE

The terms of reference of the Cabinet, and its Executive Members, are set out in Part 3 of the Council's Constitution.

RULES OF PROCEDURE

The meeting is governed by the Executive Procedure Rules as set out in Part 4 of the Council's Constitution.

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.

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 3.

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**

To receive any apologies.

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.

EXECUTIVE BUSINESS

3 **STATEMENT FROM THE LEADER** (Pages 1 - 2)

4 **RECORD OF THE PREVIOUS DECISION MAKING** (Pages 3 - 10)

Record of the decision making held on 15th November, 2021, attached.

5 **MATTERS REFERRED BY THE COUNCIL OR BY THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE FOR RECONSIDERATION (IF ANY)**

There are no matters referred for reconsideration.

6 **REPORTS FROM OVERVIEW AND SCRUTINY COMMITTEES (IF ANY)**

There are no items for consideration

7 **EXECUTIVE APPOINTMENTS**

To deal with any executive appointments, as required.

ITEMS FOR DECISION BY CABINET

8 **COURT LEET PRESENTMENTS 2021** (Pages 11 - 20)

Report of the Service Director, Legal and Governance detailing the presentments accepted at Court Leet, actions taken to date and Cabinet Members or officers identified to lead on the response and any further action.

9 **SOUTHAMPTON CITY VISION LOCAL PLAN - LOCAL DEVELOPMENT SCHEME (LDS) UPDATE** (Pages 21 - 44)

Report of the Cabinet Member for Growth seeking approval of, and to publish, the updated version of the Local Development Scheme

(LDS), including revised Southampton City Vision timetable.

10 UPDATE ON BUDGET FORECAST FOR 2022/23 ONWARDS AND SAVINGS PLANS □ (Pages 45 - 82)

Report of the Cabinet Member for Finance and Capital Assets setting out the financial position for the Council as at the end of September 2021.

11 STRATEGY FOR THE PROVISION OF SUPPORT IN SAFE ACCOMMODATION □ (Pages 83 - 138)

Report of the Cabinet member for Communities, Culture and Heritage seeking approval of the Strategy for the Provision of Support in Safe Accommodation.

12 CUSTOMER ACCESS STRATEGY □ (Pages 139 - 160)

Report of the Cabinet Member for Customer Service and Transformation detailing a new Customer Access Strategy which replaces the existing Customer Strategy 2018-2022 and sets out the strategic vision for how the organisation will operate to enable the best possible customer experiences.

13 IT STRATEGY □ (Pages 161 - 182)

Report of Cabinet Member for Customer Service and Transformation seeking approval to adopt the IT Strategy

14 EXCLUSION OF THE PRESS AND PUBLIC - EXEMPT PAPERS INCLUDED IN THE FOLLOWING ITEM

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

This report is not for publication by virtue of categories 3 (financial and business affairs), and 7A (obligation of confidentiality) of paragraph 10.4 of the Council's Access to Information Procedure Rules, as contained in the Council's Constitution. It is not in the public interest to disclose this information as the report contains confidential and commercially sensitive information in relation to one of the Council's counterparties. It would prejudice the Council's ability to operate in a commercial environment and obtain best value in contract negotiations and would prejudice the Council's commercial relationships with third parties if they believed the Council would not honour obligations of confidentiality.

15 SOUTHAMPTON GOLF* □ (Pages 183 - 192)

Report of the Cabinet Member for Finance and Capital Assets concerning golf in Southampton.

Agenda Item 3

COVID – 19 MEETING PROTOCOL – COUNCIL CHAMBER

GENERAL POINTS FOR ALL IN ATTENDANCE

- All attendees are strongly encouraged to undertake the free Covid-19 lateral flow test within 24 hours prior to attendance at any meetings available from <https://www.gov.uk/order-coronavirus-rapid-lateral-flow-tests>
- If you are experiencing COVID-19 symptoms, have tested positive for COVID-19, or are self-isolating you must not attend the meeting.
- We advise that you should not attend the event if you are a close contact of a positive case even when exempt from self-isolation, in order to protect other people who may be vulnerable
- Please consider in advance how you will safely travel to and from the meeting. Walking or cycling recommended where possible
- Hand Sanitising points will be available on entry and exit to the venue.
- Consideration should be given to the wearing of face coverings to reduce the risk to individuals and others. Face coverings in crowded enclosed spaces are expected and recommended.
- Identified seating plan will be devised that allows for space between seats. Side to side seating advised rather than face to face seating where possible.
- You will be responsible for your own refreshments while in attendance at the meeting.
- There should be no unnecessary movement around the meeting room.
- There should be no sharing of stationery, documents or other equipment. We request that attendees do not adjust any ventilation settings in the room or close windows that have been left open

COUNCILLORS AND OFFICERS

- All Councillors and Officers attending the meeting are strongly encouraged to take a staggered approach to arrival/departure and avoid any socialising and mixing before or after the meeting.
- A seating plan will ensure safe social distancing and seating will be labelled accordingly.
- Consideration should be given to the wearing face coverings, especially if attendees are coming into close contact with people they do not usually meet. Face coverings in crowded enclosed spaces are expected and recommended.
- Microphones in the Council Chamber are free standing, there is no requirement for these to be shared or passed around.

PUBLIC/MEDIA ATTENDANCE

- Public and Media attendees are encouraged to please provide some advance notice of their intention to attend the meeting by contacting democratic.services@southampton.gov.uk or by telephoning 023 8083 2766 as we may need to review the venue to ensure we can facilitate a covid-safe meeting.
- There will be clearly defined seating areas for members of the public and media.
- Consideration should be given to the wearing face coverings, especially if attendees are coming into close contact with people they do not usually meet. Face coverings in crowded enclosed spaces are expected and recommended.
- Members of the public/media wishing to attend the council chamber for particular agenda items will be escorted in and out of the council chamber by a member of council staff.

It is important to note that although the impact of the COVID-19 testing and vaccination programmes has been positive, COVID-19 remains a serious risk to health and the 'Hands Face Space Fresh Air' message is still crucial. People who have been vaccinated and/or tested negative for COVID-19 should still apply COVID-safe measures such as social distancing, good hand hygiene and wearing of face coverings where recommended.

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SOUTHAMPTON CITY COUNCIL
EXECUTIVE DECISION MAKING

RECORD OF THE DECISION MAKING HELD ON 15 NOVEMBER 2021

Present:

Councillor Fitzhenry	-	Leader of the Council
Councillor Moulton	-	Cabinet Member for Growth
Councillor Hannides	-	Cabinet Member for Finance and Capital Assets
Councillor S Galton	-	Cabinet Member for Environment
Councillor Vassiliou	-	Cabinet Member for Communities, Culture and Heritage
Councillor White	-	Cabinet Member for Health and Adult Social Care
Councillor P Baillie	-	Cabinet Member for Children's Social Care
Councillor J Baillie	-	Cabinet Member for Education

Apologies: Councillor Harwood

29. CARER FRIENDLY SOUTHAMPTON

DECISION MADE: (CAB 21/22 32165)

On consideration of the report of the Cabinet Member for Health and Adult Social Care, Cabinet agreed the following:

- (i) To approve the response to the Carer Friendly Southampton Scrutiny Inquiry;
and
- (ii) To approve the Adult Carers and Young Carers Strategies 2021-26.

30. CHANGES TO SACRE CONSTITUTION

DECISION MADE: (CAB 21/22 32813)

On consideration of the report of the Cabinet Member for Education and having received written and verbal presentment from Mary Wallbank representing South Hampshire Humanists, Cabinet agreed the following:

- (i) To approve the amended Constitution for SACRE attached at Appendix 1 including the addition of two additional voting members in Group A. One for a representative having no specific religious affiliation, recognising secular representation as a 'belief' within the meaning of the Human Rights Act 1998 and accurately reflecting the changing nature of religious and non-religious beliefs in current society and the Southampton area (Note – this Recommendation was NOT supported by Group A of SACRE at their meeting on 2nd November 2021, however was supported by Groups B-D).

One for a representative of Southampton City Mission as representative of their work on behalf of a group of churches not covered by the other members (Supported by all SACRE groups at their meeting on 2nd November 2021).

- (ii) If recommendation (i) above is approved Cabinet is asked to delegate authority to the Executive Director of Wellbeing, following consultation with the Chair of Sacre to agree an application process and determine any applications / appoint members to the 'belief' vacancy set out above.
- (iii) To delegate authority to the Executive Director of Wellbeing, following consultation with the Chair of Sacre to carry out a further review of SACRE membership once the Census 2021 data has been published in 2022 and to bring back any further recommendations on Membership changes to the next annual review of the SACRE Constitution in November 2022.
- (iv) To approve the additional changes to the constitution including that SACRE 2.1; must follow the SCC complaints process for any complaints received; 12.2 that future decisions from SACRE do not require unanimity; minor word changes to represent the changing landscape of maintained and academy schools, and job role titles. (SACRE unanimously supported this recommendation).

31. RIVER ITCHEN FLOOD ALLEVIATION SCHEME

DECISION MADE: (CAB 21/22 32670)

On consideration of the report of the Cabinet Member for Environment, Cabinet agreed the following:

- (i) To note and recommend to Council the option; a mix of setback and frontline flood defences.
- (ii) To note this option involves a contribution of £3M from the Council to secure scheme funding of £31.5M from a Flood and Coastal Erosion Risk Management (FCERM) grant-in-aid (GiA) external grant.
- (iii) To note and recommend to Council the approval of the alignment on Drivers Wharf as a frontline.
- (iv) To note this option involves a further contribution of £7.2M from the Council, bringing the total contribution to £10.2M, to be funded from CIL in full.

32. JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY ("JMWMS")

DECISION MADE: (CAB 21/22 32680)

On consideration of the report of the Cabinet Member for Customer Service and Transformation, Cabinet agreed the following:

- (i) To approve the Joint Municipal Waste Management Strategy; and
- (ii) To agree with the principle of a twin-stream recycling system, rather than a kerbside sort, and delegate authority to the Service Director for Business Development, following consultation with the Cabinet Member for Customer

Service and Transformation, to develop a detailed plan for the implementation of a twin-stream collection service in the city.

33. UPDATES TO THE HIGHWAYS AND TRANSPORT CAPITAL PROGRAMME

DECISION MADE: (CAB 21/22 32686)

On consideration of the report of the Cabinet Member for Growth, Cabinet agreed the following:

- (i) To note the updated capital programme for Integrated Transport and Highways, the revised financing of the programme and the associated capital spend for 2021/22, including amendments detailed within this report and in accordance with financial procedure rules, of £74.55M as detailed in paragraph 17 and Appendix 1.
- (ii) To note the overall budget addition of £2.33M, to the Place capital programme funded by government grant and S106 developer contributions, as detailed in paragraph 18 and Appendix 1.
- (iii) To note budget virements between existing schemes within the programme as detailed in paragraph 19 and Appendix 1.
- (iv) To note the details of the projects within Transforming Cities Programme and Future Transport Zone Programme as detailed in Appendices 2 and 3.

34. BUDGET MATTERS -NOVEMBER 2021

DECISION MADE: (CAB 21/22 32617)

On consideration of the report of the Cabinet Member for Environment and the Cabinet Member for Finance and Capital Assets, Cabinet agreed the following:

- (i) The Council continues to deliver a carbon reduction and cost saving scheme under the Corporate Assets Decarbonisation Scheme (replacement of the Clean Growth Fund) funded by Council Resources or grant funding where available.
- (ii) To approve spend on Phase 1 of the Corporate Asset Decarbonisation Scheme (CADS) of £3.78M within the existing Growth capital programme spread over 2 years 2021/22 (£1.78M) and 2022/23 (£2.00M). This includes £0.78M for enhancements to existing buildings and £3.00M for streetlighting improvements. This is to be funded £3.58M by Council Resources and £0.20M by grant funding.
- (iii) To approve the virement £0.20M grant funding from the Electric Vehicle Action Plan (EVAP) project to the Corporate Asset Decarbonisation Scheme.
- (iv) To note that due to current market conditions costs may be subject to increase. If there are cost variations the business case will be reassessed to ensure value for money before any spend is committed. Any revision to costs included in the capital programme will follow the usual Financial Procedure Rules and delegations.

35. FINANCIAL MONITORING FOR THE PERIOD TO THE END OF SEPTEMBER 2021

DECISION MADE: (CAB 21/22 32565)

On consideration of the report of the Cabinet Member Finance and Capital Assets, Cabinet agreed the following:

General Revenue Fund

It is recommended that Cabinet:

- i) Notes the forecast outturn position for business as usual activities is a £7.11M deficit, as outlined in paragraph 4 and in paragraph 1 of appendix 1.
- ii) Notes the financial position arising from COVID-19 is a deficit of £0.36M, as outlined in paragraph 5 and in paragraph 3 of appendix 1.
- iii) Notes the performance of treasury management, and financial outlook in paragraphs 8 to 11 of appendix 1.
- iv) Notes the forecast year end position for reserves and balances as detailed in paragraphs 12 and 13 of appendix 1.
- v) Notes the Key Financial Risk Register as detailed in paragraph 14 of appendix 1.
- vi) Notes the performance against the financial health indicators detailed in paragraphs 18 and 19 of appendix 1.
- vii) Notes the forecast outturn position outlined in the Collection Fund Statement detailed in paragraphs 23 to 26 of appendix 1.
- viii) Notes that Children's Social Care continue to look at ways to mitigate the in-year deficit reported here and future year costs, as part of their Destination 2022 initiative. It is anticipated the in-year position will require use of corporately held funds via either the corporate contingency and/or the Social Care Demand Reserve, with such use being considered during quarter 3. However, Cabinet is asked to approve an initial £1.3M in 2021/22 for staffing related spend being incurred as a part of this package to ensure existing service critical posts have adequate budget provision, to be funded by the corporate contingency budget or the Social Care Demand Reserve. A final decision on the funding of this element to be delegated to the S151 officer, following consultation with the Cabinet Member for Finance and Capital Assets, with the future years financial impact arising from the Destination 2022 measures in Children's Social Care to be included in the MTFS to be agreed in February 2022.

Housing Revenue Account

It is recommended that Cabinet:

- ix) Notes the forecast outturn position on business as usual activities is a surplus of £0.92M as outlined in paragraph 6 and paragraph 20 of appendix 1.
- x) Notes that a favourable variance of £0.57M is forecast arising from COVID-19, as outlined in paragraph 6 and paragraph 21 of Appendix 1.

Capital Programme

It is recommended that Cabinet:

- xi) Notes the revised General Fund Capital Programme, which totals £437.08M as detailed in paragraph 1 of appendix 2.
- xii) Notes the HRA Capital Programme is £340.81M as detailed in paragraph 1 of appendix 2.
- xiii) Notes that the overall forecast position for 2021/22 at quarter 2 is £174.91M, resulting in a potential surplus of £5.73M, as detailed in paragraphs 4 and 5 of appendix 2.
- xiv) Notes that the capital programme remains fully funded up to 2025/26 based on the latest forecast of available resources although the forecast can be subject to change; most notably regarding the value and timing of anticipated capital receipts and the use of prudent assumptions of future government grants to be received.
- xv) Approves slippage and rephasing of £42.63M (£10.34M of General Fund and £32.30M of HRA) as detailed in paragraph 5 and 7 of appendix 2. Noting that the movement has zero net movement over the 5-year programme.
- xvi) Notes that no variances are forecast arising from COVID-19 as detailed in paragraph 8 of appendix 2.

36. TOYS R US SITE COMMERCIAL TERMS*

DECISION MADE: (CAB 21/22 32672)

On consideration of the report of the Cabinet Member for Growth, Cabinet agreed the following:

- (i) That the commercial & financial terms and related recommendations set out in confidential Appendix 1 be agreed by Cabinet.
- (ii) Following consultation with the Deputy Leader who is the Cabinet Member for Growth and Executive Director of Finance and Commercialisation, that the Executive Director of Place be given delegated authority to finalise the detailed terms of this transaction.
- (iii) Following consultation with the Executive Directors of Finance, Commercialisation and Place, that the Director of Legal & Business Operations be given delegated authority to enter into any commercial agreements required to facilitate this transaction and any other legal documentation related to the proposed scheme (the Council acting in its capacity as a landowner).
- (iv) Approve the removal of the Former Toys R Us Site Redevelopment project from the Growth portfolio in the capital programme. This is a reduction of £0.25M in 2021/22 and £26.70M in 2022/23 as this is now being funded by the developer.

37. UPDATE ON THE CURRENT SOLENT FREEPORT PROPOSALS AND SUPPORT FOR THE SUBMISSION OF THE OUTLINE BUSINESS CASE (OBC)

DECISION MADE: (CAB 21/22 32741)

On consideration of the report of the Cabinet Member for Growth, Cabinet agreed the following:

Having complied with paragraph 15 of the Council's Access to Information Procedure Rules:

- (i) Cabinet supports the strategic submission of the next outline business case (OBC) as a Board Member of Solent Freeport Consortium Limited, on or before the 26 November 2021, as part of National Freeport Programme Application process and to agree an appropriate Site Specific Agreement for the Redbridge (Tax) site.
- (ii) Cabinet raises any issues outlined in this paper over the current Solent Freeport proposals, to then be shared with the Solent Freeport Consortium Limited (SFCL).

38. CALL-IN OF EXECUTIVE DECISION CAB 21/22 32527: NORTHERN ABOVE BAR PROPERTIES

DECISION MADE: (CAB 21/22 32919)

On consideration of the report of the Scrutiny Manager, Cabinet considered its response to the recommendations made by the Overview and Scrutiny Management Committee at its meeting on 9 November 2021.

- (i) That Cabinet do not proceed with the decision agreed at 18 October 2021 meeting and that the future of 176 to 202 Above Bar Street is considered within the wider property portfolio review being undertaken by Eddison's.

Recommendation (i) was rejected by Cabinet.

- (ii) That Cabinet seeks a full appraisal of the site, 176 to 202 Above Bar Street, to include, in addition to the Section 123 best consideration report, consideration of how the site fits with the economic growth and development ambitions of the city, and that Cabinet use this information to inform their decision.

Recommendation (ii) was rejected by Cabinet.

- (iii) That, on receipt of the Section 123 best consideration report, the Executive return to the Overview and Scrutiny Management Committee to discuss the Administration's intentions with regards to 176-202 Northern Above Bar Properties.

Recommendation (iii) was rejected by Cabinet.

- (iv) That the Cabinet Member for Finance and Capital Assets provides the Overview and Scrutiny Management Committee with an explanation of the comments he made at the 14 October 2021 meeting of the Committee relating to the marketing of properties on Northern Above Bar (176-202) when subsequent enquiries have revealed that this has not happened.

Recommendation (iv) was accepted by Cabinet.

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Agenda Item 8

DECISION-MAKER:	CABINET
SUBJECT:	COURT LEET PRESENTMENTS 2021
DATE OF DECISION:	20 DECEMBER 2021
REPORT OF:	COUNCILLOR FITZHENRY LEADER OF THE COUNCIL

<u>CONTACT DETAILS</u>			
AUTHOR:	Title	Democratic Support Officer	
	Name:	Ed Grimshaw	Tel: 023 8083 2390
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Director	Title	Service Director, Legal and Business Operations	
	Name:	Richard Ivory	Tel: 023 8083 2794
	E-mail:	Richard.ivory@southampton.gov.uk	

STATEMENT OF CONFIDENTIALITY	
None	
BRIEF SUMMARY	
The purpose of this report is to bring to the Executive's attention the Presentments accepted by Court Leet, the action taken to date and to identify Lead Officers and Members for future actions.	
RECOMMENDATIONS:	
	(i) that the initial officer responses to the Presentments approved by the Court Leet Jury, as set out in Appendix 1, be noted; and
	(ii) that individual Cabinet Members ensure responses are made to Presenters regarding presentments within their portfolios as appropriate and as soon as practically possible.
REASONS FOR REPORT RECOMMENDATIONS	
1.	The Executive has agreed that Court Leet Presentments will be reported to the Executive for consideration and ultimately determination.
ALTERNATIVE OPTIONS CONSIDERED AND REJECTED	
2.	The decision was previously made by the Executive to proceed in this manner; therefore this is the only approach considered appropriate.
DETAIL (Including consultation carried out)	
3.	Appendix 1 lays out in brief the Presentments received by Court Leet on 12th October 2021 with details of Lead Officers and Cabinet Members responsible, together with an initial response to each of the Presentments.
4.	The Presentments, once received, have been shared with Lead Officers and Lead Members; responses (and any action required) will be subject to the Council's normal decision-making processes and therefore, consultation at this time.

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.	Court Leet is maintained as a valid Court Leet, but only for purpose of taking Presentments on matters of local concern under the Administration of Justice Act 1977. Any proposals to implement any Presentments will be considered in due course by the appropriate decision-maker, and at that point legal issues will be taken into account.
<u>Other Legal Implications:</u>	
8.	None
RISK MANAGEMENT IMPLICATIONS	
9.	None
POLICY FRAMEWORK IMPLICATIONS	
10.	None.
KEY DECISION?	No
WARDS/COMMUNITIES AFFECTED:	None
Appendices	
1.	Summary of Presentments and details of Lead Officers and Members Responsibility and Initial Response of Presentments
Documents In Members' Rooms	
1.	None
Equality Impact Assessment	
Do the implications/subject of the report require an Equality and Safety Impact Assessment (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	
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

Agenda Item 8

COURT LEET PRESENTMENTS 2021

Appendix 1

No. 1	PROPOSER	Sinclair Primary and Nursery School
	EXECUTIVE DIRECTOR	Kate Martin – Executive Director Place
	RELEVANT CABINET MEMBER	COUNCILLOR MOULTON – GROWTH? COUNCILLOR J BAILLIE – EDUCATION?
PRESENTMENT TITLE: Car Parking		
<p><u>Why we need more places to park</u></p> <p>As school council reps we feel like this is an important topic to talk about because the parking is getting a little busy. The reason is because a lot of people are parking down the hill which means the layby is getting filled, people are parking on the curb and in the road. To help with this problem we think it will be good to put down double yellow lines so this doesn't get out of hand. We also have alternative ideas which could work. For instance, that is a large area of space at the front of the school and outside of the school property that is just grass it has plenty of space for some carparking spaces.</p> <p><u>What we could to help out</u></p> <p>In our opinion, we think that the layby should be extended so that more people can park there. Yellow lines will help people to stop parking in dangerous places. Maybe we could put down more concrete down where the grass patch is so we could put the path more backwards to create more space for cars to park, we would also like to suggest more traffic warden presence to enforce good behaviour.</p> <p><u>Why we think this will help</u></p> <p>We all think this is important because we want pupils to be safe. The reason is because there are a lot of children around who could be hurt. The time to act is now and the opportunity is yours.</p>		

COURT LEET PRESENTMENTS 2021

	<u>RESPONSE:</u>
	<p>Southampton City Council runs the My Journey programme which aims to increase the number of pupils, parents and staff travelling actively and sustainably to schools, workplaces and in the community. SCC's My Journey Officers engage with schools to offer travel planning support to enable schools to work towards their Modeshift STARS national accreditation award, which recognises excellence in sustainable travel. Having an up to date and comprehensive travel plan allows schools to identify issues on the school run and on/around site, set targets to reduce the number of families travelling by car to school and implement a range of active travel initiatives to work towards the targets. SCC can offer Sinclair Primary School support in travel planning and delivery of sustainable travel initiatives as a first step towards addressing the issue that has been highlighted.</p> <p>SCC will be writing directly to the School representatives about their request and how the council can help them with the issues they have identified in this particular presentment.</p>

COURT LEET PRESENTMENTS 2021

No. 2	PROPOSER	Graham Linecar - ON BEHALF OF SOUTHAMPTON COMMONS & PARKS PROTECTION SOCIETY (SCAPPS)
	EXECUTIVE DIRECTOR	Kate Martin – Executive Director Place
	RELEVANT CABINET MEMBER	COUNCILLOR MOULTON – GROWTH
PRESENTMENT TITLE: More dwellings must be accompanied by more public open space		
<p>Access to nearby, quality green space is essential for physical and mental health and well-being. Covid-lockdown brought home to all of us the importance of having parks and green spaces within walking distance. My presentment asks for effective commitment to making sure development resulting in an increase in number of dwellings is matched by an increase in the amount of public open space. I say ‘effective’ because a response ‘It’s in planning policies’ is not enough. SCAPPS wants to see the timely provision of new public open spaces, and especially green spaces, in association with developments resulting in increased dwellings. We also ask the City Council, as local education authority and landowner of many schools’ sites, to require schools to consider opening their grass fields for public use during school holidays.</p> <p>Recent years have seen a remarkable increase in the number of dwellings in the city centre, many, if not most, with no private outdoor space. SCAPPS appreciates how difficult it is to find sites for new public open space in a densely developed area like the city centre. That’s why we welcomed and supported the City Centre Action Plan’s proposal for a new green space at Albion Place, extending to the walls of the Castle. SCAPPS asks for commitment to implement that proposal of the City Centre Action Plan.</p>		

COURT LEET PRESENTMENTS 2021

	<u>RESPONSE:</u>
	<p>The City Council recognises the importance of maintaining and enhancing quality open space provision and the importance of this has been demonstrated during the covid pandemic.</p> <p>The Council's current planning policies aim to ensure that new housing development is accompanied by improvements to existing open spaces or provision of new open spaces in accordance with specified standards. However, policy also allows for alternative open space provision such as "green roofs" or "green walls".</p> <p>The City Council is currently reviewing its planning policy (the City Vision Local Plan). The review will seek to balance the housing needs of the city together with the requirements for other land uses such as employment, community facilities, leisure and open space. The challenge will be, as SCAPPS recognises, the ability to provide for these uses in a densely built up urban area.</p> <p>As the City Council develops its new planning policies, it will seek to engage with relevant stakeholders and hence will meet with representatives of SCAPPS to consider how new policies in respect of new housing development and open space can be progressed. Whilst Schools are being encouraged to consider opening their grass fields for public use during school holidays, being mindful of their roles within the community and balancing the need to protect resources to ensure that children can continue to use the facilities during school hours and ensuring that additional use does, in itself, not cause any additional aggravation to their neighbours.</p>

COURT LEET PRESENTMENTS 2021

No. 3	PROPOSER	Graham Linecar - ON BEHALF OF SOUTHAMPTON COMMONS & PARKS PROTECTION SOCIETY (SCAPPS)
	EXECUTIVE DIRECTOR	Kate Martin – Executive Director Place
	RELEVANT CABINET MEMBER	COUNCILLOR MOULTON – GROWTH
	PRESENTMENT TITLE: Stop using roads in the Central Parks as a bus station	
	<p>It is wholly inappropriate for roads against and crossing the Central Parks to be used as a bus station where buses stand-over between services, often with engines running. This is particularly unacceptable in Vincent’s Walk and Poundtree Road next to a busy children’s play area.</p> <p>I acknowledge bus operators are beginning to replace diesel-engined buses with electric powered ones. Unfortunately, Vincent’s Walk is mainly used by First Bus and they are likely to be the last local bus operator to switch to an electric fleet.</p> <p>But it is not the fumes alone which make it inappropriate for roads in the Central Parks to be used as a substitute for a proper bus station. Roads in the Parks ought to be seen and treated as something special, different to other bits of highway because they are within a park. They should no longer be considered a convenient place to start and end bus services, and a useful bit of road on which to park buses between services. My presentment asks the City Council to make proper provision for start and end of bus services in a less intrusive and less damaging location.</p>	

	<u>RESPONSE:</u>
	<p>Through it’s long-term transport strategy Connected Southampton 2040, the City Centre Action Plan and Bus Service Improvement Plan (BSIP) the Council is working with local bus operators on how buses move around and interchange in the City Centre. The aspiration is to create a bus ‘ring’ with a series of bus hubs where bus services can terminate or travel through. These bus hubs are proposed to be at Albion Place, Central Station, Vincent’s Walk, and Above Bar Street, along with other busy bus stop locations. These hubs provide the opportunity to concentrate buses, reduce bus journey times which in turn reduces layover time for operators.</p> <p>A public survey that informed the development of the BSIP 68% of respondents supported having better connections and interchange between bus services and with other modes such as rail in one place. The next step following the submission of the BSIP is to develop an Enhanced Partnership (EP) by end of March 2022, which will have legal commitments from both the Council and the bus operators on implementing the ambitions from the BSIP.</p>

COURT LEET PRESENTMENTS 2021

Through the Southampton Transforming Cities (TCF) programme we are progressing the implementation of the Albion Place bus hub by 2023. This will provide capacity for terminating and through bus services with space for buses to use reducing their impact around Castle Way and can incorporate services that currently layover around Pound Tree Road. Vincent's Walk is also an important bus hub and there is an ongoing need for buses to stop there as part of the bus 'ring'. The passenger waiting environment at Vincent's Walk is poor and the Council is investigating how this can be improved and what its role is within the bus network in the City Centre.

Within the BSIP we are planning a Journey Time Review for the network that will look holistically to plan together for how buses can move around Southampton to be benefit of passengers and the city. This, linked with the focused work on the City Centre network, will consider what routes buses will take and where they can stop and layover. This will inform whether buses need to remain in Pound Tree Road or are able to be relocated to the new and enhanced bus hubs being created. Pound Tree Road provides a mix of bus stops and bus stands, bus stops are used to pick up and drop off passengers where a bus is stationary for a short period of time, bus stand is used for layover purposes and engines should be turned off.

Over the past three years the Council has worked with the bus operators to ensure that all buses operating in Southampton meet the latest emissions standards. We have secured Government funding to retrofit all non-Euro VI buses with equipment that brings these vehicles up to Euro VI standard so all buses operating in Southampton are Euro VI or equivalent. Buses also have start-stop engine technology The Council is working with the University of Southampton and UniLink on submitting a bid to the Government's ZEBRA (Zero-Emission Bus) scheme for new all-electric buses for the UniLink fleet. If successful these would be the first all-electric buses in Southampton and start the decarbonisation of buses in Southampton.

Part of the BISP there is a commitment to work with the operators on reducing engine idling at bus stops where they are stopping for more than 1 minute. This is voluntary but we will be monitoring it and targeting key areas such as Vincents Walk.

Officers would be happy to meet with SCAPPS as part of the development of the City Centre bus network to help develop suitable plans for buses in the City Centre.

COURT LEET PRESENTMENTS 2021

No. 4	PROPOSER	Graham Linecar - ON BEHALF OF SOUTHAMPTON COMMONS & PARKS PROTECTION SOCIETY (SCAPPS)
	EXECUTIVE DIRECTOR	Kate Martin – Executive Director Place
	RELEVANT CABINET MEMBER	COUNCILLOR MOULTON – GROWTH
	PRESENTMENT TITLE: Tenure and use of the restored pavilion in Hoglands	
	<p>SCAPPS has been impressed by the number of recent initiatives improving the Central Parks. The Queen’s Peace Fountain has been refurbished, the new lights and water play are so much more fun than the previous fountain. We were pleased to see completion of the fenced and surfaced games area in Hoglands. We hope having that available for free use will reduce the frequency of casual ball games elsewhere in the Central Parks where they risk damaging ornamental planting and trees, and disturbing those seeking more relaxed enjoyment of the Parks. SCAPPS awaits an opportunity to see the brief and specification for replacement of the skate-park.</p> <p>We were pleased to have been consulted and involved in securing repair and renovation of the pavilion in Hoglands as part of the Police and Crime Commissioner’s Safer Cities project. However, we are anxious the City Council, as owner, should take steps, and soon, to make sure the pavilion is in frequent use, preferably by organisations using the sports facilities. We know many hope to see club cricket matches again taking place in Hoglands.</p>	
	<u>RESPONSE:</u>	
	<p>The Pavillion is in regular use by SOCO music project and the building is leased to Active Nation.</p> <p>City Services are working on a review of the Green Space Strategy 2008 and your comments will be considered as part of this review.</p>	

COURT LEET PRESENTMENTS 2021

No. 5	PROPOSER	Graham Linecar - ON BEHALF OF SOUTHAMPTON COMMONS & PARKS PROTECTION SOCIETY (SCAPPS)
	EXECUTIVE DIRECTOR	Kate Martin – Executive Director Place
	RELEVANT CABINET MEMBER	COUNCILLOR MOULTON – GROWTH / COUNCILLOR VASSILIOU – CULTURE, HERITAGE AND COMMUNITIES ?
PRESENTMENT TITLE: More diverse use of the fenced part of Andrews (East) Park at the Guildhall Square entrance		
<p>Use as grass tennis courts ceased a number of years ago. The enclosing fence was not removed as it was claimed to provide an enclosed space for dogs to run free, and has in the past year or so also been used by a commercial operator providing dog training classes. SCAPPS is very anxious it should not become, or be considered as, exclusively a dog exercise and training space.</p> <p>My presentment asks the City Council actively to promote other uses. This is a prominent location at the entrance to the Parks from Guildhall Square, where events frequently take place. It is close to the arts activities in the theatre and gallery, & to the City Art Gallery. One suggestion the Sheriff, and so our next Mayor, might want to consider is using it as an attractive outdoor venue for civic entertaining in easy walking distance of Civic Offices and the Mayor’s Parlour.</p>		
<u>RESPONSE:</u>		
<p>This area of park is free for anyone to use. Event applications can be found here: Event-and-Promotions-Application-2021.pdf (dc-southampton.s3.amazonaws.com) and further information can be requested from events@southampton.gov.uk</p>		

Agenda Item 9

DECISION-MAKER:	CABINET
SUBJECT:	SOUTHAMPTON CITY VISION – LOCAL DEVELOPMENT SCHEME (LDS) UPDATE
DATE OF DECISION:	20 DECEMBER 2021
REPORT OF:	COUNCILLOR MOULTON CABINET MEMBER FOR GROWTH

<u>CONTACT DETAILS</u>			
AUTHOR:	Title	Strategic Planning Manager	
	Name:	Amber Trueman	Tel: 023 8091 7597
	E-mail:	amber.trueman@southampton.gov.uk	
Director	Title	Executive Director Place	
	Name:	Kate Martin	Tel: 023 8083 4670
	E-mail:	kate.martin@southampton.gov.uk	

STATEMENT OF CONFIDENTIALITY
Not Applicable.
BRIEF SUMMARY
<p>All Local Planning Authorities (LPAs) are required to set out their intentions with regards to developing planning documents, and the timetable/s for doing so, in a 'Local Development Scheme' (LDS). The purpose of the LDS is to set out to the public the direction of travel with regards to the LPA's Development Plan Documents but to also serve as means for the Government to monitor performance against.</p> <p>In the case of Southampton City Council, the LDS 'Preparing Our Development Plans' was adopted in July 2019 with a subsequent update in December 2019. However, given the progress with the Hampshire Minerals and Waste Plan over the past year and the impacts upon the Southampton City Vision Local Plan as a result of the Covid-19 pandemic it is considered necessary to update this document again to ensure it presents an accurate view of the current situation and planned activity for the future.</p> <p>The amendments proposed concern:</p> <ol style="list-style-type: none"> 1. The position related to the Hampshire Minerals and Waste Plan update; 2. The requirement to review the Bassett Neighbourhood Plan in due course; and 3. The Southampton City Vision Local Plan timetable (Appendix 1 of the adopted LDS) <p>All other details in the LDS will remain as existing in the adopted version.</p>

Approval is sought for the update and publication of the LDS as set out in Appendix 1 (note: tracked changes have been used to highlight all changes to the current adopted version).

RECOMMENDATIONS:

	(i)	To resolve that the revised Local Development Scheme (Appendix 1) is to have effect from 21 st December 2021.
	(ii)	To delegate authority to the Head of Planning and Economic Development, following consultation with the Cabinet Member for Growth, to make minor amendments to 'Preparing our Development Plans' before publication.

REASONS FOR REPORT RECOMMENDATIONS

1.	To ensure that Southampton City Council is providing an up-to-date position regarding the development and update of planning documents, including an accurate timeline for the production of the Southampton City Vision Local Plan.
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ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

3.	Do nothing – This option was rejected as leaving the LDS as it currently is would suggest that the details contained within it are still up to date and accurate, which they are not. The Hampshire Minerals and Waste Plan is further advanced, and this should be acknowledged, likewise the Bassett Neighbourhood Plan is in need of review now that five years have passed since adoption, plus the timetable for the Southampton City Vision Local Plan is now out of date and needs updating for the purposes of transparency to the public and Government monitoring.
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DETAIL (Including consultation carried out)

4.	<p>As the local planning authority, Southampton City Council has a statutory duty to produce a Local Development Scheme (LDS). The LDS must set out the Council's timetable for producing and reviewing its development plan documents, which includes documents such as the Local Plan. This document must also outline any planning policy documents the Council intends to produce and the timescales for doing so in order for progress to be monitored by the Department for Levelling Up, Housing and Communities (DLUHC).</p> <p>The current LDS, 'Preparing our Development Plans', was adopted in July 2019 with subsequent updates approved by Cabinet in December 2019. The most recent version is attached in Appendix 2. This report seeks the approval of an updated version (Appendix 1) in which details on the Hampshire Minerals and Waste Plan are revised to reflect recent progress; a statement is added to communicate the need to review the Bassett Neighbourhood Plan in due course; and the timetable for the preparation of Southampton City Vision, our new Local Plan, is amended to account for delays experienced as a result of the Covid-19 pandemic. All other details are proposed to remain as existing.</p>
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RESOURCE IMPLICATIONS

Revenue

5.	There are no direct revenue implications associated with the revised Local Development Scheme. The wider Local Plan work is being funded by existing budget allocations in the Place Directorate.
<u>Property/Other</u>	
6.	Not applicable.
LEGAL IMPLICATIONS	
<u>Statutory power to undertake proposals in the report:</u>	
7.	As the Local Planning Authority, Southampton City Council has a statutory duty to revise its Local Development Scheme at such time as it considers appropriate.
<u>Other Legal Implications:</u>	
8.	Development plan documents must be prepared in accordance with the local development scheme. Future examination of development plan documents will consider whether this requirement has been met. The council must make the following available to the public — (a) the up-to-date text of the scheme, (b) a copy of any amendments made to the scheme, and (c) up-to-date information showing the state of the authority's compliance (or non-compliance) with the timetable mentioned in subsection (2)(f)
RISK MANAGEMENT IMPLICATIONS	
9.	The risk of Southampton City Council not updating the LDS would mean that an inaccurate view of planning document development continues to be presented publicly. Furthermore, continuing with an out-of-date timetable for the Southampton City Vision Local Plan would mean that DLUHC's monitoring will continue to show that the Council is non-compliant with the timetable for production and the Council could be 'designated' as a result. Similarly, if the LDS is not updated, upon examination of any Development Plan Documents (DPDs) the appointed Planning Inspector may find the Council non-compliant with the legal requirement to keep the LDS up to date and to clearly communicate to the public the proposed changes intended for the Local Development Plan, the timetable for making such changes and the Council's compliance (or non-compliance) with the timetable. Non-compliance could result in the Council needing to republish an up-to-date LDS and timetable and re-running statutory public engagement activities for the Local Plan to demonstrate that the public have been adequately notified and involved in the plan-making process.
POLICY FRAMEWORK IMPLICATIONS	
10.	The Local Development Scheme is a statutory document that Southampton City Council is required to produce and maintain, in accordance with the Planning and Compulsory Purchase Act 2004.

KEY DECISION?	No
WARDS/COMMUNITIES AFFECTED:	None

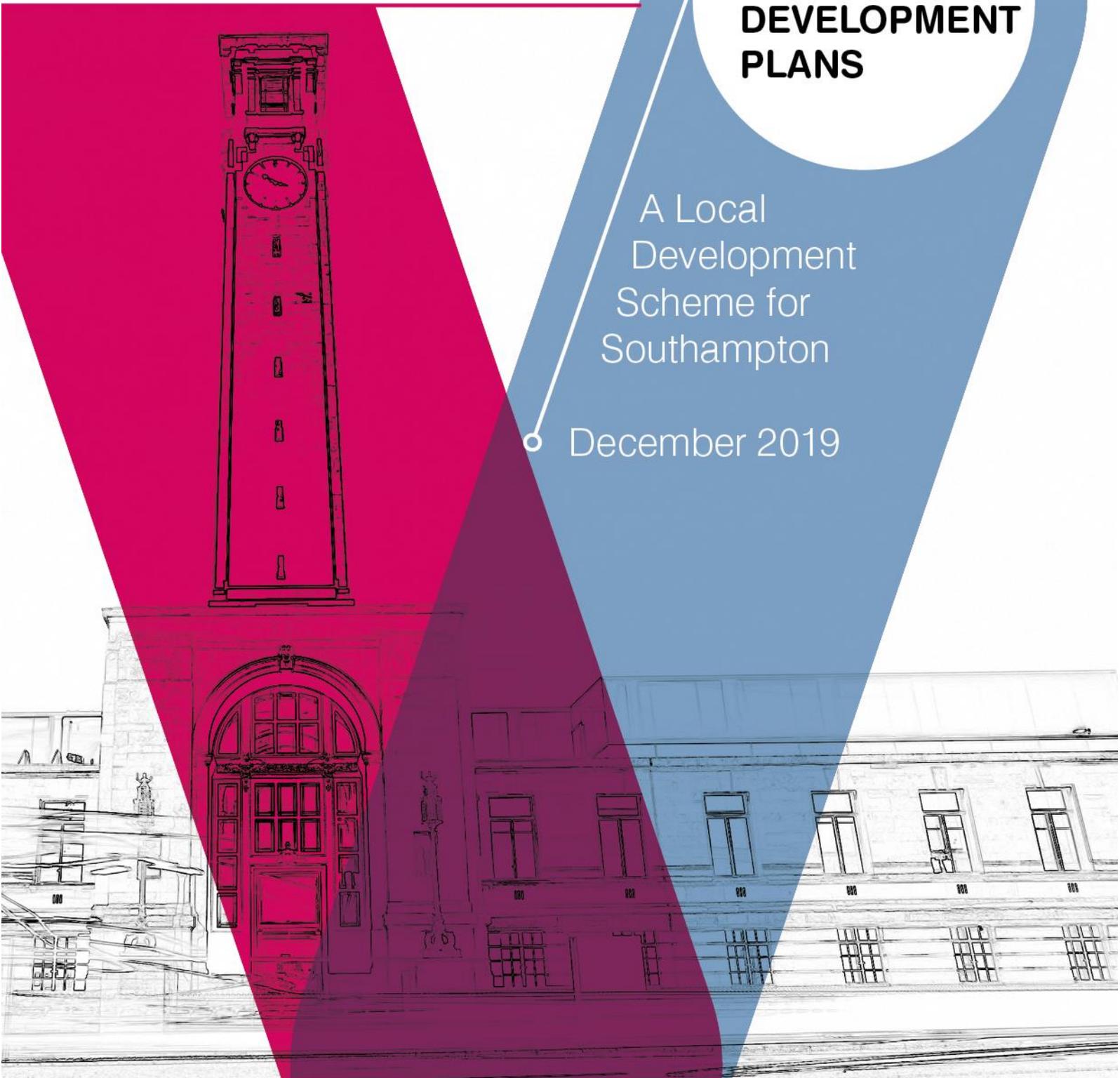
<u>SUPPORTING DOCUMENTATION</u>	
Appendices	
1.	Preparing Our Development Plans – Proposed Updated Version
2.	Preparing Our Development Plans – Current Adopted Version
Documents In Members' Rooms	
1.	N/A
2.	
Equality Impact Assessment	
Do the implications/subject of the report require an Equality and Safety Impact Assessment (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	
Other Background documents available for inspection at: N/A	
Title of Background Paper(s)	Relevant Paragraph of the Access to Information Procedure Rules / Schedule 12A allowing document to be Exempt/Confidential (if applicable)
1.	N/A
2.	

SOUTHAMPTON CITY VISION

PREPARING OUR DEVELOPMENT PLANS

A Local
Development
Scheme for
Southampton

December 2019



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PREPARING OUR DEVELOPMENT PLANS

A Local Development Scheme for Southampton

What is this document?

'Preparing our Development Plans' is a document that sets out how and when Southampton City Council will prepare 'Southampton City Vision', the new Local Plan, and other essential planning documents from 2019 onwards. These documents are referred to by government as Development Plan Documents, or DPDs.

Together, these plans express the vision for the city and form the Council's planning policy framework known as the 'Development Plan'. The purpose of the Development Plan is to guide all planning and development decisions for the area to which it applies.

The objectives of this document are:

- To meet the requirements of the Planning and Compulsory Purchase Act 2004; the Planning Act 2008; the Localism Act 2011; the National Planning Policy Framework (NPPF) 2021 and the National Planning Policy Guidance (NPPG);
- To accord with the Council's strategy for engagement as set out in the 'Involving you in Planning' document (2019);
- To present a plan that ensures a continued and up to date planning policy framework for Southampton; and
- To be accessible and user friendly for everyone.

Why is this document important for Southampton?

It is Southampton City Council's obligation to produce this document and to ensure it is updated regularly. However, as the document is required to include details of the proposed Development Plan changes, as well as a timetable for the works, it is also a great starting point for the local community and other interested parties to find out more about the planning of the city and to keep track of progress.

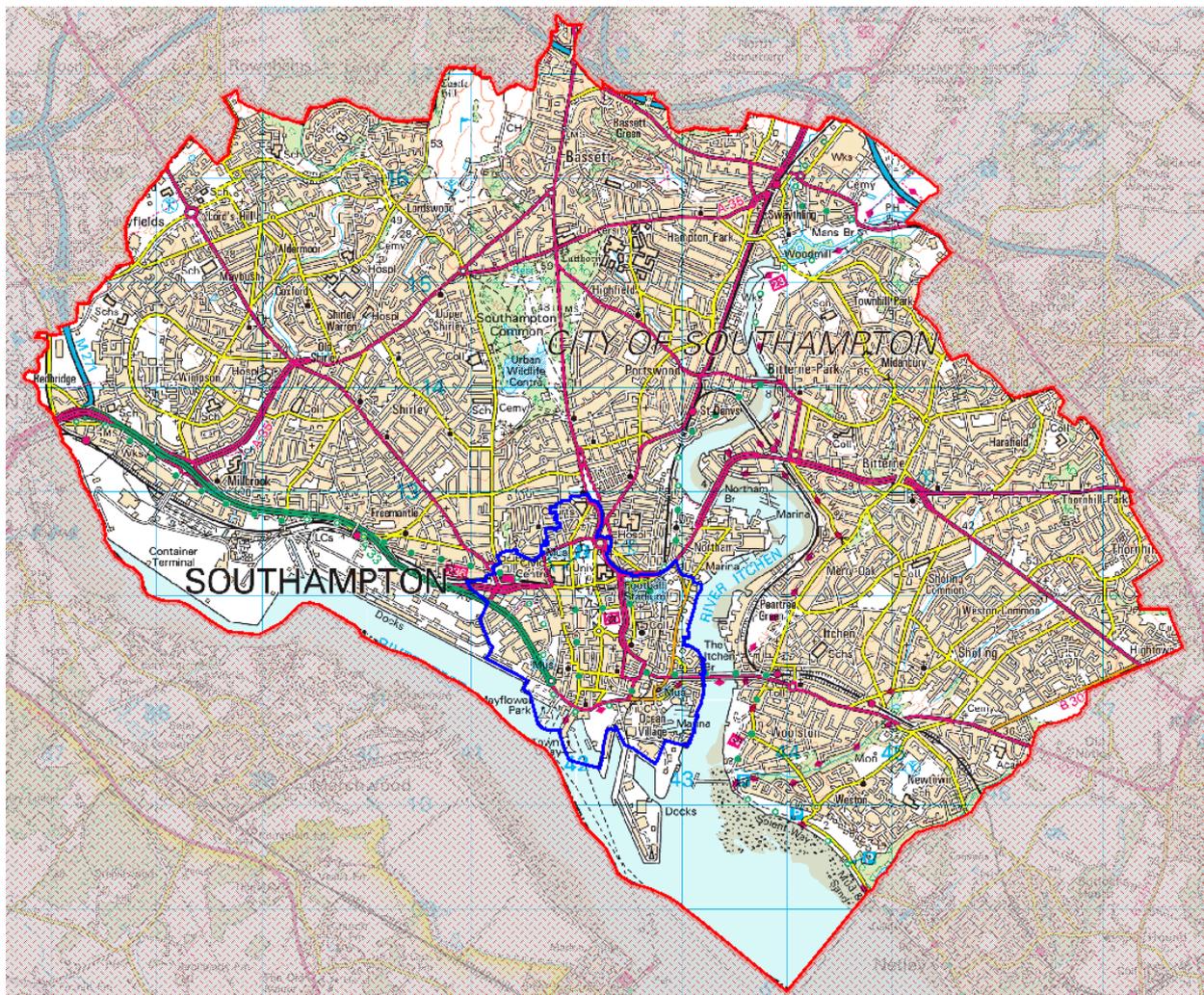
As a focal point in central southern England, and the principal city in south Hampshire, Southampton is an important regional location for growth and the development of new homes; additional employment opportunities; transport connections; as well as retail, leisure and education facilities. It is also the home of a globally important port, for both cruises and the transport of goods, and is a gateway to the Isle of Wight. It is therefore important that the Development Plan recognises all of the above and allows us to take advantage of any opportunities whilst promoting sustainable growth, protecting and enhancing of the city's natural and historic environment whilst ensuring vibrancy and attractiveness is maintained.

However, planning issues often change over time and policies can sometimes prove ineffective in tackling new problems or aiding us to drive forward change or growth when

new opportunities arise. It is therefore vital to update the Development Plan regularly and to ensure it is relevant to local planning issues. However, the Council also believes it is important to keep this document up to date so that local people, businesses and other interested parties can stay properly informed about why, how and when we plan to make changes.

What is Southampton's Development Plan?

Southampton City Council's Development Plan comprises a series of documents which, as a whole, set out the aspirations for the city, the long-term strategic plans for Southampton, as well as a variety of other non-strategic planning policies to manage development within the city boundary (see figure 1). The Development Plan is also what both the planning officers and planning committee (Planning & Rights of Way Panel) consider development proposals against to ensure that we, as the local planning authority for Southampton, are making consistent decisions in the best interest of the city.



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Figure 1: Map of Southampton, including city boundary (red) and city centre boundary (blue).

What documents form the existing Development Plan for Southampton?

Southampton's Development Plan currently comprises 5 DPDs as shown in Figure 2. Further details on each of these documents, and the areas they apply to, are provided below.

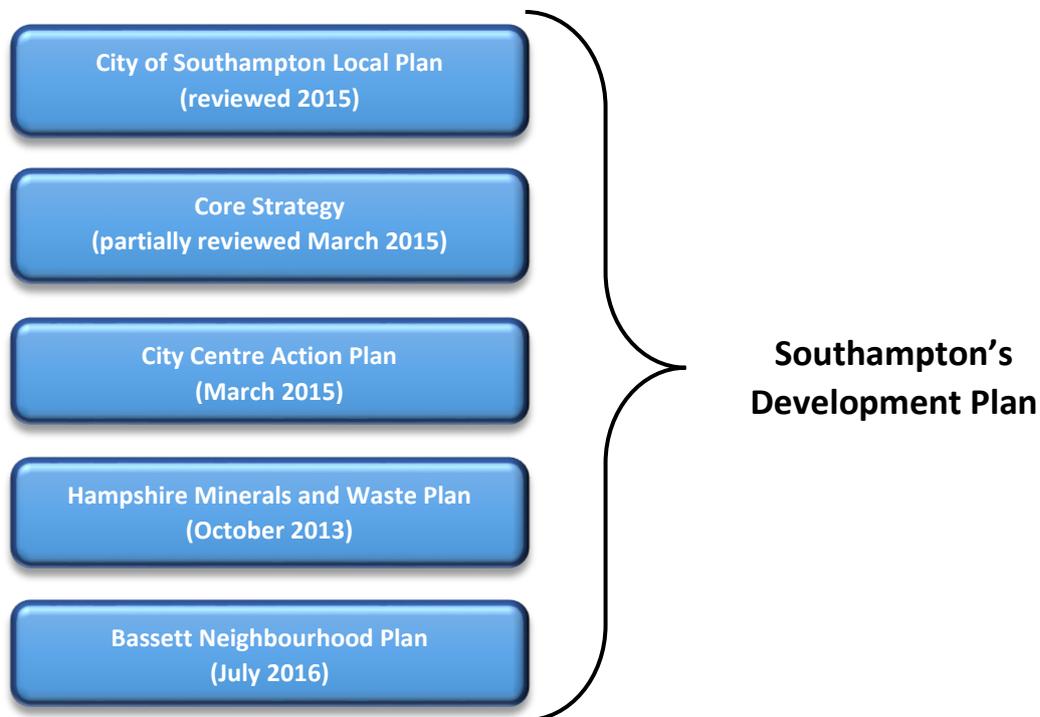


Figure 2: Development Plan Documents that form Southampton's existing Development Plan

City of Southampton Local Plan March 2006 and Review 2015

The original Local Plan was adopted in 2006 to provide a land use framework for the entire city. However, the initial documents that informed it (e.g. the City Strategy 1999 and Community Strategy 2003) had become out of date, therefore a review in 2015 updated its policies to ensure the Local Plan was fit for purpose and current use. The Local Plan Review (adopted March 2015) is therefore the latest version of this document and replaces parts of the original plan to align with Southampton's other adopted DPDs (listed below).

Core Strategy 2010 and its Partial Review March 2015

The original Core Strategy provided an overarching vision for Southampton to the year 2026, providing strategic policies for the city's economic development and spatial approach to planning. The 2015 Partial Review updated the document with three focussed changes that responded to altered priorities, more recent evidence and changing legislation. These were:

- Introduction of the national 'presumption in favour of sustainable development';
- A reduction of office and retail targets; and
- Changes to the biodiversity policy

City Centre Action Plan March 2015

This document was based upon the priorities set out in a masterplan undertaken in 2012. With a time horizon to 2026, the City Centre Action Plan (CCAP) has a vision and strategy for the city centre (see Figure 1 for city centre boundary).

The Hampshire Minerals and Waste Local Plan 2013

This plan covers the administrative areas of Hampshire County Council, Southampton City Council, Portsmouth City Council, New Forest National Park and the part of the South Downs National Park which falls within the administrative boundary of Hampshire County Council. It addresses the supply of minerals (e.g. for the construction industry), including the approach to safeguarding the mineral wharves in the city; waste management facilities (e.g. the need to increase recycling); and policies to protect the environment and communities (e.g. to ensure minerals and waste facilities manage issues such as traffic, noise and dust).

Bassett Neighbourhood Plan 2016

The Bassett Neighbourhood Plan was adopted by the Council on 20 July 2016, and runs up to 2029. It contains policies that seek to protect the green spaces, trees and the existing character in the ward of Bassett, acting to positively steer development and change in the area. It identifies high, medium and low density areas for housing in this ward with an emphasis upon the provision of family homes in response to identified need, managing traffic and controlling the growth of houses in multiple occupation (HMOs).

What changes are proposed for Southampton's Development Plan?

As explained above, and depicted in Figure 2, the current Development Plan for Southampton comprises a series of 5 DPDs. However, the Local Plan, Core Strategy and City Centre Action Plan have now become outdated, and we would like to make the Development Plan easier to comprehend and more user-friendly. As such, we are planning to combine the types of policies covered by these three outdated DPDs into a singular document – a new Local Plan called 'Southampton City Vision' (see Figure 3).

As of 2021, a review of the Hampshire Minerals and Waste Plan has also commenced in partnership with neighbouring Councils, including Hampshire County Council. Further details regarding the progression of this review can be accessed here: [HMWP 2020 Review - Development Scheme - Version 1 March 2020 \(hants.gov.uk\)](https://www.hants.gov.uk/hmwp-2020-review-development-scheme-version-1-march-2020).

Finally, the Bassett Neighbourhood Plan is now due for review as five years have passed since the plan was first published. This review will need to be led by the Bassett Neighbourhood Forum, with support from the Council, and is expected to commence once the new Southampton City Vision is further advanced to ensure compliance and consistency across the two plans.

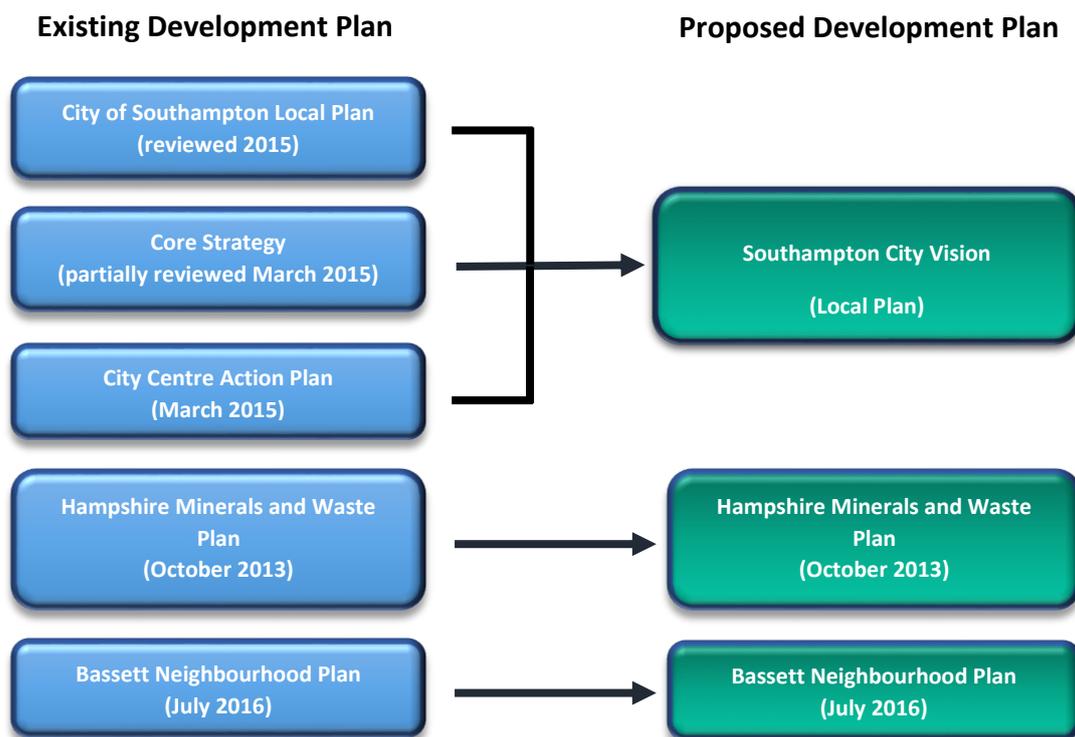


Figure 3: Existing Development Plan vs. Proposed Development Plan

It is important to note that the above sets out the Council’s current plans, but over time the Development Plan may need to change further in order to assist in the effective management of development across the city. In light of this, the LDS (this document) will be updated regularly to ensure that there is proper and timely communication of the Council’s planned changes and the timescales for the production of any new documents.

The new Local Plan, ‘Southampton City Vision’

The future development needs of Southampton will be set out in this long term strategy to manage development, protect the environment and promote sustainable communities. It will set out how Southampton’s growth needs will be met and will include policies for assessing planning applications and new development proposals across the whole of the city.

In developing this new Local Plan, we have the chance to take a fresh look at the challenges and opportunities in the city and to think about where the Council might be able to update planning policy to help tackle or take advantage of certain matters. This new document will also plan for Southampton’s continuing growth and ensure that the new homes, businesses, jobs, shops and infrastructure the city needs can be delivered at the right time and in the right places.

Appendix 1 sets out the timetable of milestones in the plan’s preparation and estimated dates for examination and final adoption.

How will the Council ensure that the Local Plan milestones are reached effectively and on time?

To deliver the programme as set out in the timetable (Appendix 1) it will be important to:

- Produce a sound and robust evidence base;
- Ensure stakeholders and the community are involved in the process, in accordance with the 'Involving you in Planning' document (2019);
- Ensure that we deliver on all legislative requirements;
- Allocate sufficient resources (staffing and financial) to carry out the required tasks;
- Review and monitor work undertaken (e.g. through the Annual Monitoring Report); and
- Assess risk, in terms of both mitigation and contingency

The Council will also keep this document, and the relevant planning documents, under regular review, amending its programme of work as necessary to ensure the continuation of sound planning strategies and policies for Southampton.

How will the Council report on the progress of the Development Plan changes?

Southampton City Council Website

The Planning Policy webpages on the website will be kept up to date throughout the development of any new development plan documents, including those associated with the new 'Southampton City Vision' Local Plan. We will use these pages to communicate overall progress, provide information on any consultations or engagement activities that are being undertaken, publish any background documents that will support the plan and to publish the plan itself.

Authority Monitoring Report (AMR)

The AMR is a document that is required to be produced annually in order to provide monitoring updates on a range of planning matters and measure the effectiveness of the Council's planning policies. This document will update on progress towards any milestones set out in the 'Preparing our Development Plans' document and identify whether or not any of the proposed timescales require adjustment.

APPENDIX 1 – SOUTHAMPTON CITY VISION LOCAL PLAN TIMETABLE

Autumn 2021 - Spring 2022	Produce Technical Reports for Evidence Base	Stakeholder engagement activities, develop options and write Draft Plan
Summer 2022		Publish Draft Plan with Options
Autumn 2022 - Spring 2023		CONSULTATION: Draft Plan with Options
Summer 2023		Analyse consultation, feedback results of consultation & agree final proposals
Autumn 2023		Publish Pre-Submission Plan
December 2023	Finalise Evidence Base	CONSULTATION: Pre-Submission Plan
	Collate Submission Materials	Feedback outcome of consultation
		Publish & Submit Final Plan

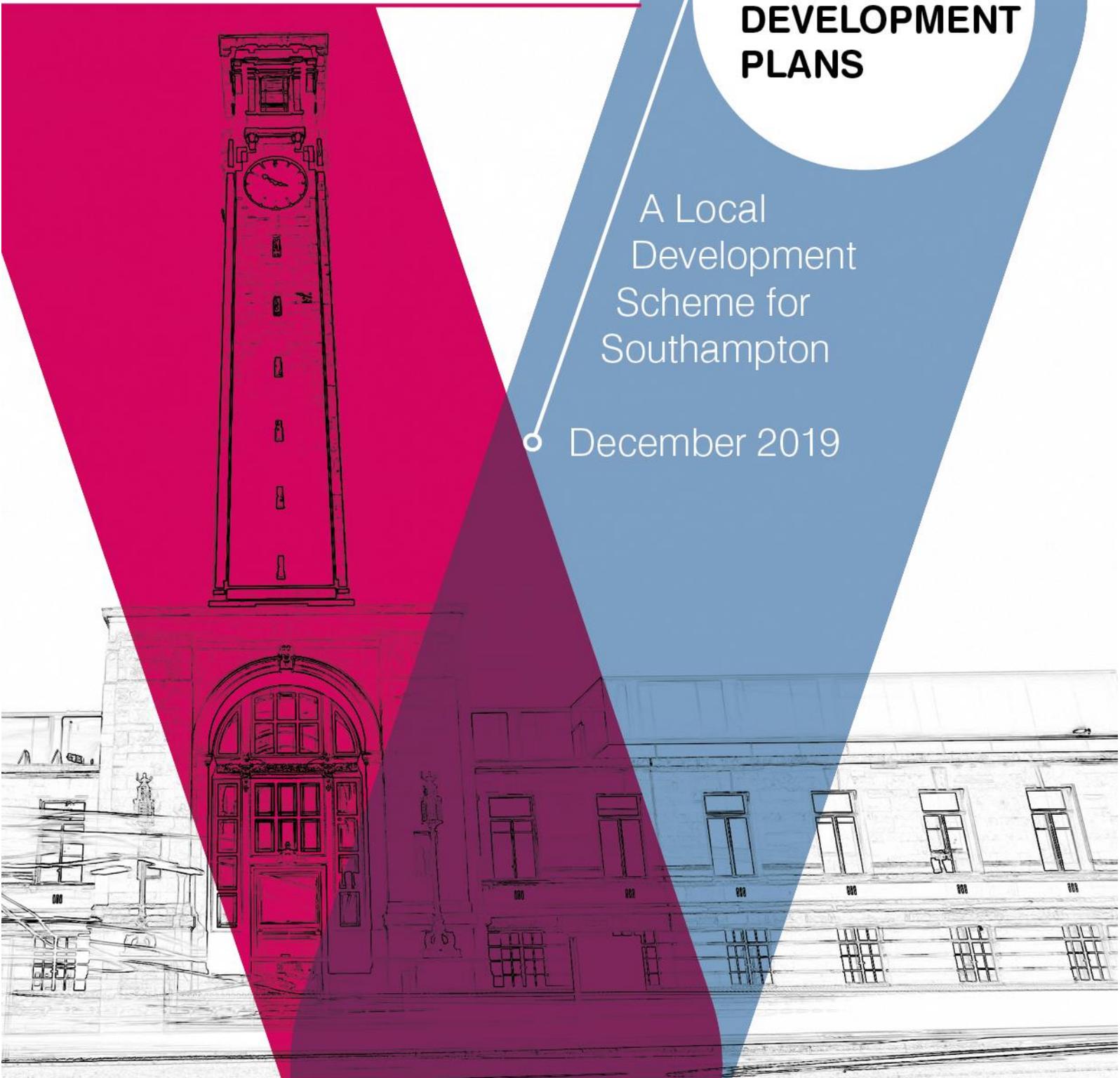
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SOUTHAMPTON CITY VISION

PREPARING OUR DEVELOPMENT PLANS

A Local
Development
Scheme for
Southampton

December 2019



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PREPARING OUR DEVELOPMENT PLANS

A Local Development Scheme for Southampton

What is this document?

'Preparing our Development Plans' is a document that sets out how and when Southampton City Council will prepare 'Southampton City Vision', the new Local Plan, and other essential planning documents from 2019 onwards. These documents are referred to by government as Development Plan Documents, or DPDs.

Together, these plans express the vision for the city and form the Council's planning policy framework known as the 'Development Plan'. The purpose of the Development Plan is to guide all planning and development decisions for the area to which it applies.

The objectives of this document are:

- To meet the requirements of the Planning and Compulsory Purchase Act 2004; the Planning Act 2008; the Localism Act 2011; the National Planning Policy Framework (NPPF) 2019 and the National Planning Policy Guidance (NPPG);
- To accord with the Council's strategy for engagement as set out in the 'Involving you in Planning' document (2019);
- To present a plan that ensures a continued and up to date planning policy framework for Southampton; and
- To be accessible and user friendly for everyone.

Why is this document important for Southampton?

It is Southampton City Council's obligation to produce this document and to ensure it is updated regularly. However, as the document is required to include details of the proposed Development Plan changes, as well as a timetable for the works, it is also a great starting point for the local community and other interested parties to find out more about the planning of the city and to keep track of progress.

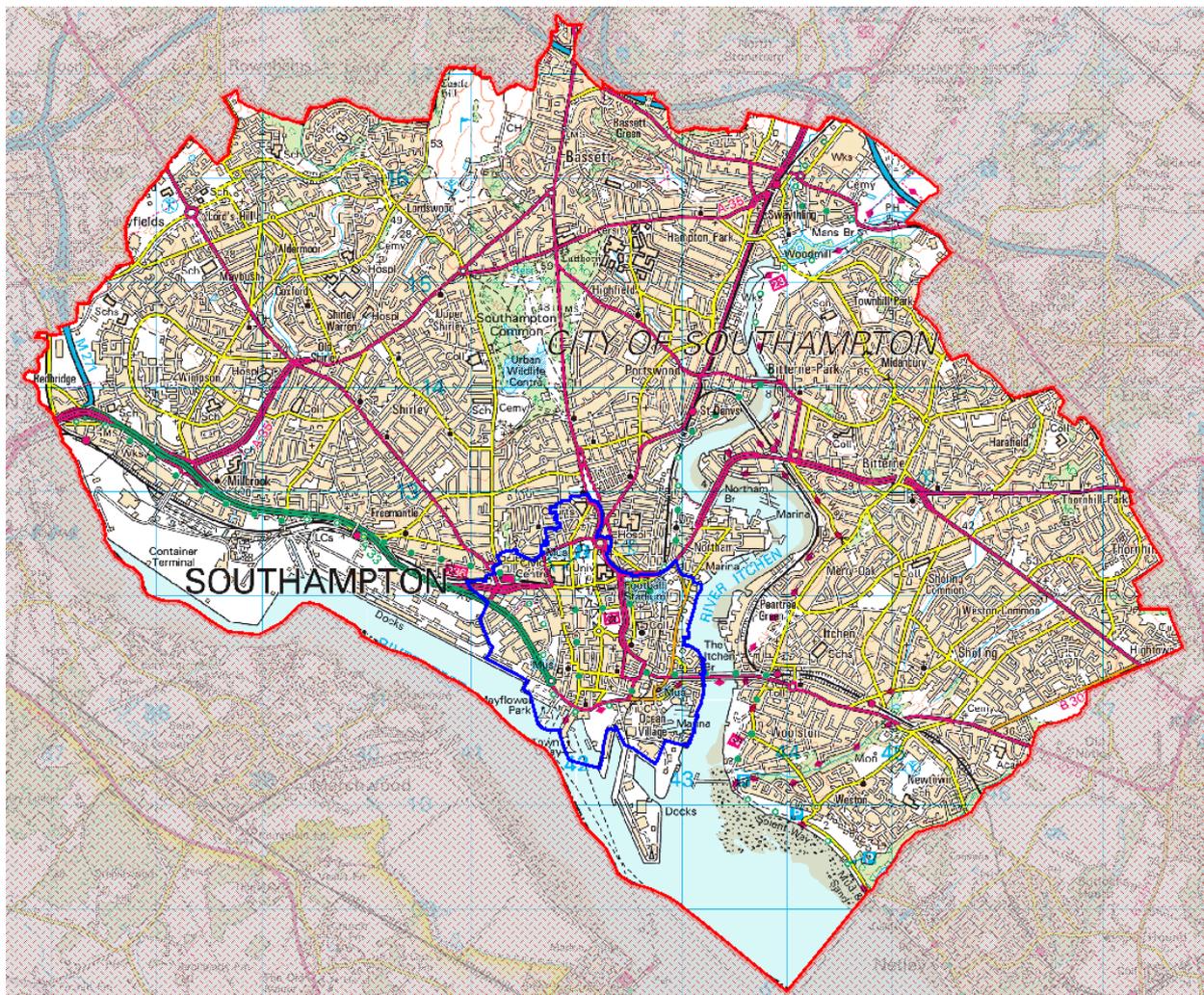
As a focal point in central southern England, and the principal city in south Hampshire, Southampton is an important regional location for growth and the development of new homes; additional employment opportunities; transport connections; as well as retail, leisure and education facilities. It is also the home of a globally important port, for both cruises and the transport of goods, and is a gateway to the Isle of Wight. It is therefore important that the Development Plan recognises all of the above and allows us to take advantage of any opportunities whilst promoting sustainable growth, protecting and enhancing of the city's natural and historic environment whilst ensuring vibrancy and attractiveness is maintained.

However, planning issues often change over time and policies can sometimes prove ineffective in tackling new problems or aiding us to drive forward change or growth when

new opportunities arise. It is therefore vital to update the Development Plan regularly and to ensure it is relevant to local planning issues. However, the Council also believes it is important to keep this document up to date so that local people, businesses and other interested parties can stay properly informed about why, how and when we plan to make changes.

What is Southampton's Development Plan?

Southampton City Council's Development Plan comprises a series of documents which, as a whole, set out the aspirations for the city, the long-term strategic plans for Southampton, as well as a variety of other non-strategic planning policies to manage development within the city boundary (see figure 1). The Development Plan is also what both the planning officers and planning committee consider development proposals against to ensure that we, as the local planning authority for Southampton, are making consistent decisions in the best interest of the city.



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Figure 1: Map of Southampton, including city boundary (red) and city centre boundary (blue).

What documents form the existing Development Plan for Southampton?

Southampton's Development Plan currently comprises 5 DPDs as shown in Figure 2. Further details on each of these documents, and the areas they apply to, are provided below.

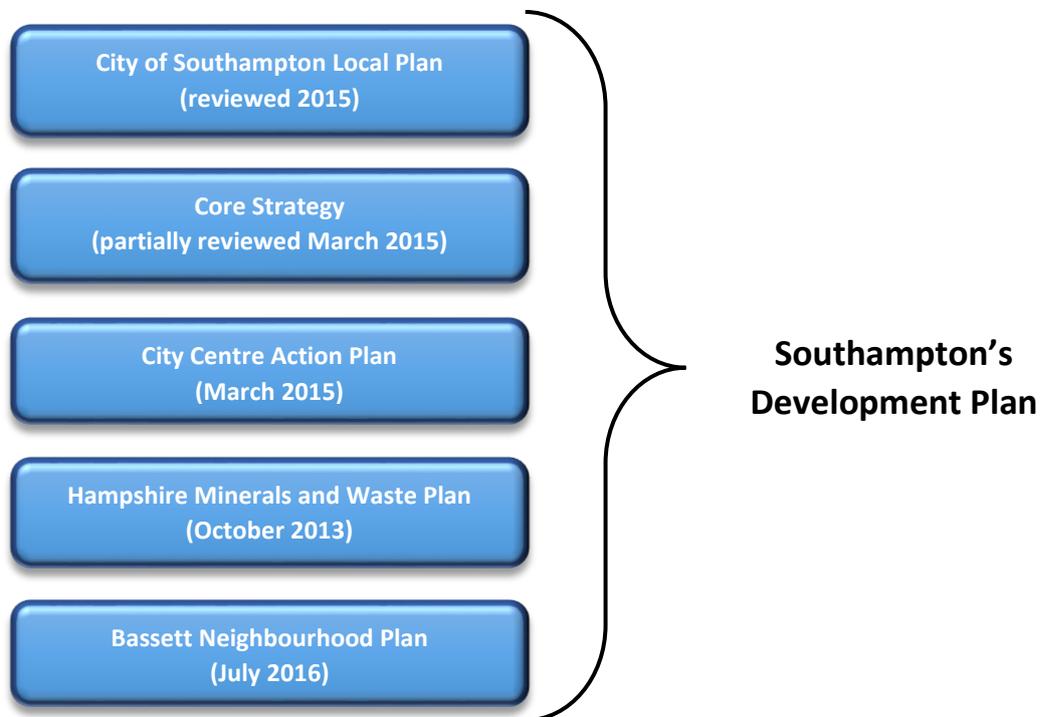


Figure 2: Development Plan Documents that form Southampton's existing Development Plan

City of Southampton Local Plan March 2006 and Review 2015

The original Local Plan was adopted in 2006 to provide a land use framework for the entire city. However, the initial documents that informed it (e.g. the City Strategy 1999 and Community Strategy 2003) had become out of date, therefore a review in 2015 updated its policies to ensure the Local Plan was fit for purpose and current use. The Local Plan Review (adopted March 2015) is therefore the latest version of this document and replaces parts of the original plan to align with Southampton's other adopted DPDs (listed below).

Core Strategy 2010 and its Partial Review March 2015

The original Core Strategy provided an overarching vision for Southampton to the year 2026, providing strategic policies for the city's economic development and spatial approach to planning. The 2015 Partial Review updated the document with three focussed changes that responded to altered priorities, more recent evidence and changing legislation. These were:

- Introduction of the national 'presumption in favour of sustainable development';
- A reduction of office and retail targets; and
- Changes to the biodiversity policy

City Centre Action Plan March 2015

This document was based upon the priorities set out in a masterplan undertaken in 2012. With a time horizon to 2026, the City Centre Action Plan (CCAP) has a vision and strategy for the city centre (see Figure 1 for city centre boundary).

The Hampshire Minerals and Waste Local Plan 2013

This plan covers the administrative areas of Hampshire County Council, Southampton City Council, Portsmouth City Council, New Forest National Park and the part of the South Downs National Park which falls within the administrative boundary of Hampshire County Council. It addresses issues of supply, in terms of producing minerals for the construction industry, and managing mineral extraction in high quality landscapes (e.g. along the River Itchen and the Port of Southampton). However, the rising profile of waste management and recycling is presenting greater challenges to transport routes, noise and pollution (like dust emissions). As such, the plan's vision is to protect the environment, maintain communities and support the economy.

Bassett Neighbourhood Plan 2016

The Bassett Neighbourhood Plan was adopted by the Council on 20 July 2016, and runs up to 2029. It contains policies that seek to protect the green spaces, trees and the existing character in the ward of Bassett, acting to positively steer development and change in the area. It identifies high, medium and low density areas for housing in this ward with an emphasis upon the provision of family homes in response to identified need, managing traffic and controlling the growth of houses in multiple occupation (HMOs).

What changes are proposed for Southampton's Development Plan?

As explained above, and depicted in Figure 2, the current Development Plan for Southampton comprises a series of 5 DPDs. However, the Local Plan, Core Strategy and City Centre Action Plan have now become outdated, and we would like to make the Development Plan easier to comprehend and more user-friendly. As such, we are planning to combine the types of policies covered by these three outdated DPDs into a singular document – a new Local Plan called 'Southampton City Vision' (see Figure 3).

The other documents that form part of the existing Development Plan, namely the Hampshire Minerals and Waste Plan and the Bassett Neighbourhood Plan, will remain as existing. However, we anticipate that in the future there will be a need to review the Hampshire Minerals and Waste Plan in partnership with neighbouring Councils, including Hampshire County Council.

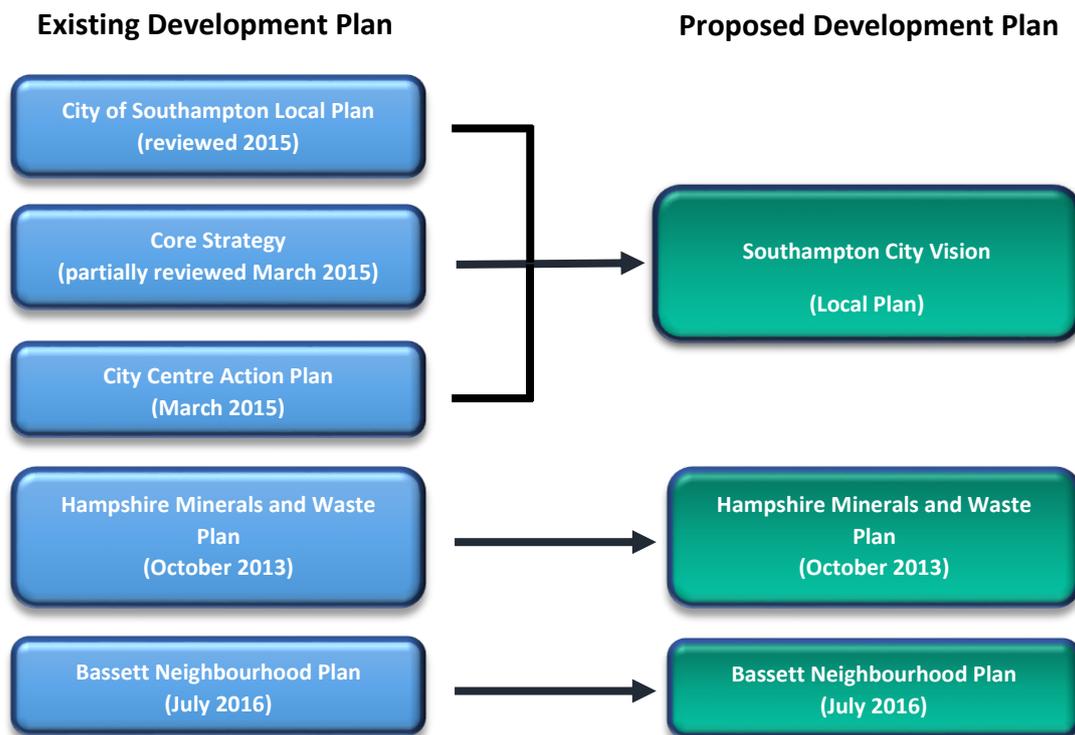


Figure 3: Existing Development Plan vs. Proposed Development Plan

It is important to note that the above sets out the Council’s current plans, but over time the Development Plan may need to change further in order to assist in the effective management of development across the city. In light of this, the LDS (this document) will be updated regularly to ensure that there is proper and timely communication of the Council’s planned changes and the timescales for the production of any new documents.

The new Local Plan, ‘Southampton City Vision’

The future development needs of Southampton will be set out in this long term strategy to manage development, protect the environment and promote sustainable communities. It will set out how Southampton’s growth needs will be met and will include policies for assessing planning applications and new development proposals across the whole of the city.

In developing this new Local Plan, we have the chance to take a fresh look at the challenges and opportunities in the city and to think about where the Council might be able to update planning policy to help tackle or take advantage of certain matters. This new document will also plan for Southampton’s continuing growth and ensure that the new homes, businesses, jobs, shops and infrastructure the city needs can be delivered at the right time and in the right places.

Appendix 1 sets out the timetable of milestones in the plan’s preparation and estimated dates for examination and final adoption.

How will the Council ensure that the Local Plan milestones are reached effectively and on time?

To deliver the programme as set out in the timetable (Appendix 1) it will be important to:

- Produce a sound and robust evidence base;
- Ensure stakeholders and the community are involved in the process, in accordance with the 'Involving you in Planning' document (2019);
- Ensure that we deliver on all legislative requirements;
- Allocate sufficient resources (staffing and financial) to carry out the required tasks;
- Review and monitor work undertaken (e.g. through the Annual Monitoring Report); and
- Assess risk, in terms of both mitigation and contingency

The Council will also keep this document, and the relevant planning documents, under regular review, amending its programme of work as necessary to ensure the continuation of sound planning strategies and policies for Southampton.

How will the Council report on the progress of the Development Plan changes?

Southampton City Council Website

The Planning Policy webpages on the website will be kept up to date throughout the development of any new development plan documents, including those associated with the new 'Southampton City Vision' Local Plan. We will use these pages to communicate overall progress, provide information on any consultations or engagement activities that are being undertaken, publish any background documents that will support the plan and to publish the plan itself.

Authority Monitoring Report (AMR)

The AMR is a document that is required to be produced annually in order to provide monitoring updates on a range of planning matters and measure the effectiveness of the Council's planning policies. This document will update on progress towards any milestones set out in the 'Preparing our Development Plans' document and identify whether or not any of the proposed timescales require adjustment.

APPENDIX 1 – SOUTHAMPTON CITY VISION LOCAL PLAN TIMETABLE

December 2019	Publish Statement of Community Involvement (SCI)	
	Publish Local Development Scheme (LDS)	
January – March 2020	Produce Technical Reports for Evidence Base	CONSULTATION: Issues and Options
May 2020		Feedback outcome of consultation
October – November 2020		CONSULTATION: Preferred Options
January 2021		Feedback outcome of consultation
September 2021		Publish Pre-Submission Plan
October 2021	Finalise Evidence Base	CONSULTATION: Pre-submission Plan
December 2021	Publish and Submit Final Plan	Feedback outcome of consultation
June 2022	Examination by Inspector	CONSULTATION: Modifications
December 2022	Adoption of Plan	

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DECISION-MAKER:		CABINET	
SUBJECT:		UPDATE ON BUDGET FORECAST FOR 2022/23 ONWARDS AND SAVINGS PLANS	
DATE OF DECISION:		20 DECEMBER 2021	
REPORT OF:		CABINET MEMBER FOR FINANCE & CAPITAL ASSETS	
<u>CONTACT DETAILS</u>			
Executive Director	Title:	Executive Director for Finance, Commercialisation & S151 Officer	
	Name:	John Harrison	Tel: 023 80834897
	E-mail:	John.Harrison@southampton.gov.uk	
Author:	Title:	Head of Financial Planning & Management	
	Name:	Steve Harrison	Tel: 0739 2864525
	E-mail:	Steve.Harrison@southampton.gov.uk	

STATEMENT OF CONFIDENTIALITY

Not Applicable.

EXECUTIVE SUMMARY

This report updates on the budget position for 2022/23 and beyond. It highlights the financial position of the 2022/23 budget and updates on actions undertaken and outlines a strategy to achieve a balanced budget for next year. It also sets out the financial uncertainty the council continues to face – due to the direct impact of COVID-19 and also the impact it has on the council's finances through COVID-19's economic effects. In recent years Government has linked a number of funding sources for local councils to the strength of the local economy. Council's funding is linked to business rate growth and also the council tax base is influenced by the numbers of people entitled to support with their council tax payment.

COVID-19 has brought significant financial challenges to all local councils, on top of the strained public finances following austerity measures applied since 2010.

The report also highlights that we are still awaiting the Provisional Local Government Finance Settlement for 2022/23, which will provide figures for the funding to come from Government from 1 April 2022.

The proposals within this report do not achieve a balanced budget for 2022/23, and as per paragraph 62 a shortfall is currently forecast of around £9.01M as it stands.

The challenge of balancing the council budget is estimated to increase significantly in subsequent years, with a forecast budget gap of £25.27M (2023/24), £24.82M (2024/25) and £25.76M (2025/26).

In meeting this remaining £9.01M shortfall in 2022/23, even if other matters remain constant, then the council will have the following options available:

- The preliminary grant settlement which based on the spending review should be favourable and is also likely to include an option for an increase of 1 per cent on the council tax for Adults Social Care (ASC)

- Further savings/efficiency measures
- Use of reserves. Nearly £7M of reserves are available from the 2020/21 outturn surplus. This was not budgeted for in the MTR Reserve in February 2021.
- Reduction in centrally held funds such as contingency

RECOMMENDATIONS:

It is recommended that Cabinet:

General Fund

	i)	Notes the update within this report and the assumptions it has been necessary to make at this stage.
	ii)	Notes the new commitments which have been included in the forecast as noted in paragraphs 9 and 10 and appendix 1.
	iii)	Notes the key headlines from the Autumn Budget and Spending Review 2021 announcement set out in appendix 2.
	iv)	Notes the budget pressures which have been included in the forecast which are set out in paragraphs 55 and 56 and appendix 3.
	v)	Notes the initial savings proposals set out in paragraphs 58 to 60 and appendix 4.
	vi)	Notes that even with the proposals contained in this report, a budget shortfall of £9.01M is still currently forecast for 2022/23 and notes the options available to produce a balanced budget.
	vii)	Is asked to determine whether, in line with the current policy of no increase in council tax, that this will apply to the Adult Social Care precept.

Housing Revenue Account

	viii)	Notes the update and assumptions within this report set out in paragraphs 69 to 95.
	ix)	Notes the proposal to freeze rents at the current level as set out in paragraph 76.
	x)	Notes the proposals to freeze service charges set out in paragraph 79.
	xi)	Notes the proposal to increase heating charges by 16.52 per cent as set out in paragraph 83.

REASONS FOR REPORT RECOMMENDATIONS

1.	This report is submitted for consideration as part of good practice in establishing draft budget proposals in advance of the financial year.
2.	The production of a financial forecast and an outline timetable are a requirement of the Council's Budget and Policy Framework Procedure Rules.
3.	In addition, it is standard practice for Overview and Scrutiny Management Committee to consider the proposals and provide feedback to the Cabinet. Recommendations in this report have therefore been put forward to allow this process to formally begin.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

4.	The proposals presented in this report represent the Cabinet’s initial proposals for the 2022/23 budget and medium term, which are being published for consultation. There are a number of variables and alternative options that could be implemented as part of the budget. The budget will be set by Full Council in February 2022.																									
DETAIL (Including consultation carried out)																										
<u>Background</u>																										
5.	Full Council approved a 4-year Medium Term Financial Forecast (MTFF) in February 2021, the objective of which is to provide a financial framework within which financial stability can be achieved and sustained in the medium term to deliver the council’s priorities.																									
6.	<p>The 6 key aims are to:</p> <ul style="list-style-type: none"> • provide financial parameters within which budget and service planning should take place; • ensure that the council sets a balanced and sustainable budget; • focus and re-focus the allocation of resources so that, over time, priority areas receive additional resources. Ensuring services are defined on the basis of a clear alignment between priority and affordability; • ensure that the council manages and monitors its financial resources effectively so that spending commitments do not exceed resources available in each service area; • plan the level of fees, charges and taxation in line with levels that the council regard as being necessary, acceptable and affordable to meet the council’s aims, objectives, policies and priorities whilst gradually reducing the council’s reliance on Central Government funding; and • ensure that the council’s long-term financial health and viability remain sound. 																									
7.	Table 1 below shows the MTFF position as reported in February 2021. At that time no public expenditure plans or funding allocations were available beyond 2021/22, and there was great uncertainty about the impact of the COVID-19 pandemic, therefore the future years were only indicative.																									
8.	<p><u>Table 1 – Forecast Budget Shortfall 2021/22 to 2024/25</u></p> <table border="1" data-bbox="311 1467 1428 1713"> <thead> <tr> <th></th> <th>2021/22</th> <th>2022/23</th> <th>2023/24</th> <th>2024/25</th> </tr> <tr> <th></th> <th>£M</th> <th>£M</th> <th>£M</th> <th>£M</th> </tr> </thead> <tbody> <tr> <td>Net Expenditure</td> <td>173.85</td> <td>212.36</td> <td>220.22</td> <td>225.08</td> </tr> <tr> <td>Funding</td> <td>(173.85)</td> <td>(189.84)</td> <td>(192.91)</td> <td>(198.51)</td> </tr> <tr> <td>Forecast Budget Shortfall</td> <td>0.00</td> <td>22.52</td> <td>27.31</td> <td>26.57</td> </tr> </tbody> </table>		2021/22	2022/23	2023/24	2024/25		£M	£M	£M	£M	Net Expenditure	173.85	212.36	220.22	225.08	Funding	(173.85)	(189.84)	(192.91)	(198.51)	Forecast Budget Shortfall	0.00	22.52	27.31	26.57
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9.	Since the MTFF was agreed in February 2021, Full Council has approved new commitments relating to new priorities of the incoming Administration. Table 2 below shows the revised forecast budget shortfall for future years taking into account these new commitments, with details provided in Appendix 1.																									

10.	<p>Table 2 – Revised Forecast Budget Shortfall 2022/23 to 2025/26</p> <table border="1"> <thead> <tr> <th></th> <th>2022/23 £M</th> <th>2023/24 £M</th> <th>2024/25 £M</th> <th>2025/26 £M</th> </tr> </thead> <tbody> <tr> <td>Forecast budget shortfall as at February 2021</td> <td>22.52</td> <td>27.31</td> <td>26.57</td> <td>26.57</td> </tr> <tr> <td>New commitments</td> <td>4.93</td> <td>4.53</td> <td>4.44</td> <td>4.50</td> </tr> <tr> <td>Revised Forecast Budget Shortfall July 2021</td> <td>27.45</td> <td>31.84</td> <td>31.01</td> <td>31.08</td> </tr> </tbody> </table>		2022/23 £M	2023/24 £M	2024/25 £M	2025/26 £M	Forecast budget shortfall as at February 2021	22.52	27.31	26.57	26.57	New commitments	4.93	4.53	4.44	4.50	Revised Forecast Budget Shortfall July 2021	27.45	31.84	31.01	31.08
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11.	<p>At its meeting in March 2021, Full Council approved funding for the City of Culture over the period 2022/23 to 2026/27, should Southampton be awarded the title City of Culture for 2025. This funding is not included in Table 2 above. Southampton has been selected as one of the eight successful locations chosen to move to the next stage of the bidding process. The final outcome is expected to be announced in May 2022.</p>																				
	<p><u>National Public Expenditure Plans</u></p>																				
	<p><u>Social Care Reform</u></p>																				
12.	<p>On 7 September 2021 the Prime Minister announced proposals for reforming adult social care, publishing the details in the white paper “Building Back Better: Our Plan for Health and Social Care”.</p>																				
13.	<p>The proposals for social care include:</p> <ul style="list-style-type: none"> • A £86,000 cap on the maximum that individuals will pay towards care. • An increase in the asset threshold from £23,250 to £100,000. Individuals will make no payments for their care if their assets are less than £20,000, means tested support will apply to assets between £20,000 and £100,000. • Self-funders will be able to ask their local authority to arrange their care for them so that they can find better value care. <p>The changes will be introduced from October 2023 and implemented using the Care Act 2014.</p>																				
14.	<p>These social care reforms, along with additional spending for the NHS, will be funded by a 1.25 per cent increase in employee and employer national insurance contributions (a new “Health and Social Care Levy”) and a 1.25 per cent increase in the dividend tax rate. Together these tax increases are expected to raise £12Bn annually. Of this, £5.4Bn will be allocated to fund the costs of social care reform over the next 3 years. The Spending Review provided some limited further detail on how the funding will be allocated (see paragraph 19 below).</p>																				
15.	<p>The Government has committed to work with key stakeholders, including local government, to develop and publish a white paper for reforming adult social care. It will also work with key stakeholders to produce a national plan for supporting and enabling integration between health and social care.</p>																				
16.	<p>Local authorities will incur additional costs from the introduction of the social care “cap” and changes to capital limits, having to fund a greater share of the care costs that are currently paid for by self-funders. Costs will also increase from the “market equalisation” of care costs. It is not yet known whether the funding announced by Government will be sufficient to meet these costs. For</p>																				

	<p>the purposes of financial planning we have assumed the impact is neutral until more detailed information is available.</p> <p>With regard other cost pressures being faced within adult social care, the white paper indicates that local authorities will have to fund their “demographic and unit cost pressures” from a combination of “council tax, social care precept and long-term efficiencies”.</p>
	<p><u>Autumn Budget and Spending Review 2021</u></p>
17.	<p>On 27 October 2021 the Chancellor of the Exchequer announced the Autumn Budget and Spending Review 2021 (‘the Spending Review’). This includes a 3-year settlement for government departmental budgets for the period 2022/23 to 2024/25 and is the first multi-year spending review since 2015. Key headlines from the announcement are summarised in Appendix 2.</p>
18.	<p>Local government will be given £4.8Bn in new grant funding over the next 3 years, £1.6Bn in each year. It is unclear at this stage what the new grant funding is intended to cover. Confirmation has been received that it will need to meet local authorities’ costs of the 1.25 per cent Health and Social Care Levy. No further clarification on what the additional funding must cover is expected until the Provisional Local Government Finance Settlement in December 2021, when individual local authority allocations will be announced.</p>
19.	<p>Of the £5.4Bn previously announced for social care reform, £3.6Bn will be made available for the care cap and changes to capital limits (£0.2Bn in 2022/23, £1.4Bn in 2023/24 and £2.0Bn in 2024/25). £1.7Bn will be allocated over 3 years “to improve the wider social care system”, of which £500M is for workforce reform.</p>
20.	<p>No mention was made in the Spending Review of the local government fair funding review or any changes to the business rates retention system. The Secretary of State for Levelling Up, Communities and Housing has since said that plans to increase the share of business rates retained by local government are being reconsidered. For the purposes of financial planning, we have continued to assume that the council is no better or worse off in funding terms from any policy changes resulting from reviews to the local government finance system until more detail is provided.</p> <p>The Local Government Association (LGA) welcomed the additional funding noting that new government grant funding has been provided for councils over the next three years to support vital local services, and that local investment is consistent with the levelling-up agenda. However, the LGA also noted the potential rise in local government core spending power over the next three years will be dependent on councils increasing council tax by three per cent per annum and remained concerned that money allocated to social care from the Health and Care Levy will be insufficient.</p>
	<p><u>2021/22 General Fund Forecast Outturn</u></p>
21.	<p>Table 3 shows the forecast 2021/22 deficit for the General Revenue Fund is £8.69M as at the end of October 2021.</p>

22.	<p><u>Table 3 General Revenue Fund Forecast 2021/22</u></p> <table border="1"> <thead> <tr> <th></th> <th>BAU Forecast Variance Oct 2021 £M</th> <th>COVID Forecast Variance Oct 2021 £M</th> <th>Total Forecast Variance Oct 2021 £M</th> </tr> </thead> <tbody> <tr> <td>Portfolios Net Expenditure</td> <td>8.14 A</td> <td>1.94 A</td> <td>10.08 A</td> </tr> <tr> <td>Non-Portfolio Net Expenditure</td> <td>0.00</td> <td>0.00</td> <td>0.00</td> </tr> <tr> <td>Net Revenue Expenditure</td> <td>8.14 A</td> <td>1.94 A</td> <td>10.08 A</td> </tr> <tr> <td>Financing</td> <td>0.00</td> <td>1.39 F</td> <td>1.39 F</td> </tr> <tr> <td>(Surplus)/Deficit</td> <td>8.14 A</td> <td>0.55 A</td> <td>8.69 A</td> </tr> <tr> <td>To be met from the Social Care Demand Reserve</td> <td>6.75 F</td> <td></td> <td>6.75 F</td> </tr> <tr> <td>To be met from centrally held budgets</td> <td>1.39 F</td> <td>0.55 F</td> <td>1.94 F</td> </tr> <tr> <td>(Surplus)/Deficit after applying corporate funds</td> <td>0.00</td> <td>0.00</td> <td>0.00</td> </tr> </tbody> </table> <p style="text-align: center;">NB Numbers are rounded</p>		BAU Forecast Variance Oct 2021 £M	COVID Forecast Variance Oct 2021 £M	Total Forecast Variance Oct 2021 £M	Portfolios Net Expenditure	8.14 A	1.94 A	10.08 A	Non-Portfolio Net Expenditure	0.00	0.00	0.00	Net Revenue Expenditure	8.14 A	1.94 A	10.08 A	Financing	0.00	1.39 F	1.39 F	(Surplus)/Deficit	8.14 A	0.55 A	8.69 A	To be met from the Social Care Demand Reserve	6.75 F		6.75 F	To be met from centrally held budgets	1.39 F	0.55 F	1.94 F	(Surplus)/Deficit after applying corporate funds	0.00	0.00	0.00
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To be met from centrally held budgets	1.39 F	0.55 F	1.94 F																																		
(Surplus)/Deficit after applying corporate funds	0.00	0.00	0.00																																		
23.	<p>The most significant adverse variance continues to be for the Children’s Social Care portfolio, which is forecast to have a ‘business as usual’ deficit of £6.62M. This deficit relates mainly to Looked After Children Provision, with increased numbers and costs of placements and cases and additional staffing costs.</p>																																				
24.	<p>An action plan “Destination 2022” has been developed to address the operational and financial pressures being experienced within Children’s Social Care. At its meeting on 15 November 2021, Cabinet approved the use of corporate funds to meet the £1.3M costs of unfunded service critical posts in 2021/22, this is not yet factored into the deficit noted in paragraph 23. The ongoing cost of these posts together with further staffing changes and other measures in the Destination 2022 plan are included in the budget pressures outlined in this report. The financial benefits expected to be realised from these changes are included in the draft savings proposals set out in this report.</p>																																				
25.	<p>The remainder of the adverse variance is mostly attributable to the Health & Adult Social Care portfolio, which has a forecast ‘business as usual’ deficit of £1.90M. Approval is also being sought for funding to appoint additional staffing resources to address operational pressures in the service. The additional net cost in 2021/22 would be £1.18M. The ongoing costs are included in the budget pressures outlined in this report.</p>																																				
26.	<p>Taken together the forecast ‘business as usual’ deficit for social care in 2021/22 combined with the net cost of additional resources being requested by Health & Adult Social Care for the year is £9.70M. This will be met from the Social Care Demand Reserve (£7.93M) and centrally held budgets (£1.77M) in 2021/22.</p>																																				
27.	<p>One of the savings expected and included in the budget for 2021/22 was a £0.5M from refinancing the PFI on street lighting. Work is progressing on this saving, which is now expected to be exceeded. The £0.5M already factored</p>																																				

	<p>into this year's budget is planned to be used to help balance the current year's budget. The total net saving is currently estimated at £1.2M, but is uncertain.</p> <p>The draft budget included in this report assumes the additional saving of £0.7M, if realised, can and will be applied in 2022/23 to help balance next year's budget. Further work is needed to confirm this saving but it is anticipated this will be included in the February budget report to Council. Given the budget pressures faced in 2022/23, if possible, the appropriate option is to apply the full extent of the extra gain of £0.7M above that already budgeted for as a saving to help address the budget shortfall identified in 2022/23.</p>
	<u>2022/23 Budget and MTFF</u>
28.	<p>Although the immediate focus is to set a balanced budget for 2022/23, it is important to not lose sight of the financial position for future years, so that decisions made in setting next year's budget and the capital programme are not detrimental to ensuring a sustainable budget over the medium term. For this reason a further year has been added to the medium term financial forecast so that it covers the 4-year period 2022/23 to 2025/26. This is beyond the period of the recently announced Spending Review so the final year is only indicative.</p>
29.	<p>The February 2021 MTFF took into account the forecast impact of COVID-19 on the council's income and expenditure, making assumptions about the scale and duration of the impact at a time when restrictions were still on-going. Those assumptions have been reviewed and updated in light of experience over this last year and are reflected in the updates that follow. However, there is still much uncertainty about the longer-term consequences of the pandemic on the economy, service demand and public behaviour more generally.</p>
	<u>Funding Update</u>
	<u>2021/22 Collection Fund Outturn Forecast</u>
30.	<p>As reported to Council in the Revenue and Capital Outturn 2020/21 in July 2021, there was a net favourable variance of £2.03M on the Collection Fund/compensation grants outturn position compared with the estimates used for setting the budget in February 2021. The two main factors contributing to the improved position were a lower increase in Local Council Tax Support working age claimants than forecast and a reduction in the provision for business rates refunds following the Government's announcement that appeals relating to COVID-19 restrictions would be ruled out.</p>
31.	<p>The factors that led to an improved 2020/21 Collection Fund outturn have continued to be seen in 2021/22, together with a lower level of business rates empty property relief than had been allowed for. Taken together the council's share of this in-year improvement is expected to be £3.21M.</p>
32.	<p>Under Collection Fund accounting rules, the council's share of any estimated surplus or deficit to be carried forward on the Collection Fund for the current year is to be taken into account in setting the budget for the following year. The combined improvement to be taken into account in setting the 2022/23 budget is £5.24M. The Collection Fund outturn is influenced by economic factors and hence may change when a final estimate is made in January 2022.</p>
	<u>Council Tax</u>
33.	<p>The February 2021 MTFF assumed a 1.99 per cent increase in the core band D charge for 2022/23.</p>

	<p>The new Administration's priorities approved in July 2021 included freezing of the council tax charge for 2022/23. Foregoing a rise in core council tax reduces income by £2.1M per annum compared to the February 2021 MTFF and is included within the new commitments shown in Table 2.</p>																						
34.	<p>The Government announced in the Spending Review that local authorities are likely to be able to increase the core council tax charge by up to 2 per cent a year without seeking a referendum. Details will be confirmed in the Provisional Finance Settlement in December 2021.</p> <p>Each 1 per cent increase in the council tax charge generates around £1.1M additional income. For planning purposes only, the MTFF includes the working assumption that the council tax charge will increase by 1.99 per cent each year from 2023/24.</p>																						
35.	<p>The February 2021 MTFF assumed that a part of the economic legacy of the pandemic would be that the cost of Local Council Tax Support working age claimants would be 33 per cent higher in 2022/23 than pre-COVID levels, slowly reducing over the medium term.</p> <p>The current working assumption is that the cost of these claims will be 19 per cent higher than pre-COVID levels in 2022/23, reducing to more normal levels over the period of the MTFF. The increase in council tax income in 2022/23 compared with the February MTFF is expected to be £1.06M.</p>																						
36.	<p>The council tax base is the estimated number of chargeable properties (net of discounts, exemptions and disabled relief) in each property band less the reduction as a result of the Local Council Tax Support (LCTS) Scheme. A factor is applied to each band to calculate the number of Band D equivalents. The February 2021 MTFF assumed no growth in the council tax base for 2022/23 because of the uncertainty at that time of the impact of the pandemic on residential developments. The current working assumption is that growth in the council tax base will generate £0.64M additional council tax income in 2022/23. Chart 1 below shows the past and forecast growth in the council tax base (including Local Council Tax Support).</p>																						
37.	<p><u>Chart 1 Net Council Tax Base Forecast*</u></p> <table border="1"> <caption>Council Tax Base Forecast</caption> <thead> <tr> <th>Fiscal Year</th> <th>Band D Equivalents</th> </tr> </thead> <tbody> <tr><td>2016/17</td><td>60,500</td></tr> <tr><td>2017/18</td><td>63,000</td></tr> <tr><td>2018/19</td><td>64,500</td></tr> <tr><td>2019/20</td><td>65,000</td></tr> <tr><td>2020/21</td><td>65,500</td></tr> <tr><td>2021/22</td><td>64,500</td></tr> <tr><td>2022/23</td><td>66,000</td></tr> <tr><td>2023/24</td><td>66,500</td></tr> <tr><td>2024/25</td><td>67,000</td></tr> <tr><td>2025/26</td><td>67,500</td></tr> </tbody> </table> <p>*net of local council tax support claimants</p>	Fiscal Year	Band D Equivalents	2016/17	60,500	2017/18	63,000	2018/19	64,500	2019/20	65,000	2020/21	65,500	2021/22	64,500	2022/23	66,000	2023/24	66,500	2024/25	67,000	2025/26	67,500
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2025/26	67,500																						

38.	The budgeted collection rate for council tax in the February 2021 MTFF was 97.4 per cent. This is being increased to 98.5 per cent from 2022/23 to reflect both past experience at debt collection and a planned increase in debt collection activity, with £1.21M additional income expected in 2022/23 as a result compared with the February 2021 MTFF.
	<u>Adult Social Care Precept</u>
39.	<p>The adult social care precept is a charge on local taxpayers specifically to fund expenditure on adult social care that was first introduced by the Government in 2016/17 in recognition of the substantial cost pressures being faced by all local authorities with social care responsibilities. The February 2021 MTFF did not include an increase in the adult social precept for 2022/23 or future years, pending confirmation of government policy. As noted in paragraph 16 above, the government is expecting local authorities to use the social care precept to help meet social care cost pressures and announced in the Spending Review that local authorities with social responsibilities are likely to be able to increase the precept by 1 per cent a year without seeking a referendum.</p> <p>At the time of writing the Provisional Local Government Finance Settlement has not yet been announced, but is expected to confirm this ability to raise a 1 per cent precept via council tax specifically for Adult Social Care budget pressures, which could provide up to £1.1M in funding to Southampton City Council. Cabinet is asked to determine whether, in line with the current policy of no increase in council tax, that this will apply to the Adult Social Care Precept for 2022/23.</p>
	<u>Business Rates</u>
40.	Under the Business Rates Retention (BRR) Scheme the council retains 49 per cent of the business rates collected locally, with 1 per cent going to Hampshire and Isle of Wight Fire & Rescue Authority and 50 per cent to Central Government. Although an increase in the share of business rates retained by local government has been previously proposed by the Government, the Spending Review was silent on changes the BRR Scheme, so no increase in the retained share is assumed within the MTFF. The council also receives Government grant in lieu of business rates income where the Government has introduced new reliefs or capped the rates multiplier, so the two need to be considered together in assessing the impact of any changes.
41.	Business rates payable (before any reliefs are applied) is a product of the rateable value of a property and the business rates multiplier. The multiplier is normally uprated each year with reference to the Consumer Price Index 12-month rate for September of the preceding year. The February 2021 MTFF assumed the multiplier would increase by 2.0 per cent. The actual September 2021 CPI 12-month rate was 3.1 per cent. In the Spending Review the Government announced that the business rates multiplier would be frozen for another year, however local authorities would be fully compensated for this through grant funding. The Government has previously also compensated authorities for the difference between using CPI to uprate the multiplier rather than the Retail Price Index and it is assumed that this will continue. RPI for September 2021 was 4.9 per cent. £1.81M is expected in additional business rates income in 2022/23 due to these higher inflation rates compared with the February 2021 MTFF.

42.	The February 2021 MTFF allowed for empty property relief in 2022/23 to be 4.5 per cent, gradually reducing over the medium term to 3.5 per cent. The current working assumption is that this will be 3.5 per cent in 2022/23, reducing to 3.0 per cent thereafter. Taken together with other small changes to gross rates/reliefs, the increase in business rates income in 2022/23 compared with the February 2021 MTFF is forecast to be £0.60M.
	<u>Government Grants</u>
43.	The MTFF agreed in February 2021 assumed that Revenue Support Grant, Business Rates Top-Up Grant, Social Care Grant, Improved Better Care Fund Grant (within the Adult Social Care budget) and new Lower Tier Services Grant would all continue over the medium term at the same level as for 2021/22. A Government announcement on the future of the New Homes Bonus (NHB) is expected, but in the meantime one final legacy payment for NHB is also expected in 2022/23 and reflected in the draft budget.
44.	The February 2021 MTFF did not assume any on-going additional funding for COVID-19 pressures, and none has been announced by Government in its Spending Review.
45.	It is not yet known how the additional grant funding announced in the Spending Review will be allocated, whether via the settlement funding assessment (and therefore be reflected in Revenue Support Grant), specific ring-fenced or un-ringfenced grants or a combination of all three. It is also not known whether any existing grants will be subsumed within the revised allocations. For these reasons it is not possible to provide even an indicative allocation for the council at this stage. Details are expected in the Finance Settlement later in December.
46.	The Government has confirmed that the ring-fenced Public Health Grant will continue and be maintained in real terms over the period of the Spending Review.
47.	The council is receiving £2.82M of un-ringfenced Local Council Tax Support Grant in 2021/22. No proposals on how to apply this funding were included in the budget report in February 2021, given the economic uncertainty at that time. It is proposed that this grant is carried forward and used in 2022/23 as a one-off measure to help offset the loss in income from freezing the council's element of the council tax charge.
48.	The changes to funding forecasts are summarised in table 4 below. As can be seen, much of the benefit of the funding changes described above are limited to 2022/23, with a reduction of £6.56M in the assumed funding between 2022/23 and 2023/24. Whilst 2022/23 has significant benefit from the revision to the funding assumed in future (a £13.3M improvement), the much reduced benefit in future years and the 'step down' of the estimated funding by £6.6M in 2023/24 will present challenges when looking to balance the budget in future years.

49.	<p>Table 4 – Changes to funding forecasts</p> <table border="1"> <thead> <tr> <th></th> <th>2022/23 £M</th> <th>2023/24 £M</th> <th>2024/25 £M</th> <th>2025/26* £M</th> </tr> </thead> <tbody> <tr> <td>Collection Fund Outturn</td> <td>(5.24)</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Council Tax</td> <td>(2.91)</td> <td>(3.20)</td> <td>(3.19)</td> <td>(6.70)</td> </tr> <tr> <td>Business Rates</td> <td>(2.41)</td> <td>(3.61)</td> <td>(3.60)</td> <td>(4.88)</td> </tr> <tr> <td>LCTS Grant Carry Forward</td> <td>(2.82)</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total Funding Changes</td> <td>(13.38)</td> <td>(6.82)</td> <td>(6.79)</td> <td>(11.58)</td> </tr> <tr> <td>Year-on-year change</td> <td></td> <td>6.56</td> <td>0.03</td> <td>(4.79)</td> </tr> </tbody> </table> <p>*Includes effect of adding an extra year's increase to the council tax charge and business rates multiplier</p>		2022/23 £M	2023/24 £M	2024/25 £M	2025/26* £M	Collection Fund Outturn	(5.24)				Council Tax	(2.91)	(3.20)	(3.19)	(6.70)	Business Rates	(2.41)	(3.61)	(3.60)	(4.88)	LCTS Grant Carry Forward	(2.82)				Total Funding Changes	(13.38)	(6.82)	(6.79)	(11.58)	Year-on-year change		6.56	0.03	(4.79)
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	<u>Reserves and Balances</u>																																			
50.	<p>The balance on General Fund earmarked revenue reserves (excluding schools' balances) at the end of 2020/21 was £130.38M. This included revenue grants totalling £35.04M predominantly relating to COVID-19, which are expected to be used in 2021/22. By the end of 2021/22 the forecast balance on reserves (excluding schools' balances) is £60.72M. Within this, the balance on the Social Care Demand Risk Reserve is forecast to be £1.91M at the end of 2021/22, following application of £7.93M to meet social care pressures during the current year. A contribution of £2.0M to the reserve in 2022/23 will be used to meet in part the £3.68M net pressures for Children's Social Care in that year, leaving a balance on the reserve of £1.91M available to meet potential increases to Adult Social Care contract costs. The balance on the Medium Term Financial Risk Reserve is forecast to be £43.36M at the end of 2021/22, with further planned net calls of £2.43M in 2022/23, leaving £40.93M uncommitted. It is proposed that a further £3.41M is used in 2022/23 to help balance the budget, which includes £1.68M for the Children's Social Care net pressures noted above. This would leave an unallocated balance on the MTFR Reserve of £37.52M.</p>																																			
51.	<p>At the end of 2020/21 general balances stood at £10.07M and are expected to be maintained at this level in 2021/22 to provide for any unknown risks.</p>																																			
	<u>Pay Awards and Inflation</u>																																			
52.	<p>The MTFF agreed in February 2021 assumed pay increases of 0.5 per cent in 2021/22, 1 per cent in 2022/23 and 2023/24 and 2 per cent thereafter. The local government employers' pay offer for 2021/22 of 1.75 per cent (2.75 per cent for the lowest paid workers) has been rejected by the unions. It is therefore not known at this stage what the ongoing cost of this year's pay award will be. A 1 per cent increase in the pay award costs around £1.1M.</p> <p>Higher inflation rates, as outlined below, the Government's lifting of the public sector pay freeze and higher earnings growth more widely, are likely to create pressure on pay rises and the assumptions in the MTFF for future pay awards will need to be reviewed. This is likely to increase predicted budget shortfalls. Actual pay rises will be fixed under national negotiations which the council will be obliged to pay.</p>																																			
53.	<p>Inflation (as measured by the Consumer Price Index 12-month rate) is currently running at 4.2 per cent and is forecast to be 4 per cent in 2022 before falling back down to the target rate of 2 per cent by 2025. These rates have been used in updating the estimates for contract inflation over the medium term.</p>																																			

54.	Based on current assumptions the potential calls on the centrally held inflation provision can be accommodated within the existing budget in 2022/23. However, the budget will need to be topped up from 2023/24 onwards to meet the expected demands and if the current inflation rate continues to impact on services purchased by the council and pressure for higher levels of annual pay award for staff continues, the risk is it will add to the predicted budget shortfall.																									
	<u>Budget Pressures</u>																									
55.	<p>Children’s Services and Adult Social Care are experiencing challenges that are being felt by councils nationwide and contribute to the broader context of the financial risks being managed.</p> <p>Table 5 below summarises the budget pressures that are anticipated in 2022/23 and future years, which are mainly due to demand-led costs within social care and the additional resources required to deliver the Destination 2022 plan within Children’s Social Care and the additional staffing resources requested in Health & Adult Social Care.</p>																									
56.	<p><u>Table 5 – Budget Pressures</u></p> <table border="1"> <thead> <tr> <th></th> <th>2022/23 £M</th> <th>2023/24 £M</th> <th>2024/25 £M</th> <th>2025/26 £M</th> </tr> </thead> <tbody> <tr> <td>Additional costs</td> <td>9.41</td> <td>10.58</td> <td>11.41</td> <td>12.14</td> </tr> <tr> <td>Loss of income</td> <td>1.02</td> <td>1.13</td> <td>1.13</td> <td>1.13</td> </tr> <tr> <td>Total Pressures</td> <td>10.44</td> <td>11.70</td> <td>12.54</td> <td>13.27</td> </tr> </tbody> </table> <p>NB Numbers are rounded</p>		2022/23 £M	2023/24 £M	2024/25 £M	2025/26 £M	Additional costs	9.41	10.58	11.41	12.14	Loss of income	1.02	1.13	1.13	1.13	Total Pressures	10.44	11.70	12.54	13.27					
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57.	Further detail on the budget pressures is provided in Appendix 3.																									
	<u>Draft Savings Proposals</u>																									
58.	<p>The emphasis on savings continues to be on driving through efficiencies and cost reductions with a view to protecting front line services and council priorities.</p> <p>A series of sessions have been held with individual Executive Directors, the Executive Management Board, the Council Leader, Cabinet member for Finance and Capital Assets and relevant Cabinet portfolio holders to identify savings proposals to address the budget shortfall. The savings proposals identified through these sessions and subsequent work are summarised in Table 6 below, with details in Appendix 4.</p>																									
59.	<p><u>Table 6 – Draft Savings Proposals</u></p> <table border="1"> <thead> <tr> <th></th> <th>2022/23 £M</th> <th>2023/24 £M</th> <th>2024/25 £M</th> <th>2025/26 £M</th> </tr> </thead> <tbody> <tr> <td>Efficiency Savings</td> <td>(7.12)</td> <td>(12.49)</td> <td>(13.26)</td> <td>(13.42)</td> </tr> <tr> <td>Income Generation</td> <td>(1.48)</td> <td>(1.16)</td> <td>(0.97)</td> <td>(0.97)</td> </tr> <tr> <td>Other</td> <td>(1.50)</td> <td>(0.31)</td> <td>(0.23)</td> <td>(0.23)</td> </tr> <tr> <td>Total Savings Proposals</td> <td>(10.10)</td> <td>(13.96)</td> <td>(14.46)</td> <td>(14.62)</td> </tr> </tbody> </table> <p>NB Numbers are rounded</p>		2022/23 £M	2023/24 £M	2024/25 £M	2025/26 £M	Efficiency Savings	(7.12)	(12.49)	(13.26)	(13.42)	Income Generation	(1.48)	(1.16)	(0.97)	(0.97)	Other	(1.50)	(0.31)	(0.23)	(0.23)	Total Savings Proposals	(10.10)	(13.96)	(14.46)	(14.62)
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60.	The proposals have been put forward on the basis of minimising the impact on front line services. The intention not to increase the core council tax for 2022/23 makes identifying and delivery of savings even more important. Work will																									

	<p>continue on the savings measures included in this report to ensure that plans are in place to achieve and deliver the savings to both the time and scale needed, ahead of inclusion in the budget report at February Council as a robust set of proposals.</p> <p>It should be noted that one of the proposed savings, relating to St Mary's Leisure Centre, is currently subject to a full consultation process and no decision has yet been taken. Realising the saving will be subject to that consultation outcome and a final decision. If the proposal does not proceed it will be removed from the budget and the relevant Executive Director will discuss a way forward with the Executive Director for Finance, Commercialisation & S151 Officer.</p>																																								
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61.	Table 7 below sets out the updated forecast budget shortfall over the period of the medium term financial forecast, taking into account funding changes, planned use of reserves, inflation, budget pressures and draft savings proposals.																																								
62.	<p>Table 7 – Updated Forecast Budget Shortfall</p> <table border="1"> <thead> <tr> <th></th> <th>2022/23 £M</th> <th>2023/24 £M</th> <th>2024/25 £M</th> <th>2025/26 £M</th> </tr> </thead> <tbody> <tr> <td>Revised Forecast Budget Shortfall July 2021</td> <td>27.45</td> <td>31.84</td> <td>31.01</td> <td>31.08</td> </tr> <tr> <td>Council Tax and Business Rates</td> <td>(13.38)</td> <td>(6.82)</td> <td>(6.79)</td> <td>(11.58)</td> </tr> <tr> <td>Use of Reserves</td> <td>(5.41)</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Inflation</td> <td></td> <td>2.51</td> <td>2.52</td> <td>7.62</td> </tr> <tr> <td>Budget Pressures</td> <td>10.44</td> <td>11.70</td> <td>12.54</td> <td>13.27</td> </tr> <tr> <td>Draft Savings Proposals</td> <td>(10.10)</td> <td>(13.96)</td> <td>(14.46)</td> <td>(14.62)</td> </tr> <tr> <td>Updated Forecast Budget Shortfall December 2021</td> <td>9.01</td> <td>25.27</td> <td>24.82</td> <td>25.76</td> </tr> </tbody> </table> <p style="text-align: center;">NB Numbers are rounded</p>		2022/23 £M	2023/24 £M	2024/25 £M	2025/26 £M	Revised Forecast Budget Shortfall July 2021	27.45	31.84	31.01	31.08	Council Tax and Business Rates	(13.38)	(6.82)	(6.79)	(11.58)	Use of Reserves	(5.41)				Inflation		2.51	2.52	7.62	Budget Pressures	10.44	11.70	12.54	13.27	Draft Savings Proposals	(10.10)	(13.96)	(14.46)	(14.62)	Updated Forecast Budget Shortfall December 2021	9.01	25.27	24.82	25.76
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63.	Table 7 indicates a remaining budget shortfall of £9.01M for 2022/23, rising to £25.27M in 2023/24, with a broadly similar estimated shortfall in the following two years. All authorities are required by statute to set an annual budget that balances income and expenditure, hence work will need to continue to ensure proposals for a balanced budget for 2022/23 can be considered by Council at its meeting in February 2022, by eliminating the forecast £9.01M shortfall.																																								
64.	<p>Whilst cautious financial estimates have been made, there is also reason to think additional spending pressures for 2022/23 will emerge, adding to the shortfall currently estimated. For example, the capital programme is under review and additional schemes will need to be evaluated and considered, adding to the capital financing costs.</p> <p>Additional capital requirements will be included in the February budget report to council, but each £10M added to the capital programme if financed by borrowing will add £0.57M per annum to our revenue costs.</p>																																								
65.	We also await the announcement of the Provisional Local Government Finance Settlement in Mid December 2021, and details of the Council's funding from																																								

	Government for 2022/23, which will include the impact of the additional funds announced in the Spending Review.
66.	Failing the identification of any further proposals to mitigate pressures or additional savings, any remaining gap in 2022/23 would need to be met through use of reserves. As reserves are one-off in nature, this would only be a short-term measure. On-going reductions in net revenue expenditure, through income generation, efficiencies or other measures, will need to be identified in order to achieve a sustainable budget.
	<u>Capital Programme</u>
67.	Details on any changes to the capital programme will be presented in the February 2022 budget report. Since the last reported capital position Council agreed to invest on flood defence at its meeting on 17 November 2021, at a cost of £10.2M from the Community Infrastructure Levy (CIL).
68.	The costs of the 2021/22 capital programme have been reviewed, taking into account expected slippages and re-phasing and utilising all available capital receipts for funding. This has led to a re-estimation of the sum needed for capital financing in 2022/23, showing a reduction of £1.15M which has been included in Appendix 4 as one of the ways that contributes to balancing the budget next year.
	<u>Housing Revenue Account (HRA)</u>
69.	The HRA records all the income and expenditure associated with the provision and management of council owned homes in the City. This account funds a significant range of services to approximately 16,000 homes for Southampton tenants and their families and to over 2,000 homes for leaseholders. This includes housing and estate management, repairs, improvements, and statutory compliance activity; welfare advice, employment and skills support, support to address anti-social behaviour and support for the victims of domestic abuse; supported housing services for older people and those with extra care needs, neighbourhood wardens, and capital spending on council properties.
	<u>2021/22 Forecast Outturn</u>
70.	The HRA year-end forecast position as at the end of October 2021 for 2021/22 shows a favourable variance of £0.92M compared to a budget of £75.87M on 'business as usual' activity, with an additional favourable variance of £0.56M relating to reduced bad debt provision, which had initially been increased as a result of higher expected arrears following the Council's response to COVID-19. This position was reported to Cabinet in November 2021. However, the predicted level of bad debt has not arisen resulting in this favourable position emerging.
	<u>HRA Medium Term Financial Position</u>
71.	This report sets out proposals for the HRA revenue budget for 2022/23 and the 40year HRA business plan, covering the period 2022/23 to 2061/62.
72.	Following the Chancellor's announcement in the 2018 Autumn Budget, restrictions relating to HRA borrowing have been lifted, and there is now greater emphasis for councils to plan their new build strategy and financing at a local level.
73.	The HRA Business Plan supports a number of council strategies, including the Medium Term Financial Strategy, to ensure plans are affordable and budgets

	<p>are aligned to the assumptions detailed in those strategies. The specific HRA Business Plan priorities are summarised below:</p> <ul style="list-style-type: none"> • All HRA debt is sustainable on a yearly basis. • The capital spending plans include provision to maintain and improve all existing dwellings and is based on a Housing stock capital strategy that continues to be developed and enhanced. • A provision of £60M is set aside for committed stock replacement at plots 2, 9 and 10 Townhill Park between 2021/22 and 2024/25 based on the existing financial assumptions. These will need to be revised when final scheme costings have been received and viability assessed. • An assumption that future development will be on the basis of a model of working with Registered Providers and utilising land disposals and future Right to Buy receipts to support stock replacement, replacing the existing acquisitions assumption. This is currently being worked through and will be further developed in a future iteration of the business plan model. • The revenue budget protects the minimum balances of £2.0M per year over the life of the Plan.
74.	<p>The HRA Business Plan shows revenue balances that increase above minimum levels within the 40 year period. This has been mitigated to an extent by repayment of loans outstanding across the life of the Business Plan. The surpluses are subject to change annually and will reflect the annual review of stock investment needs, estimated unit income and expenditure, as well as the prevailing external economic factors of the time.</p>
	<p><u>Rent and Service Charge Increases</u></p>
75.	<p>Under current Government guidance the Council can increase rent by a maximum of CPI plus 1 per cent based on the September CPI position.</p> <p>The Council is also required to set charges for communal heating in certain properties. Following the recent wholesale energy price increases, it is necessary to increase heating charges in order to ensure costs are being fully recovered. The proposal for rent and service charge increases is as follows:</p> <ul style="list-style-type: none"> • No increase in Rent • No increase in Service Charges • No increase in Supported Accommodation Service Charges • District heating charge increase of 16.52 per cent
	<p><u>Rents</u></p>
76.	<p>It is proposed that rents are not increased in 2022/23, despite Central Government guidelines for HRA rents allowing rent increases based on the Consumer Price Index (CPI) as at the previous September (2021) plus 1 per cent for tenants who are at or below formula rent (the government approved method of calculating social rent), or CPI for those tenants who are above formula rent. CPI in September 2021 was 3.1 per cent.</p> <p>The latest guidance, which was issued in 2020 by the then Ministry of Housing, Communities and Local Government, states that rents can increase by up to CPI+1 per cent (subject to the formula rent proviso above) for the years 2023/24 to 2024/25, and after that by up to CPI. These assumptions have been built into the HRA Business Plan.</p> <p>Although the Council is able to increase rent by up to 4.1 per cent for 2022/23, it is proposed to freeze rent and service charges to minimise impact on tenants</p>

who are facing increases in cost through increasing inflation, energy bills and fuel costs, concurrent with reducing universal credit from October 2021. The proposed rent freeze foregoes £1.3M in additional income in 2022/23, and £157M over the life of the 40 year business plan.

77. It should be noted that the proposed rental increases are in the context of rental income lost in the four years from 2016/17 to 2019/20, where a 1 per cent per annum rent reduction was imposed on the HRA via Central Government instruction. This has led to a permanent divergence from previously inflation linked base rents, and an overall reduction to income compared to an inflationary linked rise of £33.7M by 2020/21 as set out in Table 8 below.

78. **Table 8 – HRA Estimated Rent Loss**

HRA ESTIMATED RENT LOSS COMPARISON DUE TO 1% RENT REDUCTION P.A. FOR 4 YEARS FROM APRIL 2016

	Year	Stock	With 1% reduction			Without 1% reduction			In year Loss	% in year loss of income (est)	Running total income loss
			% Change from previous year	With Reductions	Estimated Income	Assumed CPI increase (prior to 20/21) if no 1% decrease	Per previous increases	Estimated Income			
	2015.16	16,503		87.18	75,102,997		87.18	75,102,997	0		
	2016.17	16,363	-1.0%	86.31	73,721,216	0.9%	87.97	75,136,068	-1,414,852	2%	-1,414,852
	2017.18	16,223	-1.0%	85.45	72,359,561	2.0%	89.73	75,983,077	-3,623,515	5%	-5,038,367
	2018.19	16,083	-1.0%	84.59	71,017,767	4.0%	93.31	78,340,458	-7,322,691	9%	-12,361,058
	2019.20	15,943	-1.0%	83.75	69,695,573	3.4%	96.49	80,298,906	-10,603,333	13%	-22,964,391
	2020.21	15,828	2.7%	86.07	71,112,893	2.7%	99.09	81,872,126	-10,759,233	13%	-33,723,624

Service Charges

79. The current charging mechanism for service charges in the HRA does not currently recover all costs that are applicable for a service charge. This means that tenant rent is currently covering some of the costs associated with these areas. Work is ongoing to review the extent of the 'gap' between costs and income and recommendations around this will be made following that review. However, for 2022/23, the proposal is to freeze service charges as they currently stand.

80. The weekly charges to be levied for next year are shown in Tables 9 and 10 below.

81. **Table 9 – General Service Charges**

	21/22	22/23
Concierge monitoring	£2.77	£2.77
Walk-Up Block Wardens	£1.47	£1.47
Cleaning service in walk-up blocks	£0.73	£0.73
Door Entry System	£0.22	£0.22
Emergency Lighting Testing	£0.27	£0.27
Garden/Ground Maintenance	£0.22	£0.22
Tower Block Wardens	£5.20	£5.20

82.	<p><u>Table 10 – Supported Accommodation</u></p> <table border="1" data-bbox="311 241 1011 501"> <thead> <tr> <th data-bbox="311 241 794 315"></th> <th data-bbox="794 241 903 315">21/22</th> <th data-bbox="903 241 1011 315">22/23</th> </tr> </thead> <tbody> <tr> <td data-bbox="311 315 794 353">Community Alarm</td> <td data-bbox="794 315 903 353">£1.31</td> <td data-bbox="903 315 1011 353">£1.31</td> </tr> <tr> <td data-bbox="311 353 794 392">Support</td> <td data-bbox="794 353 903 392">£2.76</td> <td data-bbox="903 353 1011 392">£2.76</td> </tr> <tr> <td data-bbox="311 392 794 430">Management</td> <td data-bbox="794 392 903 430">£5.13</td> <td data-bbox="903 392 1011 430">£5.13</td> </tr> <tr> <td data-bbox="311 430 794 468">Careline Silver</td> <td data-bbox="794 430 903 468">£3.14</td> <td data-bbox="903 430 1011 468">£3.14</td> </tr> <tr> <td data-bbox="311 468 794 501">Careline Gold</td> <td data-bbox="794 468 903 501">£4.45</td> <td data-bbox="903 468 1011 501">£4.45</td> </tr> </tbody> </table>		21/22	22/23	Community Alarm	£1.31	£1.31	Support	£2.76	£2.76	Management	£5.13	£5.13	Careline Silver	£3.14	£3.14	Careline Gold	£4.45	£4.45
	21/22	22/23																	
Community Alarm	£1.31	£1.31																	
Support	£2.76	£2.76																	
Management	£5.13	£5.13																	
Careline Silver	£3.14	£3.14																	
Careline Gold	£4.45	£4.45																	
	<p><u>Heating Charges</u></p>																		
83.	<p>The annual review of the Landlord-Controlled Heating (LCH) account projects a deficit of £0.68M, and the latest information on future price changes (provided by our energy procurement partners) suggest price increases of 6 per cent for electricity and gas in 2022/23. The primary driver for price increases has been the recent increases in wholesale prices, and these will be monitored carefully. As 90 per cent of the energy used by LCH is electricity, it is proposed that the charges to tenants for 2022/23 will increase by 16.52 per cent.</p> <p>Appendix 6 shows the proposed weekly and annual changes by band. The bands are set on the basis of floor space in square metres, ensuring smaller properties pay proportionately less than larger properties, and a specific band (J) for hostels. The proposed percentage increase is applied equally to each band.</p> <p>This increase (and future annual increases in line with energy inflation) are designed to maintain equilibrium on the account over the next five years, while avoiding the large deficit/surplus swings of the past.</p>																		
	<p><u>Other Key Assumptions</u></p>																		
84.	<p>Rent arrears have continued to rise in the current financial year, 2021/22, linked to the impact of Welfare Reform and exacerbated by the impact of COVID-19. Following this in the 2021/22 plan, the bad debt provision was increased by 3 per cent in 2021/22 and 2022/23. Work undertaken to date suggests that a reduction in the existing 2022/23 provision contribution is reasonable, and further work will be done to review the provision in light of arrears levels through 2022. It is expected that in the longer term, the debt position will stabilise in line with national policies and internal debt collection processes.</p>																		
85.	<p>The cyclical maintenance budgets have been increased by £2M per annum to take account of increased statutory landlord responsibilities for fire safety, water safety, electrical and mechanical safety.</p>																		
86.	<p>Other cost pressures, staffing inflation estimated at 1.75 per cent, general inflation on building materials costs, and fuel have also been built into the model.</p>																		
87.	<p>Some changes to key assumptions have been made to accommodate the rental freeze in the HRA model. Historically it has been common practise to utilise any surplus in the HRA to facilitate early repayment of borrowing where practical. This has the advantage of reducing long term interest costs and ensuring future affordability of the HRA programme. However, it is proposed to utilise any surplus in 2021/22 to support the pressures identified for 2022/23.</p>																		
88.	<p>A further change made to the business plan has been to revise the capital programme projection for 1,000 homes and asset acquisitions to include only the currently committed developments at plots 2,9 and 10 Townhill Park. This</p>																		

	has significantly reduced the borrowing requirement within the business plan model. Final costs for the development at Townhill Park are not yet established, and the business plan will be updated when these become available.
89.	In addition to the above, debt profiling across the 40 year period has been reviewed and updated to ensure the working balance is suitably maintained. A reduction in bad debt provision has been factored in subject to further work to take place on reducing the current level of arrears.
90.	After the above actions have been taken, there is still a requirement to make savings of £1M per annum by 2027/28 to maintain a working balance at year 40 equivalent to that of 2021/22's business plan, ensuring all committed borrowing in the model is repayable. Options for achieving savings include reviewing non statutory service delivery and the extent of the Capital Programme, and options will be brought forward in due course
	<u>HRA Balances</u>
91.	The HRA Business Plan revenue balances enable a longer-term repayment of debt to take place. Following recent cost pressures, and the removal of the debt cap leading to ongoing regeneration/new build borrowing, debt repayments are still taking place during the life of the Business Plan. The proposed model assumes repayment of all debt within the 40 year plan. This level of debt forecast in 40 years is prudent.
92.	A significant risk to the long-term plan is that, if property works related inflation was to exceed general inflation over a prolonged period, this could have a significant adverse impact on HRA balances as property costs would begin to exceed rental income. This risk becomes more significant in the light of the proposed rent freeze. Therefore, the forecast financial position is subject to annual review based on the prevailing economic factors and will also reflect the annual review of stock investment needs and estimated unit rates.
93.	The other significant risk is changes in Central Government rental policy in the future. The current guidance is for rents to increase over a period of the next 4 years by CPI + 1 per cent inflation. Policy thereafter is rent increases at CPI per annum.
94.	It will be necessary to regularly undertake sensitivity analysis to assess the impact of external influences such as building inflation and changes to CPI on the business plan so that the overall budget position can be maintained to support investment in services and properties to meet the expectations of tenants and our regulatory requirements.
95.	The HRA minimum balance will remain at £2.0M per year.
	<u>Budget Consultation</u>
96.	The draft savings proposals that have been put forward have been subject to consultation with the Executive Management Board (EMB) and relevant Cabinet Members.
97.	The draft budget proposals within this update will be the subject of scrutiny via Overview and Scrutiny Management Committee (OSMC), for input from the wider membership of the authority's councillors. The Leader and the Cabinet are keen to receive feedback on the proposals and on the potential impact they may have to help finalise the Executive's budget to be recommended to Full Council in February 2022.

	<u>Summary</u>
98.	This report updates the financial outlook at a national level. It forecasts future funding levels based on the information received up to press from Government on the level of support it will provide. It also updates spending pressures and budget commitments and the forecasts the yield from council tax and business rates using all known sources of estimated future growth.
99.	Like other councils, Southampton City Council is facing a very challenging financial position, with additional costs/loss of income due to the pandemic alongside increasing demand for services, particularly social care.
100.	The budget shortfall for 2022/23 stands at an estimated £9.01M, but the shortfall increases sharply to £25.27M in 2023/24. This, in part reflects the fact that a number of amendments to the forecast captured in the update are one-off in nature in particular around funding. The Council's net budget is currently £210M, so a future budget gap of £25.27M represents 12 per cent of council net spending. Budget plans since 2012/13 have included £163M of savings in order to balance the budget, with the great majority of the savings being delivered. However, even with such a good track record of identifying and deliver of savings, it is evident that balancing the council budget in future represents a major challenge requiring considerable focus and work.
101.	Work is on-going to close the budget gaps identified in this report.
	<u>Equality and Safety Impact Assessments</u>
102.	The Public Sector Equality Duty is a duty on public bodies which came into force on 5 April 2011 and requires the council to show that it has 'had regard' to the impact of its decisions on its equality duties and the need to advance equality of opportunity between people who have protected characteristics and those who do not.
103.	While the Public Sector Equality Duty does not impose a legal requirement to conduct an Equality Impact Assessment, it does require public bodies to show how they considered the Equality Duty and that they have been consciously thinking about the aims of the Equality Duty as part of the process of decision making. To comply with these requirements as well as other relevant impacts including Community Safety (Section 17 of the Crime and Disorder Act), poverty and health and wellbeing, the council has used its existing Impact Assessment framework so that it can ensure the use of a consistent, council wide mechanism to evidence how decision making took into account equality and safety considerations.
104.	Draft individual Equality and Safety Impact Assessments (ESIAs) have been completed by the council's Executive Management Board for those proposals contained in Appendix 4 that have been identified as requiring such an assessment, as they could have an impact on a particular group or individuals. The draft individual ESIAs are available in Members' Rooms and will be published alongside the Budget consultation.
105.	The individual ESIAs have been analysed to consider the cumulative impacts the draft savings proposals may have on particular groups and the mitigating actions that could be considered. In order to give the right perspective to the draft savings proposals, the Cumulative Impact Assessment has to be considered in light of the available information on the City's profile, service user and non-user information and staffing profiles as well as the proportion of the council's budget that is currently spent on targeted groups or communities. The Cumulative Impact Assessment is available in Members' Rooms and will be

	published alongside the Budget proposals to inform the public engagement exercise.
	<u>Timetable</u>
106.	The draft 2022/23 local government finance settlement is expected in mid-December 2021. It is not known at the time of writing this report whether this will be a 1-year settlement or 3-year to match the Spending Review period. The settlement will include the council's allocation of Revenue Support Grant and Business Rates Top-Up Grant. It is expected to include details of the distribution of additional resources announced in the Spending Review.
107.	Setting of the Council Tax base and approval of the Local Council Tax Support Scheme are formally delegated to the Director of Finance & Commercialisation and will take place in late January 2022.
108.	The Cabinet will put forward its final proposals for the 2022/23 Budget, MTFS and Capital Programme at its meeting on 21 February 2022, taking into account feedback from the public engagement exercise outlined above.
109.	Full Council will set the 2022/23 Budget and agree the Band D Council Tax, MTFS and Capital Programme on 23 February 2022.
RESOURCE IMPLICATIONS	
Capital/Revenue Implications	
110.	The capital and revenue implications are fully detailed within the report.
Staffing	
111.	Staffing reductions contained within savings proposals are expected to be achieved through removal of vacant posts. The current estimated effect is around 22 Full Time Equivalent (FTE) posts.
Property/Other	
112.	None, other than those detailed in the report.
LEGAL IMPLICATIONS	
Statutory power to undertake proposals in the report	
113.	It is important that Members are fully aware of the full legal implications of the entire budget and Council Tax making process, when they consider any aspect of setting the Council's Budget. Formal and full advice to all Members of the Council protects Members, both in their official and personal capacity, as well as the Council. If Members have received the appropriate professional legal and financial advice and act reasonably, generally the courts will not interfere in their decisions.
114.	The first and overriding legal duty on Members is their fiduciary duty to weigh the needs of service users against the interests of local taxpayers. In planning the budget, Members are under a fiduciary duty to act prudently, responsibly, in a business-like manner and in their view of what constitutes the best interests of the general body of local taxpayers. In deciding upon expenditure, the Council must fairly hold a balance between recipients of the benefits of services provided by the Council and its local taxpayers. Members should note that their fiduciary duty includes consideration of future local taxpayers as well as present local taxpayers.
115.	It is appropriate for Members to consider their own position as some Members may have expressed support publicly for policies that are not policies of the Council. Political documents do not represent a legal commitment on behalf of

	the Council. To treat any political document as a legal commitment by the Council would be illegal. Where there is a valid choice before Members, then, at that stage and only at that stage, Members may take political documents into account.
116.	The legal significance of the Annual Budget derives from the Council's duty under the Local Government Finance Act 1992 (the 1992 Act) to set a balanced budget. Failure to make a lawful Council Tax on or before 11 March 2022 could have serious financial results for the Council and make the Council vulnerable to an Order from the Courts requiring it to make a Council Tax. Information must be published and included in the Council Tax demand notice. The Secretary of State has made regulations, which require charging authorities to issue demand notices in a form and with contents prescribed by these regulations.
117.	There is also a duty under Section 65 of the 1992 Act to consult persons or bodies appearing to be representative of persons subject to non-domestic rates in each area about proposals for expenditure (including capital expenditure) for each financial year.
118.	Under Section 114 (2) and 114 (3) of the Local Government Finance Act 1988, the Chief Financial Officer is required to make a report, if it appears to him/her that a decision or course of action the Council or an officer has agreed or is about to make is unlawful, or that expenditure is likely to exceed resources available.
119.	Section 25 of the Local Government Act 2003 imposes a specific duty on the CFO (Section 151 officer) to formally report to Council at the time the budget is considered and the Council Tax is set on the robustness of the budget estimates and the adequacy of financial reserves. This report will be brought forward alongside the Budget and Council Tax Setting Report to Full Council in February.
120.	Of particular importance to the Council Tax setting process and Budget Meeting of the Full Council is the Council's Budget and Policy Framework Procedure Rules set out in Part 4 of the City Council's Constitution. These provide a legal framework for the decision making process whereby the Budget of the City Council is determined, and the Council Tax is set. In addition, Members need to be aware that these Rules provide a route whereby the Leader may require the Full Council to reconsider their position if they do not accept the Executive's recommended budget without amendment.
<u>Other Legal Implications:</u>	
121.	The financial forecasts contained in this report have been prepared and are submitted as part of the budget process set out in the Council's Constitution. As part of the review process by the Council's Executive Management Board, the proposals contained in this report have been checked from a legal viewpoint.
RISK MANAGEMENT IMPLICATIONS	
122.	Price and wage inflation is also a cause for concern. This is partly due to the continuing impact on the economy of pandemic and also due to the crisis effecting energy markets.
123.	The on-going implications of the pandemic will continue to be considered in the build of the budget. As stated above, Government has made no promises for further funding for the costs arising from the pandemic.

124.	The impact on council tax income due to numbers in receipt of council tax reduction relief remains uncertain, as is the impact of the pandemic on business rates. Revisions to previous estimates have been made in this report, with beneficial effects on funding compared to previous assumptions, but it remains a risk area and will be reviewed and re-assessed in the run-up to preparing the budget papers for 2022/23 and beyond at Council in February 2022.
125.	Any further impact from risk will be reviewed as part of the update of the MTFS to be approved by Full Council in February 2022.
POLICY FRAMEWORK IMPLICATIONS	
126.	The Medium Term Financial Strategy and the Budget are key parts of the Policy Framework of the Council and a Budget and Council Tax for 2022/23 must be proposed by the Cabinet for consideration by the Full Council under the Constitution.

KEY DECISION?	Yes
WARDS/COMMUNITIES AFFECTED:	All
<u>SUPPORTING DOCUMENTATION</u>	
Appendices	
1.	New Commitments
2.	Autumn Budget and Spending Review 2021
3.	Budget Pressures
4.	Draft Savings Proposals
5.	HRA 40 Year Business Plan Operating Account
6.	HRA – proposed heating charge increase by property band

Documents In Members' Rooms

1.	Individual ESIA's
2.	Cumulative ESIA

Equality Impact Assessment

Do the implications/subject of the report require an Equality and Safety Impact Assessment (ESIA) to be carried out.	Yes
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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.	Yes
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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 /
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		Schedule 12A allowing document to be Exempt/Confidential (if applicable)
1.	The Revenue Budget 2021/22, Medium Term Financial Forecast 2021/22 to 2024/25 and Capital Programme 2020/21 to 2025/26 (Council 24 February 2021)	
2.		

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New Commitments

Ref.	Description of Commitment	Portfolio	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
22E1	Transport plan feasibility work	Environment	100	50		
22E2	Promoting economic growth and investment	Growth	50	50		
22E3	Delivering 1,000 new parking spaces across our city's estate - project work	Communities, Culture & Heritage	15			
22E4	Highways (pothole repairs investment)	Environment	500			
22E5	Improve our health and learning for our children and adults across the city	Education	150	150	150	150
22E6	Leisure Strategy	Finance & Capital Assets	137	69	69	69
22E7	Clean up our city - improving our parks, open spaces waterfronts and city/district centres	Environment	300	300	300	300
22E8	Increased enforcement against fly tipping	Environment	120	120	120	120
22E9	Car Park charges	Communities, Culture & Heritage	337	87	37	37
22E10	Rebate on resident parking permit	Communities, Culture & Heritage	13	13	13	13
22E11	Community Fund	Communities, Culture & Heritage	280			
22E12	Destination management	Communities, Culture & Heritage	100	100	100	100
22E13	Freeze council tax charge for 1 year	Funding	2,129	2,188	2,253	2,314
22E14	Capital Financing for new initiatives	Capital Asset Management	700	1,400	1,400	1,400
TOTAL COMMITMENTS			4,931	4,527	4,442	4,503

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Autumn Budget and Spending Review 2021

Statement

On 27 October 2021 the Chancellor of the Exchequer, Rishi Sunak, delivered his 2021 autumn budget and spending review statement where he announced a budget for a “stronger economy for the British people” that will prepare for a “new economy post Covid”. The government plans to “build back better” by “investing in strong public services, driving economic growth, leading the transition to net zero, and supporting people and businesses”, with levelling up being “at the heart of these plans”.

The spending review sets government departmental budgets for the period 2022/23 to 2024/25. Allocations for individual local authorities will not be known until the Provisional Local Government Finance Settlement in December 2021.

Key points of interest for local government

- Local government will be given £4.8Bn in new grant funding over the next 3 years (£1.6Bn in each year). This includes £200M for the Supporting Families programme, £37.8M for cyber security and £34.5M to strengthen local delivery and transparency.
- Additional funding will be made available for social care reform (£3.6Bn over 3 years to implement “the cap on personal care costs and changes to the means test”).
- £1.7Bn will be allocated over 3 years “to improve the wider social care system”. £500M of this will be made available to “improve qualifications, skills and wellbeing across the adult social care workforce”.
- Core Spending Power (CSP) will increase by £8.5Bn, over 3 per cent annually in real terms. However, this includes the funding for social care reform. Excluding the social care reform funding the increase is 1 per cent annually in real terms and this assumes the council tax increase limits set out below are applied.
- Local authorities are likely to be able to increase their council tax bills by 2 per cent without needing to hold a referendum and local authorities with social care responsibilities able to add a further 1 per cent to help fund the pressures in adult social care.
- The business rates multiplier will be frozen in 2022/23 for a second year running (instead of increasing by inflation). The frequency of business rates revaluations will be increased to every 3 years instead of every 5 years, starting in 2023. Further discounts and reliefs have been announced:
 - a new 50% business rates discount, up to a £110,000 per business cap, for eligible properties in the retail, hospitality, and leisure sectors, lasting for one year.
 - a new investment relief to encourage business to adopt green technology.
 - a new relief allowing businesses to make property improvements and pay no extra rates for a year.
 - Extension of the transitional relief for small and medium-sized businesses and the supporting small business scheme for 1 year.

Local authorities will receive full compensation for loss of income from these business rates measures.

- There has been no announcement about local government funding reforms (fair funding review or business rates retention changes) or the new homes bonus scheme.
- No new funding has been announced for ongoing COVID-19 pressures within local government.

- The public sector pay freeze will be lifted. It is worth noting that local authorities set their own pay increases, determined at national level negotiations, so this isn't directly impacted by the Government's announcement.
- The National Living Wage will increase from £8.91 an hour to £9.50 an hour from April 2022.
- The Office for Budget Responsibility forecasts inflation to reach 4 per cent in 2022 before reducing back down to the target 2 per cent by 2025.
- Schools are to receive an additional £4.7Bn funding by 2024/25, restoring per pupil funding to 2010 levels in real terms. There will be £2Bn of new funding to help schools and colleges recover from the pandemic and £2.6Bn to create school places for children with special educational needs and disabilities.
- £200M a year will be provided to continue the holiday activity and food programme.
- £170M will be provided by 2024/25 to increase the hourly rate paid to early years providers and £150M over 3 years has been reaffirmed to support training and development of the Early Years workforce.
- £259M will be provided to maintain capacity and expand provision in residential children's homes.
- The Public Health Grant will be maintained in real terms, including continuation of £100M to help people maintain a healthy weight and investing £66M in the Start for Life programme.
- £554M will be provided by 2024/25 for adult skills and retraining and £560M for the development of numeracy skills via the Multiply programme.
- £1.7Bn has been allocated in the first bidding round of the £4.8Bn Levelling Up Fund to invest in infrastructure in over 100 local areas across the UK.
- Up to £200M will be provided to deliver 8 Freeports in England.
- £850M is being invested for cultural and heritage infrastructure.
- £765M is being provided for football pitches, tennis courts and youth facilities, including £560M for youth services to fund 300 youth clubs.
- Investment in housing will total nearly £24Bn by 2025/26. £11.5Bn will be spent on 180,000 new affordable homes; £1.8Bn to build around 160,000 new homes, including £300M for unlocking brownfield sites; £5Bn to remove unsafe cladding partly funded by levy on property developers.
- £639M a year will be provided by 2024/25 to reduce rough sleeping, a cash increase of 85% compared to 2019/20.
- £5.7Bn has been allocated for London style integrated transport settlements for 8 English city regions. In addition, £2.6Bn will be spent on local roads upgrades; £2.7Bn for local roads maintenance; £5Bn invested for buses, cycling and walking; £35Bn invested in railways.
- Funding of more than £300 million will be provided to implement free, separate food waste collections in every local authority in England from 2025

Budget Pressures

Ref.	Description of Pressure	Portfolio	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
	Additional Costs					
22P1	Destination 22 staffing growth - Early Help	Children's Social Care	225	225	225	225
22P2	Destination 22 staffing growth - Young People	Children's Social Care	592	592	592	592
22P3	Destination 22 staffing growth - Children Looked After	Children's Social Care	386	386	386	386
22P4	Children's Social Care - unfunded service critical posts	Children's Social Care	719	719	719	719
22P5	Children's Social Care - Youth Offending Service posts	Children's Social Care	180	180	180	180
22P6	Children's Social Care - Disability Service unfunded posts	Children's Social Care	475	475	475	475
22P7	Children's Social Care - Placement spend	Children's Social Care	1,979	1,979	1,979	1,979
22P21	Children's Social Care - Agency staffing	Children's Social Care	420	420	420	420
22P22	Children's Social Care - Preventative services	Children's Social Care	870	870	870	870
22P9	Enhancing Behaviour Resilience Service / Children & Adolescent Mental Health Services	Children's Social Care	227	227	227	227
22P10	Children's Social Care - Residential units	Children's Social Care	1,070	1,797	2,196	2,260
22P11	Workforce Academy	Children's Social Care	368	157	180	157
22P12	Destination 22 programme and project resources	Children's Social Care	278	278	0	0
22P13	City of Culture	Communities, Culture & Heritage	100	100	100	100
22P14	800th Mayoral year event programme and increased support for the Mayor's Office	Customer Service & Transformation	106	62	62	62
22P17	Adults Social Care demography - ageing population leading to a subsequent increase in demand for Social Care services	Health & Adults		690	1,380	2,070
22P18	Adults Social Care staffing pressures relating to a range of service improvements to increase the quality and resilience of the Social Care service	Health & Adults	996	996	996	996
22P19	Adults Social Care staffing pressures - Learning Disabilities Housing team	Health & Adults	273	273	273	273
22P20	Members allowances - increase in the size of the Cabinet	Customer Service & Transformation	40	40	40	40
22P24	Increase council tax collection activity	Finance & Capital Assets	110	110	110	110
	Total Additional Costs		9,413	10,576	11,410	12,140
	Loss of Income					
22P8	PAUSE - Preventing children going into care (post govt funding)	Children's Social Care	144	245	245	245
22P16	Property income rebasing	Growth	880	880	880	880
	Total Loss of Income		1,024	1,125	1,125	1,125
	TOTAL BUDGET PRESSURES		10,437	11,701	12,536	13,266
	Less:					
	Use of Social Care Demand Reserve to meet Social Care pressures		(2,000)			
	Use of MTRF Reserve to meet Social Care pressures		(1,681)			
	TOTAL NET BUDGET PRESSURES		6,756	11,701	12,536	13,266

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Draft Savings Proposals

Ref.	Description of Proposal	Impact of Proposal	Portfolio	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Full Year Impact £000	Estimated Staffing Impact FTE
	Efficiency Savings								
22S1	Children's Social Care - residential unit projections	Better control over costs and better support for the children by the service.	Children's Social Care	(1,248)	(3,095)	(3,249)	(3,412)	(3,412)	
22S2	Children's Social Care - agency reductions	Not only a spend reduction, less changing of social work staff to the children they support.	Children's Social Care	(851)	(1,647)	(1,512)	(1,512)	(1,512)	
22S3	Children's Social Care - potential staff reductions	Reduction in staffing costs without service impact.	Children's Social Care	0	(339)	(751)	(751)	(751)	21.4 vacant posts
22S4	Specialist Foster Carers	The ability to step down Residential placements to these foster carers.	Children's Social Care	(241)	(784)	(784)	(784)	(784)	
22S5	Fostering	Better recruitment and retention and savings from not having to use higher costing Independent Foter Carers.	Children's Social Care	(343)	(514)	(685)	(685)	(685)	
22S6	Children's Social Care - residential case reductions	Significant reduction in spend as Residential placement are the highest costing in the service.	Children's Social Care	(506)	(531)	(531)	(531)	(531)	
22S7	Looked After Children projections	Less Looked After Children (LAC) cases for better social care service and reduced cost from less LAC placements	Children's Social Care	(1,063)	(2,125)	(2,125)	(2,125)	(2,125)	
22S11	Customer Services - Non staff spend/Vacant posts deletion	No impact on services	Customer Service & Transformation	(20)	(20)	(20)	(20)	(20)	0.3 vacant post
22S13	Facilities - cleaning contract consolidation & reduced non staff spend	Positive - standardisation of approach	Customer Service & Transformation	(55)	(55)	(55)	(55)	(55)	
22S14	Stretch Contract Management and Procurement Savings	No impact on services	Customer Service & Transformation	(200)	(200)	(200)	(200)	(200)	
22S15	Review allocation of Procurement Team time	No impact on services	Customer Service & Transformation	(100)	(100)	(100)	(100)	(100)	
22S19	Restructure deputyships and appointeeship services	Bring Deputyships back in house, enabling a £90k saving on contract and the ability to generate revenue for account management. To manage this would entail an increase in staff. Full details are being worked on to ensure that the proposal is viable. It is anticipated that there would be £150k additional income and £90k savings but this would mostly be offset with a new resource requirement. No impact on services.	Finance & Assets	(5)	(5)	(5)	(5)	(5)	
22S21	Shared services (e.g. VAT advice or Risk Management)	To look at using our expertise in these areas as shared service proposition for other authorities to utilise	Finance & Assets	(10)	(10)	(10)	(10)	(10)	
22S22	St Mary's Leisure Centre closure	This saving is subject to consultation at the time of writing, where potentially leisure services may no longer be delivered from the St Mary's Leisure Centre building. A range of mitigations are available to enable, should this go ahead, for the local community to access sport and recreation activities. This saving will be subject to a separate formal decision in March.	Finance & Assets	(148)	(148)	(148)	(148)	(148)	
22S23	Local Government Pension Scheme saving from lump sum upfront payment	Adjust saving to be in line with actual experience based on the first year of making an annual payment upfront and receiving a discount	Finance & Assets	(180)	(180)	(180)	(180)	(180)	
22S32	Partnership Delivery Models	Increased efficiency through joint working. The specific impacts will be considered as the new service delivery models are developed. The target is to provide savings of 10% on existing budgets.	Growth			(165)	(165)	(165)	
22S33	Property Budget	Reduced base budget for corporate building repairs and maintenance. These budget have been utilised to help manage the pressures on recharge income over the last few years. The income pressure is being incorporated to budget planning for 2022/23 so this saving is to reflect that actual spend has been below existing budget levels over that period. No impact on recent level of actual repairs is expected.	Growth	(587)	(587)	(587)	(587)	(587)	
22S34	Decarbonisation Measures	Energy efficiency measures to buildings and streetlighting reducing energy consumption.	Growth	(237)	(385)	(385)	(385)	(385)	
22S40	Adult Social Care - Contract Reviews		Health & Adults	(1,295)	(1,739)	(1,739)	(1,739)	(1,739)	
22S43	Leaders Budget reduction		Leader	(30)	(30)	(30)	(30)	(30)	
	Total Efficiency Savings			(7,118)	(12,492)	(13,260)	(13,423)	(13,423)	21.7

	Income Generation								
22S9	Cultural Services Venues (Income) - stretch target	To increase the income target through improved marketing and pricing strategy	Communities, Culture & Heritage	(300)	(300)	(300)	(300)	(300)	
		Created a more resilient team structure (from within existing resources) to provide better capacity for this work.							
22S16	Bereavement Services Income Generation	To increase the income target following a review of fees and charges, better engagement and marketing in the sector following the refurbishment of the crematorium by early 2022, and review of future business options.	Environment	(100)	(100)	(100)	(100)	(100)	
22S17	Registration Services - Ceremonies income generation	Ceremonies were adversely affected by the pandemic in 2020/21 and the financial plan assumed continued impact into 2022/23. The proposal takes advantage of increasing demand for ceremonies, recent redesign of the way the team is structured, a review of digital and other enablers for customers and a refreshed marketing strategy.	Environment	(60)	(60)	(60)	(60)	(60)	
22S18	Port Health Income	Proposal to increase resource at the port to be able to take advantage of increasing trade through the Border Inspection post.	Environment	(30)	(30)	(30)	(30)	(30)	
22S25	Parking income estimates	The budget process included an assumption that car parking and Itchen Bridge would continue to be impacted as a result of behaviour change post pandemic. This assumption has been reviewed based on performance in the first half of 2021/22, allowing the income target to be increased.	Growth	(250)	(250)	(250)	(250)	(250)	
22S26	Itchen Bridge reserve contribution	To cease contributions to reserve, thereby freeing resources in the short term. Contributions have historically paid for maintenance work to the Bridge; major capital works identified would instead be approved via the same capital programme approvals process as other projects and would require alternative funding as a result of this proposal.	Growth	(190)	(190)				
22S27	Albion St/Caste car park income	Review of existing MTFs assumption that Albion and Castle Street car parks would close from April 2022 following the implementation of Transforming Cities Fund works. The closure date is not expected until January 2023 and the budget is proposed to be revised accordingly.	Growth	(320)					
22S28	Civic Centre car park income	Review of existing MTFs assumption that Civic Centre car park would close from April 2022 following implementation of Transforming Cities Fund works. The Civic Centre car park is outside the scope of TCF and the budget is proposed to be revised accordingly.	Growth	(100)	(100)	(100)	(100)	(100)	
22S29	Cruise ship car parking	Intention to increase income by targeting cruise ship customers. Proposal to utilise Eastgate car park, offer attractive tariff to attract customers to park cars there while on cruise	Growth	(50)	(50)	(50)	(50)	(50)	
22S41	Corporate Communications - advertising income	None	Leader	(80)	(80)	(80)	(80)	(80)	
	Total Income Generation			(1,480)	(1,160)	(970)	(970)	(970)	0
	Other Savings								
22S24	Capital Financing	Reduction in capital financing costs from changes to the Capital Programme	Capital Asset Management	(1,150)	(310)	(230)	(230)	(230)	
22S30	Concessionary fares	Reduced operator claims linked to reduced patronage related to Covid-19, a prudent forecast has been taken but should patronage increase to pre-pandemic levels this target could be impacted	Growth	(350)					
	Total Other Savings			(1,500)	(310)	(230)	(230)	(230)	0
	TOTAL SAVINGS			(10,098)	(13,962)	(14,460)	(14,623)	(14,623)	21.7

Operating Account

(expressed in money terms)

Year	Year	Surplus (Deficit) for the Year £,000	Surplus (Deficit) b/fwd £,000	Surplus (Deficit) c/fwd £,000	Savings required to return to 2021/22
1	2022.23	(920)	2,920	2,000	
2	2023.24	195	2,000	2,195	
3	2024.25	(5)	2,195	2,190	
4	2025.26	(5)	2,190	2,185	
5	2026.27	634	2,185	2,819	
6	2027.28	1,521	2,819	4,341	1,000
7	2028.29	1,876	4,341	6,217	1,000
8	2029.30	2,072	6,217	8,289	1,000
9	2030.31	2,264	8,289	10,553	1,000
10	2031.32	2,470	10,553	13,023	1,000
11	2032.33	2,562	13,023	15,585	1,000
12	2033.34	555	15,585	16,140	1,000
13	2034.35	(1,831)	16,140	14,309	1,000
14	2035.36	(7,641)	14,309	6,667	1,000
15	2036.37	(466)	6,667	6,202	1,000
16	2037.38	(2,292)	6,202	3,909	1,000
17	2038.39	(1,749)	3,909	2,160	1,000
18	2039.40	1,146	2,160	3,306	1,000
19	2040.41	1,509	3,306	4,814	1,000
20	2041.42	3,947	4,814	8,761	1,000
21	2042.43	2,992	8,761	11,753	1,000
22	2043.44	4,126	11,753	15,879	1,000
23	2044.45	4,260	15,879	20,140	1,000
24	2045.46	4,382	20,140	24,522	1,000
25	2046.47	4,492	24,522	29,014	1,000
26	2047.48	2,401	29,014	31,415	1,000
27	2048.49	1,873	31,415	33,288	1,000
28	2049.50	2,192	33,288	35,481	1,000
29	2050.51	(9,316)	35,481	26,164	1,000
30	2051.52	(5,108)	26,164	21,056	1,000
31	2052.53	(3,298)	21,056	17,758	1,000
32	2053.54	(572)	17,758	17,186	1,000
33	2054.55	2,385	17,186	19,571	1,000
34	2055.56	3,983	19,571	23,554	1,000
35	2056.57	4,387	23,554	27,941	1,000
36	2057.58	4,785	27,941	32,726	1,000
37	2058.59	5,030	32,726	37,756	1,000
38	2059.60	327	37,756	38,084	1,000

39	2060.61	5,953	38,084	44,037	1,000
40	2061.62	3,794	44,037	47,831	1,000

C

Revised
working
balance

2,195
2,190
2,185
2,819
5,341
8,217
11,289
14,553
18,023
21,585
23,140
22,309
15,667
16,202
14,909
14,160
16,306
18,814
23,761
27,753
32,879
38,140
43,522
49,014
52,415
55,288
58,481
50,164
46,056
43,758
44,186
47,571
52,554
57,941
63,726
69,756
71,084

78,037
82,831

Effect of charge increase on area bands

Weekly Charge	Property Band by Floor area	No of properties	2021/22 Weekly charge (£)	2022/23 Weekly Charge (£)	Increase £
	Band A <40 m ²	1,705	9.08	10.58	1.50
	Band B <50 m ²	2,160	11.33	13.20	1.87
	Band C <60 m ²	213	13.61	15.86	2.25
	Band D <70 m ²	570	15.85	18.47	2.62
	Band E <80 m ²	570	18.13	21.13	3.00
	Band F <90 m ²	201	20.41	23.78	3.37
	Band G <100 m ²	8	22.66	26.40	3.74
	Band H <110 m ²	13	24.92	29.04	4.12
	Band J <20 m ²	3	3.41	3.97	0.56
	Weighted average		12.28	14.31	2.03

Annual Charge	Property Band by Floor area	No of properties	2021/22 Annual Charge (£)	2022/23 Annual Charge (£)	Increase £
	Band A <40 m ²	1,705	472.16	550.16	78.00
	Band B <50 m ²	2,160	589.16	686.40	97.24
	Band C <60 m ²	213	707.72	824.72	117.00
	Band D <70 m ²	570	824.20	960.44	136.24
	Band E <80 m ²	570	942.76	1,098.76	156.00
	Band F <90 m ²	201	1,061.32	1,236.56	175.24
	Band G <100 m ²	8	1,178.32	1,372.80	194.48
	Band H <110 m ²	13	1,295.84	1,510.08	214.24
	Band J <20 m ²	3	177.32	206.44	29.12
	Weighted average		589.44	686.81	97.37

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DECISION-MAKER:	CABINET
SUBJECT:	STRATEGY FOR THE PROVISION OF SUPPORT IN SAFE ACCOMMODATION
DATE OF DECISION:	20 DECEMBER 2021
REPORT OF:	COUNCILLOR VASSILIOU CABINET MEMBER FOR COMMUNITIES, CULTURE AND HERITAGE.

<u>CONTACT DETAILS</u>			
Executive Director	Title	Executive Director Communities, Culture and Homes	
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STATEMENT OF CONFIDENTIALITY	
NOT APPLICABLE	
BRIEF SUMMARY	
<p>Cabinet is requested to consider the approval of a Strategy for the Provision of Support in Safe Accommodation (“the Strategy”). The Domestic Abuse Act 2021 (“the Act”) places new duties on local authorities to assess the need for accommodation-based support and prepare strategies to provide such support for survivors of domestic abuse and their children. The Council has carried out a local needs assessment to determine the level of need for support in safe accommodation in Southampton. The Strategy sets out the actions the Council will take (working together with relevant partners) to adequately address the needs identified over the next three years. The Council is required by law to publish the Strategy before 5 January 2022.</p>	
RECOMMENDATIONS:	
	(i) That Cabinet approve the Strategy for the Provision of Support in Safe Accommodation.
	(ii) That Cabinet delegate authority to the Executive Director Communities, Culture and Homes, following consultation with the Cabinet Member for Communities, Culture and Heritage, to make minor changes to the Strategy for the Provision of Support in Safe Accommodation during its period of effect.
REASONS FOR REPORT RECOMMENDATIONS	
1.	The Council is required by s 57 of the Domestic Abuse Act 2021 to prepare and publish a strategy for the provision of support to victims of domestic abuse, or their children, resulting in them being able to reside in safe accommodation, be it their own or new accommodation.

2.	The Strategy will facilitate the work of the Council, in partnership with the Southampton Domestic Abuse Strategic Partnership Board (“the Board”), in tackling domestic abuse in Southampton. This will be achieved through the Coordinated Community Response model (adopted by the Strategy), which shifts responsibility for safety away from individual survivors to the community and services existing to support them.
ALTERNATIVE OPTIONS CONSIDERED AND REJECTED	
3.	It was considered whether the Council’s existing strategy for tackling domestic and sexual abuse (Southampton Against Domestic and Sexual Abuse Multi Agency Strategy 2017-2020) could be revised and renewed to meet the requirements of the Act. This option was rejected because the production of an entirely new strategy, following consultation with the new Board, presented the opportunity for the Council to adopt the Coordinated Community Response model. A whole-system strategy, dealing with other community-based domestic abuse support provision and issues associated with sexual violence and violence against women and girls, is due to be brought to Cabinet for approval in or around September 2022.
DETAIL (Including consultation carried out)	
4.	Section 57(1) of the Act provides that the Council must carry out the following functions: <ul style="list-style-type: none"> a. assess, or make arrangements for the assessment of, the need for accommodation-based support in its area; b. prepare and publish a strategy for the provision of such support in its area; and, c. monitor and evaluate the effectiveness of the strategy.
5.	In October 2020, the Council received £50k to help prepare for the duties in the Act, through which it obtained the services of specialist domestic abuse charity Stranding Together to: <ul style="list-style-type: none"> a. carry out the needs assessment required by s 57(1)(a) of the Act; and, b. prepare a draft of the Strategy.
6.	The development of the Strategy has been informed by a review of jointly-commissioned Domestic and Sexual Abuse services, carried out by the Integrated Commissioning Unit (“ICU”) between October 2020 and June 2021 (“the Domestic Violence and Sexual Abuse (DVSA) service review”).
7.	In August 2021, Cabinet approved the appointment of the Board, the purpose of which is to provide advice to the Council about the exercise of its duties under s 57 of the Act. The first meeting of the Board took place on 5 October 2021, during which: <ul style="list-style-type: none"> • the Director Communities, Culture and Homes was appointed as chairperson of the Board; and, • The Council consulted the Board on the draft Strategy in accordance with s 57(4)(a) of the Act.
8.	Further to the decision to appoint the Board, in August 2021 Cabinet approved relevant delegations of authority to the Director Communities, Culture and Homes, in consultation with the Cabinet Member for Communities, Culture and Heritage. These delegations include the authority to: <ul style="list-style-type: none"> • carry out any functions required to give effect to the Strategy; and,

	<ul style="list-style-type: none"> do anything considered necessary to fulfil the Council’s legal obligations pursuant to the Act.
9.	<p>The Domestic Abuse Support (Local Authority Strategies and Annual Reports) Regulations 2021 (“the Strategy Regulations”) require the Council to publish a s 57 strategy before 5 January 2022. The Strategy Regulations further require a draft s 57 strategy to be published at least 10 weeks prior to this. The Council met the latter requirement by publishing the Strategy in draft form on its public website on 11 October 2022.</p>
10.	<p>Safe accommodation for the purposes of s 57 of the Act is defined by the Domestic Abuse Support (Relevant Accommodation and Housing Benefit and Universal Credit Sanctuary Schemes) (Amendment) Regulations 2021 (“the Relevant Accommodation Regulations”).</p> <p>It includes accommodation provided by a local housing authority, a private registered provider of social housing, or a registered charity whose objects include the provision of support to victims of domestic abuse; which is:</p> <ul style="list-style-type: none"> refuge accommodation; specialist safe accommodation; dispersed accommodation; second stage accommodation; part of a sanctuary scheme; or, other accommodation designated by the local housing authority, private registered provider of social housing or registered charity as domestic abuse emergency accommodation. <p>Bed and breakfast accommodation (accommodation which is not separate and self-contained premises, and in which any one of a toilet, personal washing facilities or cooking facilities are shared by more than one household) is specifically excluded from the definition of safe accommodation.</p>
11.	<p>Support within safe accommodation is described by statutory guidance as:</p> <ul style="list-style-type: none"> the overall management of services within safe accommodation; support with the day-to-day running of the service; advocacy support; domestic abuse prevention advice; specialist support for victims with relevant protected characteristics and with additional and/or complex needs; children’s support housing-related support; advice service; and, counselling and therapy. <p>The list is non-exhaustive and other relevant support services can be put in place based on victims’ needs.</p>
12.	<p>The Strategy identifies the following seven priorities in addressing the need for support in safe accommodation in Southampton:</p> <ol style="list-style-type: none"> Early identification, intervention and prevention. Survivors have access to a range of appropriate housing options and support services, which increase safety and prevent homelessness/ loss of tenure. The needs of children and young people (CYP) are understood and supported.

	<p>iv. Domestic abuse responses are survivor-led.</p> <p>v. Effective perpetrator management.</p> <p>vi. Develop and embed Coordinated Community Response to Domestic Abuse.</p> <p>The Strategy sets out the actions the Council and its partners will take to address each priority. Performance indicators are provided, against which the success of the actions may be measured. The Council is required by s 59 of the Act to provide annual reports to the Government on its performance in giving effect to the Strategy.</p>
13.	<p>The Council undertook public consultation on the Strategy in draft form between 23 September 2021 and 3 November 2021. The aims of the consultation were to:</p> <ol style="list-style-type: none"> communicate the strategic proposals clearly to residents and stakeholders; ensure any resident, business or stakeholder who wished to comment on the proposals had the opportunity to do so, enabling them to raise any impacts the proposals may have; and, allow participants to propose alternative suggestions for consideration which they feel could achieve the objective in a different way.
14.	<p>The consultation used an online questionnaire as the main route for feedback. Responses by letter and email were also accepted. The consultation was actively promoted by the Council through the Board, stakeholder groups and other relevant channels. Overall, there were 26 separate responses to the consultation. A full summary of the methodology and results of the public consultation, produced by the Council's Data, Intelligence, and Insight Team, is appended to this report.</p>
15.	<p>The Council has taken the consultation responses into account in the development of the Strategy by:</p> <ol style="list-style-type: none"> reviewing and responding to the comments made by consultees about the priorities and actions in the Strategy. making amendments to the Strategy based on the consultation responses, where appropriate. <p>The Council's actions in response to the consultation have been recorded and appended to this report.</p>
RESOURCE IMPLICATIONS	
<u>Capital/Revenue</u>	
16.	<p>The Government has allocated £125m of New Burdens funding to local authorities to cover the cost of funding the duties which relate to the provision of support in safe accommodation. The Council's allocation for 2021/22 is £587,012 ("the 2021/22 allocation"). The Council, using delegated powers, approved the following expenditures of the 2021/22 allocation in June 2021:</p> <ul style="list-style-type: none"> Domestic Abuse Partnership Lead/Coordinator - £65,785 (Appointed) Data & Intelligence Analyst - £50,122 (Appointed) Lived Experience and Engagement Officer - £50,122 DAS+ (intensive support for women victims identified with complex needs) extension to March 2022 - £35,000

	Plans for spending the remaining 2021/22 allocation (£385,983) in giving effect to the Strategy are under development and will be finalised following Cabinet's consideration of the decision to approve the Strategy. Decisions to approve spending will be taken by the Director Communities, Culture and Homes in consultation with the Cabinet Member for Communities, Culture and Heritage. New Burdens funding for 2022/23 and 2023/24 is yet to be announced by the Government.
17.	The Strategy impacts upon the jointly-commissioned DVSA service because this service includes the provision of refuge accommodation (a type of safe accommodation within the meaning of the Accommodation Regulations). The current DVSA contracts will end in March 2022. In August 2021, the Leader of the Council, following consultation with the Joint Commissioning Board, decided to support the further procurement of DVSA services for a period of 7 years (5+2) from March 2022. The total value of the services to be procured is up to £3,340,000 ("the service value"). The Council's contribution per annum is £344,000. Because the service value was finalised through the DVSA service review before the safe accommodation needs assessment was carried out, it has been approved that the new DVSA contracts will include the potential to vary the service value by up to 45% of the Council's contribution (£154,800) to ensure needs relating to safe accommodation can be met through the DVSA service, if required. It is anticipated that any increase in the Council's contribution for this purpose would be met through the New Burdens funding.
<u>Property/Other</u>	
18.	The Strategy provides for the following actions with potential property implications: <ul style="list-style-type: none"> • A review of the suitability and capacity of existing refuge provision, with the potential to increase refuge funding by 20%. • Exploration of the expansion of sanctuary schemes (in registered social housing) whereby survivors of domestic abuse are enabled to remain their own home through the installation of additional security to the property or its perimeter where they reside. • The exploration/development of safe accommodation pathways for women with complex needs and for children and young people. • The maintenance by the Council of its Domestic Abuse Housing Alliance accreditation.
19.	Part 7 of the Act requires the Council to grant a new lifetime tenancy to a tenant or a member of their household when re-housing an existing lifetime social tenant or offering an existing lifetime tenant a new sole tenancy in their home if the Council is satisfied that the tenant or member of their household has been a victim of domestic abuse and the new tenancy is granted in connection with that abuse. The Council's Housing policies and strategies will be reviewed against this new requirement and amended as required.
LEGAL IMPLICATIONS	
<u>Statutory power to undertake proposals in the report:</u>	
20.	Functions under Part 4 of the Domestic Abuse Act 2021.
21.	Statutory requirements relevant to those functions, including (but not limited to) those set out in:

	<ul style="list-style-type: none"> • The Human Rights Act 1998. • The Housing Act 1996. • The Homelessness Act 2002. • The Crime and Disorder Act 1998.
<u>Other Legal Implications:</u>	
22.	In exercising its duties, the Council will pay regard to its obligations pursuant to the Equality Act 2010, in particular, the Public Sector Equality Duty set out in s 149 of that Act. A detailed Equality and Safety Impact Assessment has been carried out to support the proposals in the Strategy and appended to this report.
RISK MANAGEMENT IMPLICATIONS	
23.	Failure to publish the Strategy before 5 January 2021 would contravene regulation 3 of the Strategy Regulations. Pursuant to s 4 of those regulations, the Council must ensure that it reviews the Strategy within the period of three years beginning with the date of its first publication, and within each three-year period thereafter.
24.	Failure to effectively support survivors of domestic and/or their children by failing to provide access to services within the scope of Part 4 of the Act and as identified in the needs assessment will result in contravention of the Act and associated legislation.
POLICY FRAMEWORK IMPLICATIONS	
25.	In implementing the Strategy, the Council will act fully and wholly in accordance with relevant Policy Framework Plans, in particular the Safe City Strategy (Crime and Disorder Reduction Strategy) and the Health and Wellbeing Strategy. In accordance with its Terms of Reference, the Board reports bi-annually to the Safe City Partnership and provides advice and support to the Health and Wellbeing Board in relation to domestic abuse.

KEY DECISION?	Yes
WARDS/COMMUNITIES AFFECTED:	ALL
<u>SUPPORTING DOCUMENTATION</u>	
Appendices	
1.	Strategy for the Provision of Support in Safe Accommodation.
2.	Public Consultation Summary Report.
3.	Record of actions taken by the Council in response to the public consultation.
4.	Equality and Safety Impact Assessment.

Documents In Members' Rooms

1.	None.
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Equality Impact Assessment

Do the implications/subject of the report require an Equality and Safety Impact Assessment (ESIA) to be carried out.	Yes
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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
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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Strategy for the Provision of Support within Safe Accommodation

Southampton City Council

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Introduction

Domestic abuse (DA) is an incident or pattern of incidents of controlling, coercive, threatening, degrading and violent behaviour, including sexual violence. In most cases it is perpetrated by a partner or ex-partner, but the perpetrator may also be a family member or carer. DA is very common. It is frequently experienced by women and perpetrated by men. The Domestic Abuse Act 2021 (the Act) aims to transform the national response to DA by:

- preventing offending, protecting survivors and children, and ensuring they have access to support;
- placing a range of duties on statutory agencies, such as local authorities and criminal justice system agencies; and,
- requiring relevant local authorities – including Southampton City Council (SCC) – to establish a DA multi-agency partnership board, carry out a safe accommodation needs assessment and publish a strategy for the provision of accommodation-based support in their areas before 5 January 2022.

These duties under the Act are separate to local authority housing duties under the Housing Act 1996 and the Homelessness Act 2002. The Act does not place a requirement on authorities to provide DA survivors with accommodation.

Safe accommodation for the purposes of s 57 of the Act is defined by the Domestic Abuse Support (Relevant Accommodation and Housing Benefit and Universal Credit Sanctuary Schemes) (Amendment) Regulations 2021. It includes accommodation provided by a local housing authority, a private registered provider of social housing, or a registered charity whose objects include the provision of support to victims of domestic abuse, which is:

- refuge accommodation;
- specialist safe accommodation;
- dispersed accommodation;
- second stage accommodation;
- part of a sanctuary scheme; or,

- other accommodation designated by the local housing authority, private registered provider of social housing or registered charity as domestic abuse emergency accommodation.

Bed and breakfast accommodation (accommodation which is not separate and self-contained premises, and in which any one of a toilet, personal washing facilities or cooking facilities are shared by more than one household) is specifically excluded from the definition of safe accommodation.

SCC has been provided with funding for 2021/22 by the Department for Levelling Up, Housing and Communities (DLUHC) to carry out its duties under the Act by commissioning services to meet the need for support in safe accommodation in its area. Future years' funding has yet to be allocated by Government. The recent spending Review made a commitment to 3 years funding, the level of which is still to be confirmed. SCC's executive appointed a Domestic Abuse Strategic Partnership Board (the Board) in August 2021. The Board met for the first time on 5 October 2021. SCC has undertaken a needs assessment to inform both this strategy and a forthcoming 'whole-system' strategy for tackling domestic abuse and violence against women and girls (to be published in 2022). This Strategy for the Provision of Support in Safe Accommodation will form part of the whole-system strategy.

This is SCC's first Strategy for the Provision of Support in Safe Accommodation. The strategy sets out how SCC, in partnership with members of the new Board, will explore ways to improve the offer of support in safe accommodation - to meet identified need - over a three-year period, taking into consideration any available and approved expenditure of New Burdens funding. Actions by SCC and its partners will enhance existing services, pathways and structures and improve the gathering of data and intelligence. There are opportunities to make links between Part 4 of the Act and other areas, especially those that relate to housing. There is also potential for Hampshire-wide approaches to be developed.

The adoption of the Safe Accommodation Strategy is the first stage of a review of Southampton's approach to tackling serious violence, violence against women and girls and sexual violence in all its forms. A new Domestic and Sexual Abuse Strategy, incorporating violence against women and girls will be developed in 2022 for implementation from 2022 to 2027.

Key facts and figures

2.3 million (5.5%) adults in England and Wales experienced DA in 2019-20.	Women (7.3%) are more likely than men (3.6%) to experience DA. Women are more likely to be victims of	Nationally, DA is most prevalent for 16-19 year	75% of domestic homicides take place in the home.	Nationally, DA is a leading cause of homelessness for women.	Seeking safety harms housing prospects. 53% of women lost a secure
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	homicide, experience high levels of fear, repeat victimisation, sexual violence and serious physical harm.	olds (9.5%) and 20-24 year-olds (7.4%).		Approximately 10% of presentations to Southampton Housing Needs are DA related. A homelessness hostel in Southampton reported that 90% of female residents experienced DA.	tenancy after accessing refuge.
There were 3,156 victims of domestic flagged crime identified in Southampton in 2020/21. 27.4% of domestic crime victims experienced more than 1 crime in the year, with repeat victims accounting for 50.7% of domestic crimes.	Hampshire Police data shows 70% of DA survivors are female. DA services show an even higher proportion of women accessing services. Most survivors requiring safe accommodation are female.	19% of Southampton's population is 15-24, compared 12% nationally. The specialist young people's DA service in Southampton received 1204 referrals 2018-21.	Nationally and locally, additional barriers to accessing safety are experienced by some survivors, such as Black and minority ethnic communities, LGBT+, disabled, and survivors who have No Recourse to Public Funds or Multiple Disadvantage.	There is a 30% shortage of refuge spaces nationally. 64% of refuge referrals are declined, with lack of space being the most common reason. 66% of referrals to refuge in Southampton are declined, with lack of space being the most common reason (20%).	62.5% of women in refuges had children and children make up the majority of survivors in refuge. Over 50% of women in Southampton refuge had children. One refuge supported 115 children (2018-21).

*local data sources

Successes and Challenges for the City

Successes	Challenges
There are two refuges in Southampton, one commissioned by the Southampton Integrated Commissioning Unit and the other independently funded. Both show examples of good practice, positive outcomes for survivors and risk reduction.	Current refuge provision cannot meet demand, with over 66% of referrals declined. Lack of space was the most common reason (20%). There are gaps in specialist refuge provision for survivors with protected characteristics, but there was a lack data and intelligence to properly define this need. Disabled survivors and those with No Recourse to Public Funds (NRPF) and

	<p>'complex needs' face barriers to access services. Women in employment face barriers to accessing refuge support due to high rental rates. Women with teenage sons also face barriers accessing refuges.</p>
<p>Sanctuary schemes provide victims of domestic violence and hate crime with a way to stay safe in their home and stop them from becoming homeless. It does this by providing improved home security. There are two sanctuary schemes in Southampton. Dove is managed by SCC Housing and is for SCC tenants. Blue Lamp Trust covers all tenure types, is Hampshire-wide and independently funded. Evidence shows that these schemes are under-utilised but required.</p>	<p>Survivors who are not SCC tenants may face barriers to accessing Sanctuary Schemes, especially where works are required quickly. Wait times for Blue Lamp Trust and Registered Providers to carry out works are anecdotally high and responses variable. Sanctuary is not currently offered as a homelessness prevention solution to survivors who present to the Housing Needs team and who do not have a council tenancy.</p>
<p>There are a range of community DA services, including: the prevention, intervention and public protection alliance (PIPPA), a dedicated helpline, Independent Domestic Violence Advocacy (IDVA) for high-risk survivors, community based early intervention and prevention support for medium risk victims including some therapeutic support. There is a dedicated 'floating support' service for women who experience multiple disadvantages. Services are overstretched but extremely committed and engaged. Staff show high levels of skill and expertise in responding to DA. Evidence shows the importance of these services in supporting survivors to access safety.</p>	<p>There is evidence that survivors are not being supported early enough. The burden of interventions across the city are at the high-risk / high-harm end, rather than prevention / early intervention. The 'floating support' service (which is a form of Mobile Advocacy) is not available to all survivors. Research showed lower than expected numbers of survivors with protected characteristics are accessing services. There was a lack of evidence around staff expertise and confidence in supporting these groups.</p>
<p>There are a range of SCC-managed funds that can provide financial support to survivors and evidence shows these are utilised and required.</p>	<p>A dedicated Flexible Fund for survivors is not available locally and some survivors are excluded from accessing existing funds.</p>
<p>SCC Housing is Domestic Abuse Housing Alliance (DAHA)⁸ accredited and shows examples of good practice and positive partnership working. SCC Housing frequently uses processes such as Management Transfers to increase safety for survivors. Available evidence shows examples of</p>	<p>There are no reciprocal arrangements with other local authorities, meaning survivors are reliant on in-city managed transfers, which may not be safe for some. Engagement with Registered Providers / privately owned housing (POH) / private rented sectors (PRS) could be built upon further but little</p>

<p>pathways into settled accommodation (e.g. social tenancies) from refuge and survivors retaining secure tenure. Professionals regard SCC Housing positively. There is a range of Registered Providers in Southampton, some of which are also DAHA accredited.</p>	<p>information about current DA responses in these settings was available. There was limited data available on pathways into settled accommodation, retention of tenure and outcomes for survivors accessing social housing or PRS in response to a homelessness intervention.</p>
<p>There is a range of supported housing options in the city, including extra care, sheltered housing, supported living and hostels.</p>	<p>Hostel settings report that a high proportion of female residents have experienced DA, and that in some cases DA is a contributory factor in them accessing hostel accommodation. There is no dedicated supported housing provision for women. Little information about current responses to DA in these settings was available.</p>
<p>There is a specialist community DA service for the Children and Young People's (CYP) service, providing a range of interventions. Both refuges provide dedicated support for CYP. There are several supported accommodation services for CYP in the city.</p>	<p>Little information was available on the DA-related accommodation needs of CYP, how these are currently being met and whether provision is adequate. Limited information was available about DA responses in supported accommodation settings for CYP.</p>
<p>Most services responded positively to data and intelligence requests, with some providing case studies and survivor experiences. Prevalence data is very robust. There are opportunities to develop local data and intelligence through new systems, such as Care Director and the appointment of a dedicated DA Data Lead post. Contributing to regional and national data is being explored.</p>	<p>Limitations in data and intelligence impacted on the ability to accurately identify barriers, gaps and provision required in the needs assessment. Some case management systems require development to capture recommended data. The ability to track journeys of survivors through accommodation was limited. There needs to be an embedded approach to survivor engagement / consultation / co-production to ensure the voice of the survivor is heard.</p>
<p>There are established structures in place for responding to DA locally, both strategically and operationally. The Domestic and Sexual Abuse (DSA) Strategic Group was closed down to create the new Domestic Abuse Strategic Partnership Board. A DSA Operational Group will be developed to</p>	<p>The Coordinated Community Response (CCR) 9 is not yet fully embedded locally, which impacts on the ability to respond to DA strategically and operationally and effectively coordinate the implementation of the Act, including Part Four.</p>

<p>support the new Board. The appointment of a DA Coordinator has been agreed and will be of significant benefit to the partnership. There are opportunities to develop the approach to DA through the DSA strategy refresh.</p>	
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Priority One: Early identification, intervention and prevention

Why is this important?

Taking a prevention and early intervention approach reduces risk and harm, preventing homicide in the most serious of cases. Survivors often struggle to access the services and support they need. This is partly due to a lack of awareness of support available. Southampton survivors stated that finding out about services and options earlier would have improved their experiences.

DA is a leading cause of homelessness for women. Abuse is not always disclosed by survivors at the point of access to homeless support. DA can lead to loss of accommodation due to complaints of anti-social behaviour, rent arrears and property damage associated with the abuse. Preventing homelessness and loss of tenure achieves better outcomes for survivors and children and saves public money. Effective intervention at the earliest possible stage reduces the risk of losing accommodation and protects security of tenure.

National data shows that 85% of survivors sought help five times in the year before they got the help they needed. 7 It is vital that local services, especially housing providers, identify DA and intervene at the earliest possible stage. DAHA accreditation provides a framework for DA good practice in housing. Specialist DA services must have the expertise and knowledge to support the diversities and complex realities of survivors.

Domestic Abuse Strategic Partnership Board – 3 year focus

When

Continue to deliver and seek to expand awareness raising campaigns about the signs of DA and where to access support. To address low representation of survivors with protected characteristics in services, targeted awareness raising campaigns will be delivered.

2022-2024

Map registered and supported housing providers' and work with them to develop shared approaches to identifying and responding to DA.	2022/23
Ensure, through contract requirements, staff working in commissioned specialist DA services (including refuge) have access to training on: housing law, Destitution Domestic Violence Concession (DDVC), the domestic violence rule in immigration law, economic abuse and home ownership and providing services to survivors with protected characteristics, such as, Black and minority ethnic communities, LGBT+, and people who are disabled or experience multiple disadvantage.	2022-2024
Work with the Office of the Police and Crime Commissioner (OPCC) and other Local Authorities in Hampshire to explore the potential to develop training that is accessible to staff working in supported housing settings and private rental sector (PRS) landlords.	2022-2024
Work with the OPCC and other local authorities in Hampshire to further explore how to enhance safeguarding conditions and standards within the PRS HMO Licensing Regulatory Schemes to include explicit requirements regarding DA.	TBC
Explore the with the OPCC, police and other local authorities in Hampshire the potential for engagement opportunities with local Privately Owned Housing (POH) stakeholders.	2022/23
Seek to raise awareness about DA (including referral pathways) with local PRS and POH stakeholders to improve identification / interventions.	2022/23
SCC Housing will maintain DAHA Accreditation and enhance the existing DA Champions initiative via the DAHA Champions training programme. Locally / in partnership with other local authorities in Hampshire, Registered Providers / supported housing providers will be encouraged / required (e.g. in future contracts) to attain or be working towards accreditation.	2022-2024

2022/23

Across supported housing provision (prioritising those most likely to be working with survivors), start to map / develop current approaches to supporting DA survivors (e.g. routine enquiry, referral practices and trauma informed approaches).

Priority Two: Survivors have access to a range of appropriate housing options and support services, which increase safety and prevent homelessness / loss of tenure

Why is this important?

Survivors should not have to choose between having to sell or move home to achieve safety. Many survivors experience secondary victimisation due to having to move or sell their property (rather than the perpetrator) and / or through losing security of tenure.

A Whole Housing Approach (WHA) provides a framework for DA and housing sectors to work together to address the immediate and longer-term housing needs of survivors. A WHA considers the complex realities and needs of diverse communities of survivors across all housing tenure types (social, private rented, privately owned and supported accommodation) to increase survivor accommodation sustainment and reduce homelessness. A properly coordinated WHA increases housing options and support for survivors. Increased options help remove barriers to safety and reduce inequalities for marginalised survivors.

Refuge is a vital and lifesaving crisis resource, but is not suitable for or accessible to all. Additional security measures (Sanctuary) at home can increase safety for some survivors, but others will be unable to remain in accommodation due to risk. It is crucial that there are other local options to complement these provisions. Many survivors will be in other forms accommodation-based services, such as supported housing, and it is vital these services are DA informed. Settled, secure housing, particularly after survivors have been required to move due to DA, is a critical need.

Community DA services play a vital role in supporting survivors to access housing options, which in Southampton have been historically very strong, and legal advice. Without effective professional pathway navigation, many survivors would be unable to access the support they need. While men and boys do experience DA, national and local data shows most survivors are female. DA responses must be underpinned by a gender-informed approach, with access to women-only services being vital. DA service commissioning should be underpinned by Government requirements. ¹⁰

Working together with neighbouring authorities enables pooling of resources and a proportionate approach to meeting needs of diverse survivors. It has the potential to provide funding opportunities for the 'by and for' sector, often at a disadvantage when tendering.	
Domestic Abuse Strategic Partnership Board – 3 year focus	When
<p>Review the current refuge offer of women-only services with no locality caps or restrictions and explore:</p> <ul style="list-style-type: none"> • the introduction of a requirement for providers to work towards WAFE ¹¹ / Imkaan Quality Standards; ¹² • reviewing the suitability and capacity of existing refuge properties, within the scope of the provisions of the Act; • the opportunities and funding to increase the current offer by a further 20%; and, • the potential for inclusion of advocacy, therapeutic and resettlement support. 	2022-24
New DA Coordinator to scope regional and local approaches to establishing specialist safe accommodation for survivors with protected characteristics (LGBT+, Black and minority ethnic communities etc.) as well as men and boys.	2022-24
Explore opportunities to expand the offer of Sanctuary as part of homelessness prevention for survivors presenting at Housing Needs (e.g. offer of Sanctuary made with the purpose of enabling a survivor to remain in existing accommodation).	2022-24
Start to map / develop pathways for additional security measures in Registered Provider stock, including waiting times and other barriers / challenges.	2022-24
Work with Portsmouth City Council and other Local Authority partners within the region to appraise potential for a managed reciprocal arrangement with neighbouring local authorities and Registered Providers.	2022-24

Using new burdens funding to work with partners to establish a dedicated Flexible Fund, inclusive of dedicated resource pool of safety equipment such as personal safety alarms, door-bell and window alarms.	2021/22
Explore and develop safe accommodation pathways for women with complex needs experiencing DA.	2022/23
Consider extending and expanding the existing mobile advocacy pilot service (Domestic Abuse Plus Service (DAS+)) to ensure there is a sustained long-term local mobile advocacy service. Any expansion to consider the inclusion of survivors who face barriers to accessing or maintaining safe accommodation, such as men, survivors who experience multiple disadvantages or come from minority ethnic communities.	2021/22
Explore with Advice, Information and Guidance (AIG) services opportunities for survivors to have access to specialist debt / financial advice to support recovery from economic abuse and impacts on housing.	2022/23
Priority Three: The needs of children and young people (CYP) are understood and supported	
Why is this important?	
<p>Southampton has a large population of CYP. Young people aged 16-24 are most likely to experience DA. Referrals to the local specialist DA CYP service are high, showing that CYP require community support in the city. Numbers of CYP (especially those 0-5) in local refuge services are high, showing that dedicated support in this setting is much needed. Local data shows that rates of DA are high in CYP known to social care, indicating that enhancing the social care response to CYP affected by DA is a priority. Education in schools on topics such as consent and healthy relationships is a vital component of an effective response to DA and professional views support this. The DA Act means that CYP are now considered to be survivors in their own right. The impact of this is not fully understood. The local DA related needs of CYP, including safe accommodation, must be fully scoped to inform future strategic planning.</p>	
Domestic Abuse Strategic Partnership Board – 3 year focus	When

Ensure commissioned refuge services continue to include specialist CYP provision and where possible explore scope to expand the offer.	2021/22
Commission a review of our High-Risk Domestic Abuse Arrangements (within the Children's MASH) and explore potential for a single, shared front door to domestic abuse support and interventions.	2021/22
Work with CAFCAS, Family Court, Children's Services and IDVA's to explore potential to create dedicated Family Court IDVA support.	2021-23
Ensure commissioned Community DA services continue to provide current levels of support for CYP and explore how additional funding can enhance the existing limited offer of specialist CYP service, including advocacy, therapeutic support and education.	2021/22
Utilise learning from internal audits of children's services and IDVA case work to improve practice. Ensure workforce is aware and understands implications of children of families experiencing domestic abuse, being assessed as victims in their own right.	2021/22
Provide perpetrator focused training to develop professional champions within our children's workforce, including health, housing and commissioned services.	2021-2022
Provide training to practitioners working with children and families to understand the high harm pathways of abuse and violence for perpetrators of domestic abuse.	2022-2023
Start to map / develop accommodation-based services and pathways in and out of services for young people, including the domestic abuse support available within services and where relevant, explore funding options to meet identified gaps.	2022/23
Priority Four: DA responses are survivor-led	
Why is this important?	

<p>This strategy recognises the importance of including the voice of survivors throughout the local response to DA so their lived experience can become a catalyst for change and the voice of the specialist sector. Many practitioners in the specialist sector are survivors themselves and have built expert knowledge over time. There is a commitment to consult with survivors and to co-produce future strategies.</p>	
<p>Domestic Abuse Strategic Partnership Board – 3 year focus</p>	<p>When</p>
<p>Build on the agreement to resource a local approach to survivor engagement and inclusion, which will amplify survivor voice and facilitate a co-production approach. To include those from minority communities and people who experience multiple disadvantages.</p>	<p>2022/23</p>
<p>Priority Five: Effective perpetrator management</p>	
<p>Why is this important?</p>	
<p>Effective perpetrator management increases safety for survivors and children. It has the potential to shift the burden from survivors for achieving safety, such as leaving their accommodation (and potentially losing security of tenure in the process) to holding perpetrators accountable. Housing providers have a key role to play. They can utilise a range of legal powers and initiatives, such as the relocation of perpetrators. Perpetrator services, such as The Hampton Trust, also play a vital role in the multiagency approach to perpetrator management.</p>	
<p>Domestic Abuse Strategic Partnership Board – 3 year focus</p>	<p>When</p>
<p>Build on the existing funding committed for a small, commissioned community-based perpetrator services, and SCC internally resourced Male Engagement Worker within IDVA service to ensure there is an effective perpetrator management approach in Southampton.</p>	<p>2022/23</p>
<p>Start to map / develop perpetrator management approaches in all housing settings.</p>	<p>2022/23</p>
<p>Seek to develop / enhance the multiagency approach to perpetrator management, including housing providers, criminal justice system agencies and DA services.</p>	<p>2022/23</p>

Priority Six: Improve data and intelligence

Why is this important?

Data and intelligence are vital to the commissioning cycle, understanding need and developing strategic and operational responses. Because this is the first Strategy for the Provision of Support in Safe Accommodation for Southampton, it was expected there would be data and intelligence gaps as there has been no requirement to record some metrics previously. The ability to track survivors' journeys through accommodation and capture lived experiences is crucial. There is a commitment to improve local data and intelligence for future needs assessments and strategies. There are local, regional and national opportunities to develop and share data to begin to build a comprehensive picture of safe accommodation need. By creating a regional dataset, monitored centrally, tracking survivors' journeys, outcome and unmet need becomes more robust. The power to influence central government increases. By harnessing the power of 'Big Data' on safe accommodation across the country, it will be possible to gain greater insights into patterns, trends, and associations. It will evidence the need for future funding for safe accommodation services.

Domestic Abuse Strategic Partnership Board – 3 year focus

When

Supported by a dedicated DA Data Lead, establish a partnership minimum dataset, including standardised baseline metrics for safe accommodation and Key Performance Indicators. Monitored by the Domestic Abuse Strategic Partnership Board.

2021/22

DA Coordinator and data lead to explore potential for shared case management system for internally and externally provided domestic abuse services to support single point of view, case work flow and data reporting.

2022-24

SCC Housing Management and Needs Case Management System(s) reviewed / developed to ensure relevant data can be provided.

2021/22

Work in partnership with other local authorities to agree approaches to regional data, agreeing shared metrics and data that can be shared.

2022-24

<p>Consider how local and regional data can contribute to national datasets. Including how existing national datasets (such as Homelessness Case Level Collection ¹³) can be enhanced and build use of national case management systems that support national data reporting ¹⁴.</p>	<p>2022-24</p>	
<p>Priority Seven: Develop and embed Coordinated Community Response to DA</p>		
<p>Why is this important?</p> <p>DA is a complex social problem that impacts people, communities and services across our society. Agencies are often responding to one aspect of the issue and / or the same problem from different angles. The Coordinated Community Response (CCR) ⁹ brings statutory and voluntary agencies, including housing and homeless services providers, together to work in partnership in an integrated and coordinated manner to address DA, increase survivor safety and hold perpetrators to account. The Act presents Southampton with an opportunity to develop and embed a local CCR to support local Act implementation. The Act has direct implications for statutory agencies, including SCC. Implementation impacts on other agencies, even where specific duties are not imposed by the Act. Systems, pathways, processes and structures will be impacted. Aspects of the Act overlap and intersect with each other and a coordinated approach is required to manage impact. Development of this approach will support partners with individual duty implementation, ensure all partners understand implications of the Act and identify linkages / implications for all partners. Strategic / operational changes can be identified and responded to effectively. Risk is shared and managed and resources across the partnership are maximised. Resourcing decisions are intelligence led. The CCR will achieve wider, long-term benefits for the partnership that extend beyond the implementation of the Act, such as reductions in risk and harm, improved efficiencies and resulting cost savings. Taking a pan-Hampshire approach has the potential to achieve mutual benefit for authorities through prevention of homelessness and loss of secure tenancies. It increases regional housing options for survivors and assists authorities to meet Act duties. Coordination is shared across the region and resources are shared and used proportionately.</p>		
<p>Domestic Abuse Strategic Partnership Board – 3 year focus</p>		<p>When</p>
<p>Undertake a refresh of the partnership shared vision and DSA wider strategy to take a gender informed approach underpinned by CCR principles. ⁹</p>	<p>2021/22</p>	

Consider whether SCC's Homelessness Prevention Strategy ¹⁵ should include specific reference to DA / the Act.	2023 (date strategy expires)
Utilising the newly appointed DA Coordinator, seek to embed coordination of DA responses across the partnership.	2021-2024
Seek effective implementation and coordination of the Whole Housing Approach (WHA), including coordination of responses to / implementation of Part Four and Seven duties. Develop pan-Hampshire approaches.	2021-2024
Develop the Domestic Abuse Strategic Partnership Board and DSA Operational Group to ensure they provide appropriate strategic / operational leadership for the partnership, including local Act implementation.	2021/22

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Potential Indicators of Success

<p>% increase in survivors nationally, regionally or locally who report they were able to access the right support, at the right time*</p>	<p>% reduction in waiting times for Sanctuary (where not provided by SCC) 6 to 12 months after involvement with the service*</p>
<p>% increase in survivors with protected characteristics / those underrepresented accessing services*</p>	<p>% increase provision to survivors by up to 20% of Sanctuary support as part of homelessness prevention*</p>
<p>% decrease in risk for survivors accessing accommodation related support*</p>	<p>% reduction in declined referrals to refuge due to lack of space**</p>
<p>% increase of housing providers who are DAHA accredited</p>	<p>% increase in survivors supported via Managed Reciprocal*</p>
<p>% staff report increased confidence in areas of their practice as a result of training, improved communications and increased awareness*</p>	<p>% Accommodation providers prioritise the maintenance of accommodation for survivors*</p>
<p>% increase in identification of DA within housing settings*</p>	<p>% reduction in multiple moves / waiting times for settled accommodation*</p>
<p>% increase in referrals to DA services from housing settings*</p>	<p>% increase in number of survivors who retain security of tenure as a result of seeking safety*</p>
	<p>% increase in the number of perpetrators engaged in services*</p>
	<p>% increase in survivors successfully maintaining settled accommodation*</p>
	<p>*baseline data required ** baseline data currently available from Home Group only</p>

How does this link to our other strategies and structures?

Homelessness Prevention Strategy
DSA (VAWG) Strategy
Drugs, Alcohol and Tobacco strategy
Youth Justice strategy
Safe City Strategy
Joint Health and Wellbeing strategy
Hampshire Police DSA strategy
Southampton City Council strategy
Children and Young People's strategy

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A photograph of a fountain at night, illuminated by warm lights. The water jets are captured in motion, creating a spray of light-colored droplets. The fountain is set against a dark, textured stone wall. The overall scene is dramatic and visually appealing.

Consultation on a Draft Strategy for the Provision of Support within Safe Accommodation

Full results summary

Data, Intelligence & Insight Team – November 2021

❖ Introduction and Methodology

- Introduction
- Consultation principles
- Methodology and promotion
- Interpreting this report
- Who are the respondents

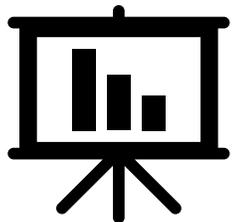
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❖ Priorities outlines as part of the provision of support within Safe Accommodation

❖ Impact of the priorities

❖ Priorities and Actions – free text responses

❖ Priorities and Action – unique points and suggestions





Introduction and Methodology



Southampton City Council undertook public consultation on a Draft Strategy for the Provision of Support within Safe Accommodation.

- The consultation took place between **23/09/2021 – 03/11/2021**.
- The aim of this consultation was to:
 - Communicate clearly to residents and stakeholders the proposed Strategy for the Provision of Support within Safe Accommodation.
 - Ensure any resident, business or stakeholder who wished to comment on the proposals had the opportunity to do so, enabling them to raise any impacts the proposals may have.
 - Allow participants to propose alternative suggestions for consideration which they feel could achieve the objective in a different way.
- This report summarises the aims, principles, methodology and results of the public consultation. It provides a summary of the consultation responses both for the consideration of decision makers and any interested individuals and stakeholders.
- It is important to be mindful that a consultation is not a vote, it is an opportunity for stakeholders to express their views, concerns and alternatives to a proposal. This report outlines in detail the representations made during the consultation period so that decision makers can consider what has been said alongside other information.



Southampton City Council is committed to consultations of the highest standard, which are meaningful and comply with *The Gunning Principles (considered to be the legal standard for consultations)*:

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1. Proposals are still at a formative stage (a final decision has not yet been made)
2. There is sufficient information put forward in the proposals to allow ‘intelligent consideration’
3. There is adequate time for consideration and response
4. Conscientious consideration must be given to the consultation responses before a decision is made



New Conversations 2.0
LGA guide to engagement



Rules: The Gunning Principles

They were coined by Stephen Sedley QC in a court case in 1985 relating to a school closure consultation (R v London Borough of Brent ex parte Gunning). Prior to this, very little consideration had been given to the laws of consultation. Sedley defined that a consultation is only legitimate when these four principles are met:

- 1. proposals are still at a formative stage**
A final decision has not yet been made, or predetermined, by the decision makers
- 2. there is sufficient information to give ‘intelligent consideration’**
The information provided must relate to the consultation and must be available, accessible, and easily interpretable for consultees to provide an informed response
- 3. there is adequate time for consideration and response**
There must be sufficient opportunity for consultees to participate in the consultation. There is no set timeframe for consultation,¹ despite the widely accepted twelve-week consultation period, as the length of time given for consultee to respond can vary depending on the subject and extent of impact of the consultation
- 4. ‘conscientious consideration’ must be given to the consultation responses before a decision is made**
Decision-makers should be able to provide evidence that they took consultation responses into account

These principles were reinforced in 2001 in the ‘Coughlan Case (R v North and East Devon Health Authority ex parte Coughlan²)’, which involved a health authority closure and confirmed that they applied to all consultations, and then in a Supreme Court case in 2014 (R ex parte Moseley v LB Haringey³), which endorsed the legal standing of the four principles. Since then, the Gunning Principles have formed a strong legal foundation from which the legitimacy of public consultations is assessed, and are frequently referred to as a legal basis for judicial review decisions.⁴

¹ In some local authorities, their local voluntary Compact agreement with the third sector may specify the length of time they are required to consult for. However, in many cases, the Compact is either inactive or has been cancelled so the consultation timeframe is open to debate

² BAILII, [England and Wales Court of Appeal \(Civil Decision\) Decisions](#), Accessed: 13 December 2016.

³ BAILII, [United Kingdom Supreme Court](#), Accessed: 13 December 2016

⁴ The information used to produce this document has been taken from the Law of Consultation training course provided by The Consultation Institute



- The agreed approach for this consultation was to use an online questionnaire as the main route for feedback. Questionnaires enable an appropriate amount of explanatory and supporting information to be included in a structured questionnaire, helping to ensure respondents are aware of the background and detail of the proposals.
- Respondents could also write letters or emails to provide feedback on the proposals. Emails or letters from stakeholders that contained consultation feedback were collated and analysed as a part of the overall consultation.
- The consultation was promoted in the following ways by sending emails or letters to:
 - Stakeholder networks
 - Raised at strategic, regional and local update meetings
 - Shared across commissioning leads
 - Southampton People's Panel (a panel of over 3700 residents)
 - Published on our website
 - Available at local libraries
- All questionnaire results have been analysed and presented in graphs within this report. Respondents were given opportunities throughout the questionnaire to provide written feedback on the proposals. In addition anyone could provide feedback in letters and emails. All written responses and questionnaire comments have been read and then assigned to categories based upon similar sentiment or theme. We have also endeavoured to outline all the unique points and suggestions gathered as a part of the consultation and so there are tables of quotes or summaries of these for each theme of comment.



Interpreting this report

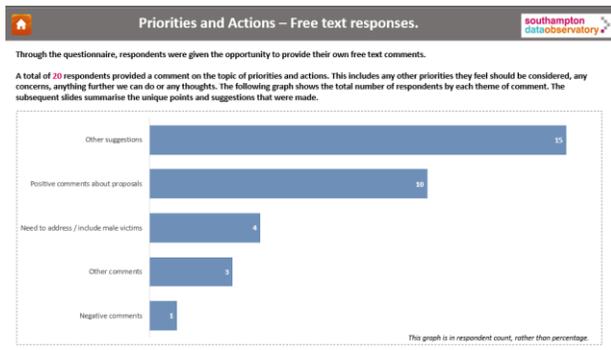
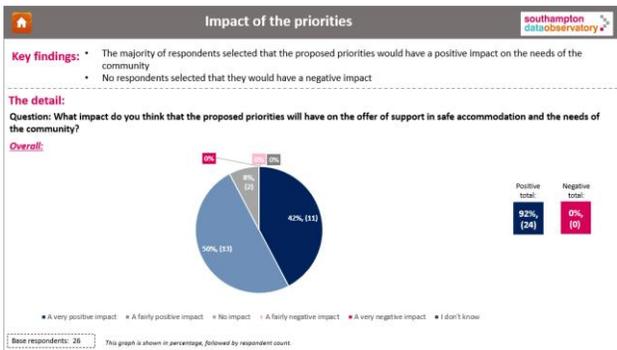
- It is not the purpose of this report to make recommendations. It is intended to provide an accurate and objective reflection of the feedback received as part of the consultation, which can be used by decision makers as part of the decision making process.
- For each section and proposal, the following are provided:
 - A summary of the **quantitative results** presented in chart form. This is supplied at both city level (all responses received) and by key demographic group (gender and age) to better understand any variation in opinion / sentiment. The quantitative data is useful for understanding whether there is general agreement or disagreement with a proposal / priority.
 - Qualitative analysis of free text comments.** Free text comments provided by respondents have been **thematically** analysed throughout the questionnaire and grouped by similar sentiment or theme. These **themes** are presented in chart form with an indication of how frequently it was mentioned by unique individuals. Individuals may have commented on more than one theme, so could be represented more than once in a chart. This qualitative information provides a richer picture of respondent views and may identify specific issues that need to be considered or addressed.
 - A list of **unique points or quotes** within each theme. This provides an added level of granularity and allows more in depth exploration of important themes. Again, this may identify specific issues that need to be considered or addressed.

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Quantitative analysis

Thematic analysis

Unique points / quotes



Priorities and Actions - Free text responses.

The detail:

A total of 20 respondents provided a comment on the topic of priorities and actions. This includes any other priorities they feel should be considered, any concerns, anything further we can do or any thoughts.

Other comments (11)	Positive comments (10)	Respect comments (1)
Refugees and other places of safety outside their usual home often have other concerns for DA survivors - e.g. single/leaver users sharing their accommodation - this is a potentially problematic issue for DA survivors - male children. Also, the issue of housing for their children. DA survivors very often just everyone else's needs ahead of their own, so if the refuge is not far away from schools etc. they are unlikely to accept it.	as a survivor myself I can tell you all these things are a must we cant escape it alone They are all vitally needed I do find the actions you are proposing are very good. The victims need to know where to turn, instead of not knowing when would a safe place for them to go. There are victims who cannot act on their own because they can't cope with it any longer. I personally know of a friend whose daughter is the victim one to her Dad, screaming & shouting & punching him. It's the best we can do, I'm sure. I've been in a refuge and I know how it can be. I've been in a refuge and I know how it can be. I've been in a refuge and I know how it can be.	Council staff are supposedly trained to DV are absolutely useless towards female victims of male violence for the most part with victim blaming going. You don't even deal properly with anti-social behaviour so what can you expect you think you'll achieve any of this in relation to DV? Lots of nice words but your record in dealing with violence against women so even confidence you will achieve any of this.
There is still a focus on protection of victims and children moving out of the family home rather than enabling the perpetrator. There is an increase in adult and children are often replaced by such an actor rather than increasing the risk. Lack of refuge spaces and lack of specific emergency accommodation for DA survivors are also factors in this situation. Victims who are just covered of a home with a perpetrator and victims who have a job are particularly impacted in their options for safe accommodation for themselves and their children. The impact of residential exchange agreements with other LAs is extremely important in helping victims move to safety when MFL within Southampton have not been sufficient to ensure safety for victims.	The priorities sound good. We welcome this much needed focus on safe accommodation for victims and survivors of domestic abuse. We greatly welcome those actions that seek to improve access to safe accommodation where there is domestic abuse. We particularly welcome the actions that look to work across local borders in Hampshire. We would be particularly interested to hear how this is supported by engagement with those impacted by DA and VAWG issues including survivors, their children, perpetrators and specialist local service providers such as refuge, DV and refuge providers. These strategies are long overdue! Use the recognition that refuge going to be the only option for victims A survivor-led approach which also manages perpetrators better has to be the greatest priority. The emphasis on perpetrator management is helpful, as simply moving the victim is not always sustainable. Perpetrator victims often have nowhere safe to move to in the city and with school-age children it can be too much to see victims to disrupt their education.	There is a need to address / include male victims. I am surprised there is nothing in there about male victims. also please make services and support open to include male victims. Nowhere in your plan do you have any action where a male is the victim of domestic abuse, coercive control, or punching. This also needs to be addressed.

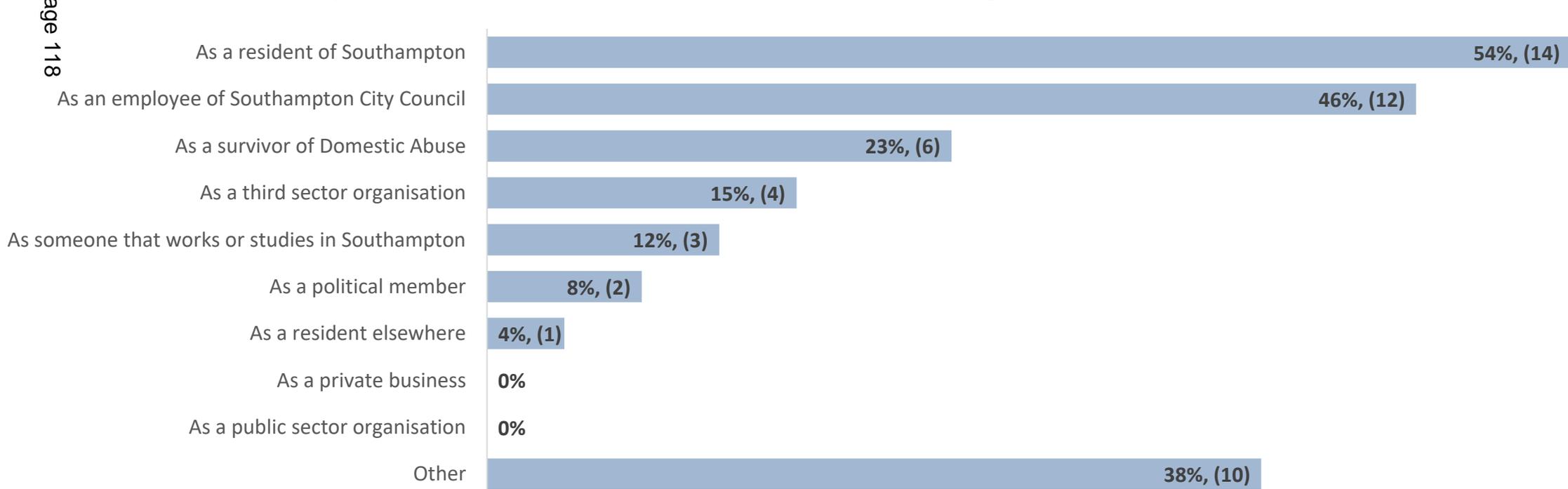


Who are the respondents?

Overall, there were **26** separate responses to the consultation. Responses came through the following routes:

	Total number of responses
Questionnaire	26
Emails / letters	0
Total	26

Respondents from the questionnaire were asked which of the following best described their interest in the consultation:





The topic covered within the questionnaire was the priorities outlined as part of the provision of support within Safe Accommodation . As part of this, respondents were asked to provide feedback on the points of focus below. The following slides in this section detail the feedback provided.

1. **Early identification, intervention and prevention** (Taking a prevention and early intervention approach reduces risk and harm, preventing homicide in the most serious of cases. Survivors often struggle to access the services and support they need.)
2. **Survivors have access to a range of appropriate housing options and support services, which increase safety and prevent homelessness / loss of tenure** (Survivors should not have to choose between having to sell or move home to achieve safety. Many survivors experience secondary victimisation due to having to move or sell their property and / or through losing security of tenure.)
3. **The needs of children and young people (CYP) are understood and supported** (Southampton has a large population of CYP. Young people aged 16-24 are most likely to experience DA. Referrals to the local specialist DA CYP service are high, showing that CYP require community support in the City.)
4. **Domestic Abuse responses are survivor-led** (This strategy recognises the importance of including the voice of survivors throughout the local response to DA so their lived experience can become a catalyst for change and the voice of the specialist sector.)
5. **Effective perpetrator management** (Effective perpetrator management increases safety for survivors and children. It has the potential to shift the burden from survivors for achieving safety, such as leaving their accommodation, to holding perpetrators accountable.)
6. **Improve data and intelligence** (Data and intelligence are vital to the commissioning cycle, understanding need and developing strategic and operational responses.)
7. **Develop and embed Coordinated Community Response to Domestic Abuse** (Agencies are often responding to one aspect of the issue and / or the same problem from different angles. The Coordinated Community Response (CCR) 9 brings statutory and voluntary agencies, including housing and homeless services providers, together to work in partnership in an integrated and coordinated manner to address DA, increase survivor safety and hold perpetrators to account.)



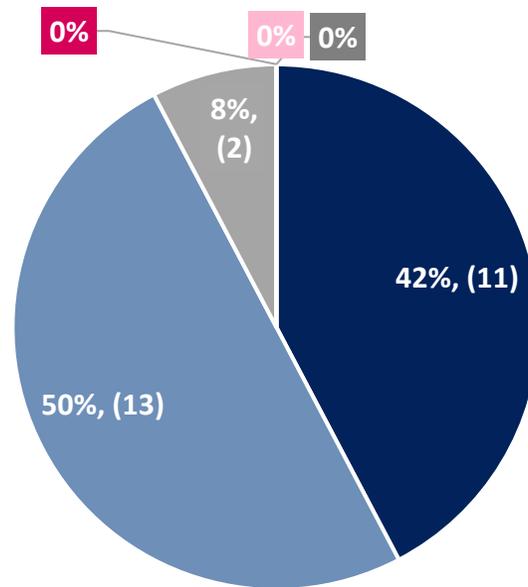
- Key findings:**
- The majority of respondents selected that the proposed priorities would have a positive impact on the needs of the community
 - No respondents selected that they would have a negative impact

The detail:

Question: What impact do you think that the proposed priorities will have on the offer of support in safe accommodation and the needs of the community?

Overall:

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Positive total:

**92%,
(24)**

Negative total:

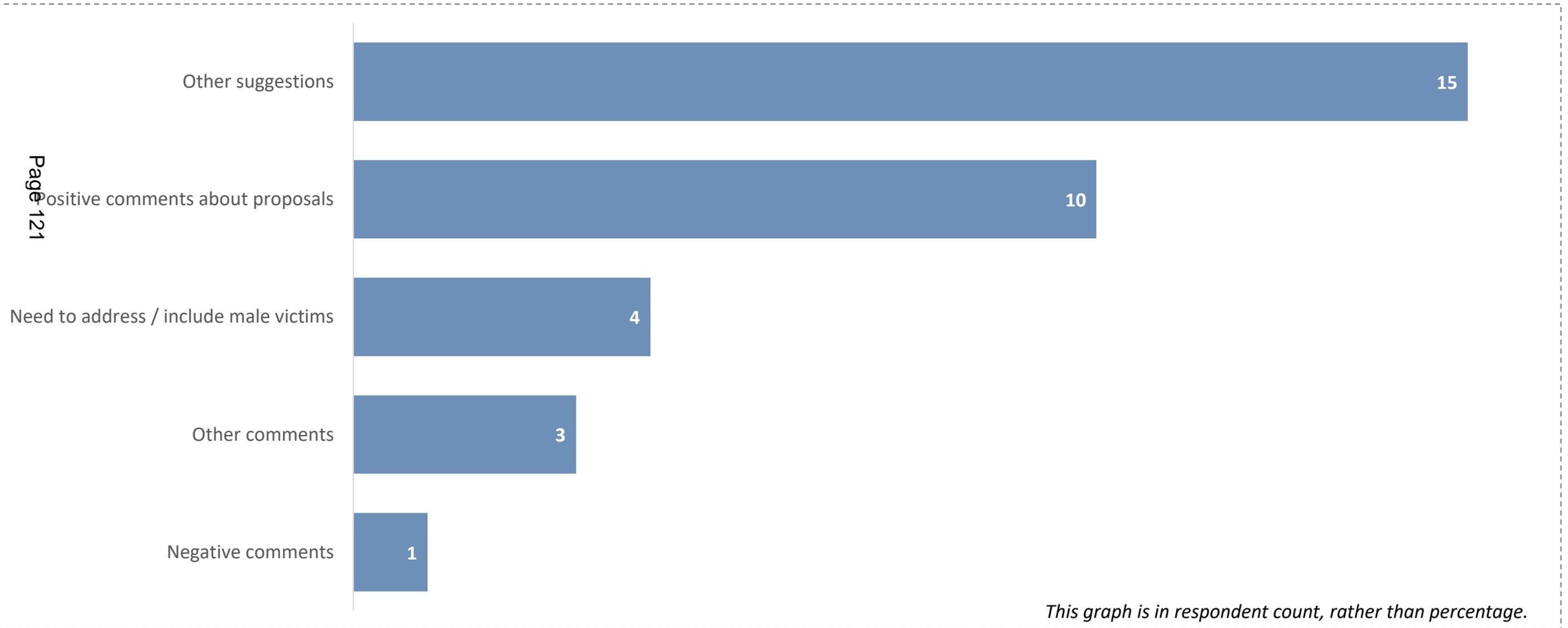
**0%,
(0)**

■ A very positive impact ■ A fairly positive impact ■ No impact ■ A fairly negative impact ■ A very negative impact ■ I don't know



Through the questionnaire, respondents were given the opportunity to provide their own free text comments.

A total of **20** respondents provided a comment on the topic of priorities and actions. This includes any other priorities they feel should be considered, any concerns, anything further we can do or any thoughts. The following graph shows the total number of respondents by each theme of comment. The subsequent slides summarise the unique points and suggestions that were made.





Priorities and Actions – unique points and suggestions.

The detail:

A total of **20** respondents provided a comment on the topic of priorities and actions. This includes any other priorities they feel should be considered, any concerns, anything further we can do or any thoughts.

Other comments (3)

Refuges and other places of safety outside their usual home often have other concerns for DA survivors - e.g. drug/alcohol users sharing their accommodation - this is particularly problematic when the DA survivors have children. Also, the issue of schooling for their children. DA survivors very often put everyone else's needs ahead of their own, so if the refuge is too far away from schools etc. they are unlikely to accept/stay.

There is still a focus by professionals on victims and children moving out of the family home rather than removing the perpetrator. Risks to all victims both adult and children are often increased by such an action rather than decreasing the risk. Lack of refuge spaces and lack of specific emergency accommodation for DA survivors are also factors in this situation. Victims who are joint owners of a home with a perpetrator and victims who have a job are particularly limited in their options for safe accommodation for themselves and their children if the perpetrator is not removed from the home. The issues of reciprocal exchange agreements with other LAs is extremely important in helping victims move to safety when MM within Southampton have not been sufficient to ensure safety for victims.

I would have answered "very positive" but I know that agencies concerned with supporting victims of DVA are already doing as much as they can with the budgets and staffing levels that are in place currently.

Negative comments (1)

Council staff are supposedly trained in DV yet are absolutely callous towards female victims of male violence for the most part with victim blaming galore. You don't even deal properly with anti social behaviour so what on earth makes you think you'll achieve any of this in relation to DV? Lots of nice words but your record to date as a council is abysmal in dealing with violence against women so zero confidence you will achieve any of this.

Need to address / include male victims (4)

I am surprised there is nothing in there about male victims.

also please make services and support open to include male victims.

Nowhere in your plan do you have any section where a male is the victim of domestic abuse, coercive control, or punching. This also needs to be addressed.



Priorities and Actions – unique points and suggestions.

The detail:

A total of **20** respondents provided a comment on the topic of priorities and actions. This includes any other priorities they feel should be considered, any concerns, anything further we can do or any thoughts.

Positive comments (10)
<i>as a survivor myself i can tell you all these thing are a must.we cant escape it alone.</i>
<i>They are all vitally needed</i>
<i>I do feel the actions you are proposing are very good. The victims need to know where to turn, instead of not knowing where would a safe place for them to go. There are victims who commit suicide because they can't cope with it any longer. I personally know of a friend who's daughter is the violent one to her Dad, screaming & shouting, & punching him, till he feels weak, & vulnerable. I provided a listening ear & told him to come round my flat as a safe haven, as he couldn't take any more from his daughter. He was going to take his life, but i said to him to come round to me, which he did. He has since let me know that it still goes on, & tells me that he can deal with it & cope, but why should a victim have to try & cope & deal with the awful atmosphere & mental cruelty.</i>
<i>They look very comprehensive</i>
<i>The priorities sound good.</i>
<i>We welcome this much needed focus on safe accommodation for victims and survivors of domestic abuse. We greatly welcome those actions that seek to improve access to safe accommodation where there is domestic abuse. We particularly welcome the actions that look to work across local borders in Hampshire. We would support all of these strategic priorities being delivered in the context of a broader VAWG strategy for the city, underpinned by engagement with those impacted by DA and VAWG issues including survivors, their children, perpetrators and specialist local service providers such as Yellow Door and refuge providers.</i>
<i>These strategies are long overdue!</i>
<i>like the recognition that refuge isnt going to be the only option for victims</i>
<i>A survivor led approach which also manages perpetrators better has to be the greatest priorities.</i>
<i>The emphasis on perpetrator management is helpful, as simply moving the victim is not always sustainable. Repeat victims often have nowhere safe to move to in the city and with school age children it can be too much to ask victims to disrupt their education.</i>



Priorities and Actions – unique points and suggestions.

The detail:

A total of 20 respondents provided a comment on the topic of priorities and actions. This includes any other priorities they feel should be considered, any concerns, anything further we can do or any thoughts.

Suggestions (15)
<i>YOUR ACTION - Work with Portsmouth City Council and other partners within the region to appraise potential for a Managed Reciprocal arrangement with neighbouring local authorities and Registered Providers MY QUESTION - why only work with neighbouring authorities. This may not be far enough for some people.</i>
<i>educating survivors AND perpetrators is a key to ending cycles. this needs to be covered somehow.</i>
<i>People are trying to phone the national Domestic Abuse line and getting no answer, could the PIPPA line have extended hours for people to make the initial contact? space is needed for people to bring their pets.</i>
<i>Priority for mental health and revives and therapy should be considered. Dispersed independent accommodation with support would be very useful</i>
<i>The Council in isolation can't achieve these goals. You also need funding which you don't have. You should also be including stalking victims as there is a lot of crossover in male behaviour between perpetrators of stalking and DV and 1 in 10 adults will be stalked at some point in their lives so it's just as insidious a crime as DV and stalkers often kill their victims too (see stats). You also need to deal with council employees shit attitudes as a matter of urgency.</i>
<i>There needs to be more about education - and from an early age. So developing self-confidence, understanding what is acceptable behaviour. Trying to break the cycle. Lobbying for improvements/ increase in funding to police and legal systems to ensure a faster response and a higher conviction rate (why report it when nothing seems to happen?)</i>
<i>Survivors need ongoing contact and support to make sure they do not go back into the relationship. Can you be more specific about your policies and give examples. The policies seem rather generalised and unclear.</i>
<i>please consider the access to education from the CYP aged 2-18 alongside therapeutic interventions, also please consider how to keep them safe from further harm (e.g. seeing yet more age-inappropriate behaviours from the other adults in their new living arrangements, such as drug use, alcohol, anti-social behaviour etc.)</i>
<i>Funding is key: with the continued reductions imposed by the current government and their clear failure to understand or take responsibility for the deleterious effect of each decision made, a vital component of any strategy must be to ensure the continuing awareness raising and the publicising of statistics to aid this and maintain pressure to maintain funding beyond headline 'handouts',</i>
<i>We feel that this strategy would be richer and further informed if it were co produced with survivors and service users that have experience of DA and have as a result had housing needs. We recognise that this is the intention of future work as stated in Priority 4 however feel this should be an essential and underpinning element of this strategy's development rather than waiting for the future strategy. The majority of the priorities stated within this document are relevant to wider VAWG strategic work rather than solely safe accommodation and DA. This is with the exception of 2, which we suggest is the main focus of this strategy. Beneath this wider strategy we suggest that a number of specific topic strands develop such as Domestic Abuse, Sexual Violence / Abuse, Harmful Cultural Practice etc...</i>



Priorities and Actions – unique points and suggestions.

The detail:

A total of **20** respondents provided a comment on the topic of priorities and actions. This includes any other priorities they feel should be considered, any concerns, anything further we can do or any thoughts.

Suggestions (15)
<i>We feel there is a need for a greater focus on actions that ensure people with protected characteristics are enabled to access local specialist services, rather than solely focussing on awareness campaign, for example increased resources in this area. This area could be developed further by engaging with specialist services and survivors with protected characteristics to identify specific needs. Actions within priority 1 should also include investment and commitment to increase prevention work in schools and reach children and young people to prevent abusive relationships, linked to direct access to support - which would link with priority 3.</i>
<i>There is a need to include a focus on prevention in indicators of success such as; asking people / children and young people about their increased understanding of the issues and where to seek help. We suggest that the actions are also aligned with the recently published tender documents for the DASV contract in Southampton. Many actions seem to relate to wider VAWG work rather than purely to resolve safe accommodation issues and we would welcome the development of a wider strategy in this area as stated above.</i>
<i>The responsibility has for far too long been put on the victim and not the perpetrator of Domestic and Sexual Violence. This definitely needs to change, perpetrators should be held to account for their behaviour and made to acknowledge the effect this has on the victim and their children.</i>
<i>Support for victims without recourse to public funds. Specialist training for agencies who work with victims and their children to ensure that they understand the dynamics and risks of domestic abuse to reduce victim blaming, hold perpetrators accountable and support effective safety planning.</i>
<i>As a front line DVA worker I am aware that there could be more and better training in DVA for social workers, I believe that this is being considered currently because unfortunately, sometimes there is still responsibility placed on the victim parent to resolve the abuse from the perpetrator. Also, as social workers are on the front line they could have more impact in relation to pt.1 of the strategy, early intervention and prevention, as could schools, health visitors, early education settings etc. Re: Improve data and intelligence. This is complicated due to GDPR, data protection etc. These policies MUST be in place but I am aware that some professionals are so worried about information sharing and the consequence of sharing in the wrong scenario that relevant info about families, victims and perpetrators is not being shared, this info can be used to help to identify situations in which early intervention could be really key</i>
<i>Further partnership working with other housing authorities to enable greater housing solutions for victims would be brilliant. My concern is that the actions need to be victim led and as an authority we expect the victim to be rehoused which is in some cases adding to the trauma. Greater onus needs to be on perpetrator management.</i>
<i>As part of ensuring victims have access to appropriate support, it would be worth considering commissioning appropriate services for repeat victims, such as how to spot the signs and patterns of abuse. We see many repeat victims often who have been victims from different perpetrators.</i>

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APPENDIX 3 – RECORD OF ACTIONS TAKEN BY SOUTHAMPTON CITY COUNCIL IN RESPONSE TO THE PUBLIC CONSULTATION ON THE STRATEGY FOR THE PROVISION OF SUPPORT IN SAFE ACCOMMODATION.

Contents:	Page
- Officer responses to issues raised by respondents to the consultation.	1
- Table of amendments to the Strategy for the Provision of Support in Safe Accommodation in response to the public consultation.	7

OFFICER RESPONSES TO ISSUES RAISED BY RESPONDENTS TO THE CONSULTATION	
ISSUE RAISED	COMMENT
<p>Refuges and other places of safety outside their usual home often have other concerns for DA survivors - e.g. drug/alcohol users sharing their accommodation - this is particularly problematic when the DA survivors have children. Also, the issue of schooling for their children. DA survivors very often put everyone else's needs ahead of their own, so if the refuge is too far away from schools etc. they are unlikely to accept/stay.</p>	<p>We agree – there will be a need to make sure that practitioners take account of these needs, when supporting victims within safe accommodation settings. This includes shared accommodation as well as members of the victim's own household.</p> <p>Access to school is important and will form part of an assessment of need.</p>
<p>There is still a focus by professionals on victims and children moving out of the family home rather than removing the perpetrator. Risks to all victims both adult and children are often increased by such an action rather than decreasing the risk. Lack of refuge spaces and lack of specific emergency accommodation for DA survivors are also factors in this situation. Victims who are joint owners of a home with a perpetrator and victims who have a job are particularly limited in their options for safe accommodation for themselves and their children if the perpetrator is not removed from the home. The issues of reciprocal exchange agreements with other LAs is extremely important in helping victims move to safety when MM within Southampton have not been sufficient to ensure safety for victims.</p>	<p>We agree – we will be introducing a ‘perpetrator’ approach and staff will begin to be trained in understanding the ‘high harm pathways to violence’ for perpetrators of domestic abuse, who must be culpable for their violence.</p> <p>We agree and an emphasis in the newly commissioned services, funding permitting, will be an increase in the offer of a range of safe accommodation options.</p> <p>We agree that reciprocal arrangements need to be more regional, however, our starting position is to work with neighbouring LA’s who will share the same challenges, including when</p>

	victims are placed here from areas outside of the HIOW.
I would have answered "very positive" but I know that agencies concerned with supporting victims of DVA are already doing as much as they can with the budgets and staffing levels that are in place currently.	Noted.
Council staff are supposedly trained in DV yet are absolutely callous towards female victims of male violence for the most part with victim blaming galore. You don't even deal properly with anti social behaviour so what on earth makes you think you'll achieve any of this in relation to DV? Lots of nice words but your record to date as a council is abysmal in dealing with violence against women so zero confidence you will achieve any of this.	We agree that there is more to do to encourage staff to focus on victims needs, accounting for the abuse and harm caused by perpetrators. Not all staff are in fact trained in DV and so a refreshed training programme, focusing on the harm caused by perpetrators will be built into our approach.
I am surprised there is nothing in there about male victims.	Services and support are open to male victims and the Safe Accommodation Strategy does not exclude them. However, perpetrators of harm are in the vast majority boys and men and this is replicated with sexual assaults. Our aim is to be inclusive of all needs whilst recognising that Domestic Abuse is a gendered crime.
also please make services and support open to include male victims.	
Nowhere in your plan do you have any section where a male is the victim of domestic abuse, coercive control, or punching. This also needs to be addressed.	
as a survivor myself i can tell you all these thing are a must.we cant escape it alone.	Noted.
[the proposed actions] are all vitally needed	Noted.
They look very comprehensive	
The priorities sound good.	
These strategies are long overdue!	
I do feel the actions you are proposing are very good. The victims need to know where to turn, instead of not knowing where would a safe place for them to go. There are victims who commit suicide because they can't cope with it any longer. I personally know of a friend who's daughter is the violent one to her Dad, screaming & shouting, & punching him, till he feels weak, & vulnerable. I provided a listening ear & told him to come round my flat as a safe haven, as he couldn't take any more from his daughter. He was going to take his life, but i said to him to come round to me, which he did. He has since let me know that it still goes on, & tells me that he can deal with it & cope, but why should a victim have to try & cope & deal with the awful atmosphere & mental cruelty.	Noted – familial abuse and abuse directed at men and boys will be addressed through the strategy.
We welcome this much needed focus on safe accommodation for victims and survivors of domestic abuse. We greatly welcome	Noted.

<p>those actions that seek to improve access to safe accommodation where there is domestic abuse. We particularly welcome the actions that look to work across local borders in Hampshire. We would support all of these strategic priorities being delivered in the context of a broader VAWG strategy for the city, underpinned by engagement with those impacted by DA and VAWG issues including survivors, their children, perpetrators and specialist local service providers such as Yellow Door and refuge providers.</p>	
<p>like the recognition that refuge isnt going to be the only option for victims</p>	<p>Noted.</p>
<p>A survivor led approach which also manages perpetrators better has to be the greatest priorities.</p>	<p>Noted.</p>
<p>The emphasis on perpetrator management is helpful, as simply moving the victim is not always sustainable. Repeat victims often have nowhere safe to move to in the city and with school age children it can be too much to ask victims to disrupt their education.</p>	<p>Noted.</p>
<p>YOUR ACTION - Work with Portsmouth City Council and other partners within the region to appraise potential for a Managed Reciprocal arrangement with neighbouring local authorities and Registered Providers MY QUESTION - why only work with neighbouring authorities. This may not be far enough for some people.</p>	<p>We do work with PCC and HCC and will work collaboratively on issues such as training and communications where we can. We agree that reciprocal arrangements need to be more regional, however, our starting position is to work with neighbouring LA's who will share the same challenges, including when victims are placed here from areas outside of the H10W.</p>
<p>educating survivors AND perpetrators is a key to ending cycles. this needs to be covered somehow.</p>	<p>We agree – we will be introducing a ‘perpetrator’ approach and staff will begin to be trained in understanding the ‘high harm pathways to violence’ for perpetrators of domestic abuse, who must be culpable for their violence.</p>
<p>People are trying to phone the national Domestic Abuse line and getting no answer, could the PIPPA line have extended hours for people to make the initial contact? space is needed for people to bring their pets.</p>	<p>Through giving effect to the strategy we are committed to making our domestic abuse services more accessible. Our duties do not extend to pets, but we will of course try to support victims on a case-by case-basis.</p>

Priority for mental health and revives and therapy should be considered. Dispersed independent accommodation with support would be very useful	Noted
The council in isolation can't achieve these goals. You also need funding which you don't have. You should also be including stalking victims as there is a lot of crossover in male behaviour between perpetrators of stalking and DV and 1 in 10 adults will be stalked at some point in their lives so it's just as insidious a crime as DV and stalkers often kill their victims too (see stats). You also need to deal with council employees shit attitudes as a matter of urgency.	Stalking features in our continuum of risk, as well as violence against women and girls more broadly.
There needs to be more about education - and from an early age. So developing self-confidence, understanding what is acceptable behaviour. Trying to break the cycle. Lobbying for improvements/ increase in funding to police and legal systems to ensure a faster response and a higher conviction rate (why report it when nothing seems to happen?)	We have secured additional funding to role out training to schools to raise awareness of Violence Against Women and Girls and promote healthy relationships at the earliest age.
Survivors need ongoing contact and support to make sure they do not go back into the relationship. Can you be more specific about your policies and give examples. The policies seem rather generalised and unclear.	A range of advocacy services, such as our IDVA's provide this support and is not particular to the Safe Accommodation Strategy.
please consider the access to education from the CYP aged 2-18 alongside therapeutic interventions, also please consider how to keep them safe from further harm (e.g. seeing yet more age-inappropriate behaviours from the other adults in their new living arrangements, such as drug use, alcohol, anti-social behaviour etc.)	We have secured additional funding to roll out training to schools to raise awareness of Violence Against Women and Girls and promote healthy relationships at the earliest age.
Funding is key: with the continued reductions imposed by the current government and their clear failure to understand or take responsibility for the deleterious effect of each decision made, a vital component of any strategy must be to ensure the continuing awareness raising and the publicising of statistics to aid this and maintain pressure to maintain funding beyond headline 'handouts',	Noted – the New Burdens Funding has been confirmed for three years in the Spending Review. It will be used to support the implementation of this strategy
We feel that this strategy would be richer and further informed if it were co produced with survivors and service users that have experience of DA and have as a result had housing needs. We recognise that this is the intention of future work as stated in Priority 4 however feel this should be an essential and underpinning element of this strategy's development rather than waiting for the future strategy. The majority of the priorities stated within this document are relevant to wider VAWG strategic work rather than solely safe accommodation and DA. This is with the exception of 2, which we suggest is the main focus of this strategy. Beneath this wider strategy we suggest that a number of	Noted and we agree. The survivor voice will be reflected at our strategic board and their input to a wider and Domestic and Sexual Abuse Strategy (VAWG) will be key. It is within this strategy that the wider issues of VAWG will also be considered – a draft for consultation will be started in the new year. We

<p>specific topic strands develop such as Domestic Abuse, Sexual Violence / Abuse, Harmful Cultural Practice etc...</p>	<p>are actively seeking ways to increase the survivor voice in the work we do.</p>
<p>We feel there is a need for a greater focus on actions that ensure people with protected characteristics are enabled to access local specialist services, rather than solely focussing on awareness campaign, for example increased resources in this area. This area could be developed further by engaging with specialist services and survivors with protected characteristics to identify specific needs. Actions within priority 1 should also include investment and commitment to increase prevention work in schools and reach children and young people to prevent abusive relationships, linked to direct access to support - which would link with priority 3.</p>	<p>Noted – we have resource dedicated to this issue and a number of providers do deliver services that are targeted at groups with protected characteristics.</p>
<p>There is a need to include a focus on prevention in indicators of success such as; asking people / children and young people about their increased understanding of the issues and where to seek help. We suggest that the actions are also aligned with the recently published tender documents for the DASV contract in Southampton. Many actions seem to relate to wider VAWG work rather than purely to resolve safe accommodation issues and we would welcome the development of a wider strategy in this area as stated above.</p>	<p>We have secured additional funding to roll out training to schools to raise awareness of Violence Against Women and Girls and promote healthy relationships at the earliest age. The tender document aligns to both the Safe Accommodation Strategy and a wider strategy on Domestic and Sexual (VAWG) Abuse, yet to be published</p>
<p>The responsibility has for far too long been put on the victim and not the perpetrator of Domestic and Sexual Violence. This definitely needs to change, perpetrators should be held to account for their behaviour and made to acknowledge the effect this has on the victim and their children.</p>	<p>We agree – we will be introducing a ‘perpetrator’ approach and SCC staff will begin to be trained in understanding the ‘high harm pathways to violence’ for perpetrators of domestic abuse, who must be culpable for their violence.</p>
<p>Support for victims without recourse to public funds. Specialist training for agencies who work with victims and their children to ensure that they understand the dynamics and risks of domestic abuse to reduce victim blaming, hold perpetrators accountable and support effective safety planning.</p>	<p>We agree – we will be introducing a ‘perpetrator’ approach and SCC staff will begin to be trained in understanding the ‘high harm pathways to violence’ for perpetrators of domestic abuse, who must be culpable for their violence.</p> <p>Discreet funding is set aside to support victims who have NRPF. Unfortunately, this an area of UK law that at a local level we cannot</p>

	change, but will try to influence.
As a front line DVA worker I am aware that there could be more and better training in DVA for social workers, I believe that this is being considered currently because unfortunately, sometimes there is still responsibility placed on the victim parent to resolve the abuse from the perpetrator. Also, as social workers are on the front line they could have more impact in relation to pt.1 of the strategy, early intervention and prevention, as could schools, helath visitors, early education settings etc. Re: Improve data and intelligence. This is complicated due to GDPR, data protection etc. These policies MUST be in place but I am aware that some professionals are so worried about information sharing and the consequence of sharing in the wrong scenario that relevant info about families, victims and perpetrators is not being shared, this info can be used to help to identify situations in which early intervention could be really key	We agree – we will be introducing a ‘perpetrator’ approach and SCC staff will begin to be trained in understanding the ‘high harm pathways to violence’ for perpetrators of domestic abuse, who must be culpable for their violence. We have secured additional funding to roll out training to schools to raise awareness of Violence Against Women and Girls and promote healthy relationships at the earliest age. GDPR is often cited as a barrier, but we also have s.115 of the Crime and Disorder Act 1998 that allows for information to be exchanged to prevent a crime.
Further partnership working with other housing authorities to enable greater housing solutions for victims would be brilliant. My concern is that the actions need to be victim led and as an authority we expect the victim to be rehoused which is in some cases adding to the trauma. Greater onus needs to be on perpetrator management.	Noted
As part of ensuring victims have access to appropriate support, it would be worth considering commissioning appropriate services for repeat victims, such as how to spot the signs and patterns of abuse. We see many repeat victims often who have been victims from different perpetrators.	Noted

TABLE OF AMENDMENTS TO DRAFT STRATEGY FOR THE PROVISION OF SUPPORT IN SAFE ACCOMMODATION		
Location	Amendment	Reason
Introduction	Added - The recent spending Review made a commitment to 3 years funding, the level of which is still to be confirmed	Update to reflect latest information.
Introduction	Added - The adoption of the Safe Accommodation Strategy is the first stage of a review of Southampton's approach to tackling serious violence, violence against women and girls and sexual violence in all its forms. A new Domestic and Sexual Abuse Strategy, incorporating violence against women and girls will be developed in 2022 for implementation from 2022 to 2027.	To clarify the role of the Strategy in the Council's wider strategic decision-making in tackling domestic and sexual abuse, serious violence and violence against women and girls.
Key facts and figures	Deleted - DA accounts for approximately 14% of crime in Southampton. Bargate experiences the highest rates of DA in the city. Added - There were 3,156 victims of domestic flagged crime identified in Southampton in 2020/21. 27.4% of domestic crime victims experienced more than 1 crime in the year, with repeat victims accounting for 50.7% of domestic crimes.	Inclusion of most recent data.
Priority 2	New DA Coordinator to scope regional and local approaches to establishing specialist safe accommodation for survivors with protected characteristics (LGBT+,	To take into account feedback in the consultation that the Strategy should adequately take into account men and boys as survivors/victims of domestic abuse.

	Black and minority ethnic communities etc.) as well as men and boys. Added – as well as men and boys	
Priority 2 table	Work with Portsmouth City Council and other Local Authority partners within the region to appraise potential for a managed reciprocal arrangement with neighbouring local authorities and Registered Providers. Added – Local authority	Clarification.
Priority 3 table	Added - Provide training to practitioners working with children and families to understand the high harm pathways of abuse and violence for perpetrators of domestic abuse.	Clarification of intended action.



Equality and Safety Impact Assessment

Appendix 4

The Public Sector Equality Duty (Section 149 of the Equality Act) requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between different people carrying out their activities.

The Equality Duty supports good decision making – it encourages public bodies to be more efficient and effective by understanding how different people will be affected by their activities, so that their policies and services are appropriate and accessible to all and meet different people’s needs. The Council’s Equality and Safety Impact Assessment (ESIA) includes an assessment of the community safety impact assessment to comply with section 17 of the Crime and Disorder Act and will enable the Council to better understand the potential impact of the budget proposals and consider mitigating action.

<p>Name or Brief Description of Proposal</p>	<p>Adoption of the Strategy for the Provision of Support in Safe Accommodation.</p>
<p>Brief Service Profile</p>	
<p>As a unitary authority, the Council is responsible for commissioning domestic and sexual abuse services within its administrative area. Through its Integrated Commissioning Unit (“ICU”) the Council provides ‘early prevention and intervention’ and refuge services (“the DVSA service”). The DVSA service is currently provided through two contracts with specialist providers. The current annual spend is £524,000, comprising £127,000 on refuge provision and £397,000 on prevention and early intervention. In addition to the Council, funding is provided by Public Health, The Office of the Police and Crime Commissioner and Southampton City Clinical Commissioning Group. In 2020/21, the DVSA service received 1739 referrals for early prevention and intervention and 556 referrals (individuals and families) for refuge. The Council is due to recommission the DVSA service to ensure the Council continues to meet its statutory obligations in relation to domestic abuse, including new duties in relation to the provision of support in safe accommodation in the Domestic Abuse Act 2021 (“the Act”). To inform the recommissioning of the DVSA service, a service review was carried out by the ICU between October 2020 and June 2021 (“the service review”). In addition to the service review, between March 2021 and August 2021 the Council carried out an assessment of the need for the provision of support in safe accommodation in Southampton, pursuant to Part 4 of the Act (“the needs assessment”). Need identified by the needs assessment will be addressed by the DVSA Service and by further actions taken by the Council (and its</p>	

partners), set out in the Council's Strategy for the Provision of Support in Safe Accommodation ("the Strategy"). In carrying the Strategy into effect, the Council is advised by the Local Domestic Abuse Strategic Partnership Board, which reports to the Safe City Board. In relation to the duties under Part 4 of the Act, the Council has been provided with New Burdens funding of £587,012 for 2021/22.

Summary of Impact and Issues

By approving and giving effect to the Strategy, the Council is seeking to address the need for the provision of support in safe accommodation in Southampton. There are two refuges in Southampton (one provided through the DVSA service and another independently). This provision does not meet demand, resulting in the decline of over 66% of referrals. The Strategy provides for consideration of whether provision can be expanded through the DVSA service. Two Sanctuary Schemes (which seek to enable survivors of domestic abuse to stay safe in their homes) operate in Southampton. The Strategy seeks to address barriers to accessing these schemes for survivors, in particular, those who are not tenants of the Council. In relation to access to services (eg advocacy and therapeutic support) in the community, the Strategy responds to evidence in the needs assessment that disproportionately low numbers of survivors with protected characteristics have accessed services by committing to improving access to diversity and inclusion training for frontline staff and to delivering targeted awareness raising. The Act provides specifically for children and young people to be supported by the Council in relation to domestic abuse. A specialist community domestic abuse service operates in Southampton for children and young people, and refuge provision includes dedicated support for this group. The Strategy provides for a range of action to improve provision for children and young people, including the commissioning of a review of the Council's High-Risk Domestic Abuse Arrangements for this group. In general, the Strategy responds to the finding of the needs assessment that limitations in the sharing of data and intelligence between the Council and relevant agencies (ie, those responsible for service delivery) is reducing the effectiveness of DVSA service and wider provision of domestic abuse support. To improve inter-agency action, the Strategy commits to the implementation of a 'Coordinated Community Response' model.

Potential Positive Impacts

The Council's actions in giving effect to the Strategy will clearly acknowledge that children of domestic abuse survivors or victims who have seen, heard, or experienced the effect of that abuse are victims in their own right. In carrying out its duties under part 4 of the Act, the Council will ensure that support is provided to any

child staying with a survivor in safe accommodation. The Council will carry out work to make domestic abuse services more accessible to people with protected characteristics and/or complex needs by:

- improving information gathering and analysis of service use;
- developing new pathways into safe accommodation;
- providing support services in safe accommodation specifically designed for survivors with protected characteristics, including but not limited to: faith services, translators and interpreters, immigration advice, interpreters for victims identifying as deaf and / or hard of hearing, and dedicated support for LGBTQ+ victims.
- improving access to relevant training for staff;
- running targeted awareness raising campaigns;
- improving coordination with relevant regional and national initiatives/approaches;
- including access to services by people with protected characteristics as a key indicator of service performance; and,
- ensuring that survivor/victim representative(s) appointed to the Local Domestic Abuse Partnership Board are appropriate in ensuring the voices of survivors/victims with a range of protected characteristics and needs are heard.

Responsible Service Manager	Jason Murphy Stronger Communities Manager
Date	November 2021
Approved by Senior Manager	
Date	

Potential Negative Impacts

Impact Assessment	Details of Impact	Possible Solutions
Age	No impact.	
Disability	No impact.	

Gender Reassignment	No impact.	
Marriage and Civil Partnership	No impact.	
Pregnancy and Maternity	No impact.	
Race	No impact.	
Religion or Belief	No impact.	
Sex	No impact.	
Sexual Orientation	No impact.	
Community Safety	No impact.	
Poverty	No impact.	
Other Significant Impacts	No impact.	

DECISION-MAKER:	CABINET
SUBJECT:	Customer Access Strategy
DATE OF DECISION:	20 December 2021
REPORT OF:	COUNCILLOR HARWOOD CABINET MEMBER FOR CUSTOMER AND TRANSFORMATION

<u>CONTACT DETAILS</u>			
Executive Director	Title	Business Services / Deputy Chief Executive	
	Name:	Mike Harris	Tel: 023 8083 2882
	E-mail:	Mike.harris@southampton.gov.uk	
Author:	Title	Head of Customer and Communications	
	Name:	James Marshall	Tel: 023 8083 3015
	E-mail:	James.marshall@southampton.gov.uk	

STATEMENT OF CONFIDENTIALITY	
None	
BRIEF SUMMARY	
<p>The Customer Access Strategy 2022-2026 is intended to replace the current Customer Strategy 2018-2022. It outlines the council's strategic vision to put customers at the heart of everything it does, and sets out how it intends to deliver services going forwards in an ever changing digital world. It will contribute towards achieving the outcomes detailed in the Corporate Plan 2021-2025. It links closely to, and is supported by, the IT Strategy, which is also being presented to Cabinet in December 2021.</p>	
RECOMMENDATIONS:	
	(i) To approve the attached Customer Access Strategy and adopt the principles and approaches outlined in the strategy. Ensuring that all council services are designed or working towards being customer focused and easy to access.
	(ii) For the Customer Access Strategy 2022-2026 to supersede the current Customer Strategy 2018-2022
	(iii) To delegate authority to the Executive Director Business Services to make minor amends to the Customer Access Strategy during its period of effect following consultation with the Cabinet Member for Customer and Transformation
REASONS FOR REPORT RECOMMENDATIONS	
1.	To ensure the council has an agreed and published statement setting out its strategic approach to delivering services, to drive improvements for customers accessing and using council services.
ALTERNATIVE OPTIONS CONSIDERED AND REJECTED	
2.	An alternative option is to do nothing and not to revise the current Customer Strategy. This option is not recommended as it is important for the council to

	refresh its strategy in order to help customers, communities and staff understand the council's vision.
3.	The council could choose not to have any customer strategy but this risks not being clear with the organisation about the expected standards and the direction of travel.
DETAIL (Including consultation carried out)	
4.	The Customer Access Strategy 2022-2026 will set out how we will improve access to our services for our customers. We want to make dealing with the council as quick and easy as possible, making the best use of technology whilst working in a cost-effective way. We want customers to have the best possible experience when they use our services, and we recognise that people contact us in many ways – one size does not fit all. This strategy will outline how we will develop a variety of access channels for our customers and continue to improve the quality and consistency of our services, outlining principles which will guide the design and delivery of services.
5.	The strategy sets out the context for the current work intended to make us easier to deal with for residents, visitors, businesses and other stakeholders. We want to put our customers at the heart of everything we do, reflecting their feedback in the design and delivery of services, and to provide appropriate support to those who need it, ensuring that customer experiences are easy, effective and convenient.
6.	The strategy outlines the council's commitment to customers through three key customer service principles which will direct activity, and deliver improvements while reducing costs and creating efficiencies: 1. Keep the customer central – when designing changes use customer data and test with users, understand the experiences from the users perspective and collect regular user feedback to support continuous improvement. 2. Aim to resolve things in one contact – first time resolution should always be the aim, reducing the amount of times people need to tell their story and gathering all the information needed to resolve their issue. 3. Always be clear about expectations and keep customers in the loop – letting a customer know how long things will take to complete and keeping them up to date throughout reduces unnecessary contact and ensures the customer is clear about what is happening at every point.
7.	In addition to the high-level actions included in the strategy, detailed action plans are being developed and will be reviewed and updated regularly as this programme of work develops. Much of the work to achieve the desired strategic outcomes is being managed by the Customer Experience Programme and managed through the programme board.
RESOURCE IMPLICATIONS	
<u>Capital/Revenue</u>	
8.	There are no direct financial implications arising from the adoption of the Customer Strategy. The majority of activity to deliver the outcomes of the strategy are covered by the Customer Experience Programme. Any indirect financial implications will need to be contained within existing budgets.
<u>Property/Other</u>	
9.	No direct implications however this strategy will inform decisions about how customers use buildings over the strategy period.
LEGAL IMPLICATIONS	

Statutory power to undertake proposals in the report:	
10.	S.111 Local Government Act 1972 – power to do anything calculated to facilitate the delivery of the council’s primary functions.
Other Legal Implications:	
11.	The Customer Access Strategy has been assessed in accordance with the council’s duties under the Equalities Act 2010 and in particular s.149, the public sector equality duty. All forms of customer interaction and strategic engagement must be delivered in accordance with these duties and the need to deliver services having due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their activities.
RISK MANAGEMENT IMPLICATIONS	
12.	Strategic risks are managed through an existing framework of the Corporate Risk Register, the Contract Procedure Rules and the Financial Procedure Rules and Public Procurement Law. Adoption of the Customer Access Strategy will help to reduce these risks for the council, for example risks concerning customer service, data security, service transformation and partnership working.
POLICY FRAMEWORK IMPLICATIONS	
13.	The proposed strategy supports the delivery of the Corporate Plan 2021-26, with the priority of; Improve the customer experience through developing a greater customer service focus, supporting the improvement in digital literacy in the city, and improving and expanding services available online.

KEY DECISION?	Yes
WARDS/COMMUNITIES AFFECTED:	ALL
<u>SUPPORTING DOCUMENTATION</u>	
Appendices	
1.	Customer Access Strategy
2.	Equality and Safety Impact Assessment
Equality Impact Assessment	
Do the implications/subject of the report require an Equality and Safety Impact Assessment (ESIA) to be carried out.	Yes
Data Protection Impact Assessment	
Do the implications/subject of the report require a Data Protection Impact Assessment (DPIA) to be carried out.	No

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CUSTOMER ACCESS STRATEGY 2022-2026

WE WANT TO PUT ALL OF OUR CUSTOMERS AT THE HEART OF EVERYTHING WE DO, REFLECTING THEIR FEEDBACK IN THE DESIGN AND DELIVERY OF SERVICES, AND TO PROVIDE APPROPRIATE SUPPORT TO THOSE WHO NEED IT ENSURING THAT CUSTOMER EXPERIENCES ARE EASY, EFFECTIVE AND CONVENIENT.

Foreword

The customer access strategy will set out how we will improve access to our services for our customers. We want to make dealing with the council as quick and easy as possible, making the best use of technology whilst working in a cost-effective way. We want customers to have the best possible experience when they use our services, and we recognise that people contact us in many ways – one size does not fit all. This strategy will outline how we will develop a variety of access channels for our customers and continue to improve the quality and consistency of our services, outlining principles which will guide the design and delivery of services. Most of all though we want to commit to seeing customers as people and ensuring that systems work for them.

Southampton City Council is a series of around 700 different professions, trades and services; the challenge is to create access that ensures a sense of a single organisation.

One of the objectives in the Corporate Plan 2021-25 is to deliver better customer experiences. In order to deliver this, we need to provide consistent and appropriate access to our services via the right mix of digital and non-digital channels to meet the needs of residents and enable delivery teams to focus on the effective delivery of their services.

‘Getting the right access to council services is paramount for being an effective public organisation. This is how we deliver for our residents and provide them with value for money in our service delivery.’

Cllr Robert Harwood, Cabinet Member for Customer and Transformation

Executive Summary

- This access strategy sets out the aims and principles for how our various customers and service users will connect with services. This support service design to ensure that there is organisational consistency and ultimately that we are easy to deal with.
- The vision we are looking to achieve is; to put all of our customers at the heart of everything we do, reflecting their feedback in the design and delivery of services, and to provide appropriate support to those who need it ensuring that **customer experiences are easy, effective and convenient**.
- This strategy sets out the principles and processes for enabling customers to access council services which sets the tone and direction for how the organisation deals with customers.
- As a council we deliver around 700 services and these are to a wide range of customers. Changes in technology and customer expectation have created different pressures. We need to deliver the best possible service but in a cost-effective way, consistency and efficiency in the way our services are accessed enables this.
- Good quality customer access is built on the council delivering through its five core values of customer focus, can-do, curious and creative, collaborative and commercially aware.

Our customers

Southampton is a vibrant multi-cultural city with a population of 254,275 people, 107,919 households and 6,745 businesses. The city is an important travel hub, tourist attraction and shopping destination, attracting large numbers of visitors each year. As a council we provide around 700 different services and demand for many of our services is increasing.

Our customers include everyone living, working, volunteering, investing, studying, running a business in or visiting Southampton. Some of our customers may access a number of council services or regularly report issues. At the opposite end of the spectrum are customers who rarely contact us at all. The most contact these customers will have with the council will be their annual council tax bill and monthly Direct Debit as well as their bins being collected. When designing and delivering our services we need to be mindful of different customer types to ensure we are catering for everyone appropriately.

Categorisation of customers:

Occasional reporters	Regular customers
<p>These are customers who only occasionally need to get in touch with the council. 33% of our customers didn't contact us at all last year, and 31% of our customers only contacted us between 1-4 times, usually to report or apply for something. If these customers are residents, then it is more than likely they pay their council tax by Direct Debit. When they do need to contact us, these customers may be more inclined to go online, and they want to be able to deal with any issues quickly and easily.</p>	<p>These are customers who use council services more often, such as housing tenants or people who have parking permits or cross the Itchen bridge each day. They have more regular interactions with the council and need to check details more regularly, like account balances or reporting repairs for their home. Currently 26% of our customers contact us between 5 and 10 times a year and 9% contact us over 10 times per year. These customers want to be kept up to date about their services, and to get a consistent and high-quality service however they choose to get in touch.</p>
Vulnerable service users / reluctant customers	Commercial customers
<p>These can be people feeling anxious about a particular situation, such as reporting a neighbourhood nuisance or anti-social behaviour, or those who need ongoing or intensive support from the council. Vulnerable customers can include children and young people, and people who need the help of an advocate to help them contact us or access services. Some examples of services for more vulnerable customers are adults and children's social care, special educational needs and disabilities and homelessness. These customers may be more likely to need face to face meetings with council staff and need services to be designed in a way that is inclusive and supportive.</p>	<p>These are customers who choose to buy council services, such as pest control or commercial waste. They can be businesses or individuals. They have a choice about whether to buy services from the council or another provider, and want fair prices, as well as streamlined and simple access. As the council deals with the financial challenges it faces, one of our aims is to grow our commercial business so we can generate more income, so we need to make sure commercial customers have a positive experience dealing with us.</p>

How do customers access services?

There are a range of reasons for these interactions including: information requests, service requests, issue reporting, payments, chasing outstanding enquiries, complaints, interactions as part of an ongoing case.

Below are the councils access channels and usage levels:

- Website with 8.5 million pageviews and 3.4 million total sessions, an average of 280k sessions per month in 2020
- SOBOT (Chatbot) which averages about 1,400 enquiries per month
- Web forms which had 245k form completions in 2020
- Webchat has generated 1,200 chats per month during 2020
- Social media which has generated on average over 3,400 enquiries per month in 2020
- There are nine public emails accounts managed in the contact centre which received a total of 76,000 emails in 2020
- Centrally advertised telephone numbers into the contact centre, which received 273,308 calls in 2020
- Gateway which had a total of 59,164 visits in 2019 (using this year as was closed in lockdown)
- There are also a range of other access points which sit outside the Customer and Communications team and don't report on/ measure volumes

Types of access

There are different types of access to the council and council services which fall broadly into a few distinct categories, these are outlined below with some examples.

Initial access	Reporting, requesting, enquiring, paying, finding
Repeat access (failure demand)	Chasing action Refunds
Erroneous access	Why was the number 17 late? Can I report a pothole in Hedge End?
Direct access	Libraries Arts and Heritage Sure Start Day services
Ongoing interactions	Support from a named social worker Visits from environmental health officer

Principles

These access principles are key enablers in achieving the overall aims of the organisation ensuring the customer comes first, such as first-time resolution, and adding value to the user and working as a single organisation. A centralised approach builds resilience and increases efficiency and supports the single customer view by eradicating silo thinking or approaches. All service design and transformation should adhere to these design principles to ensure that the organisation works towards a single customer focus operating model.

Access principles

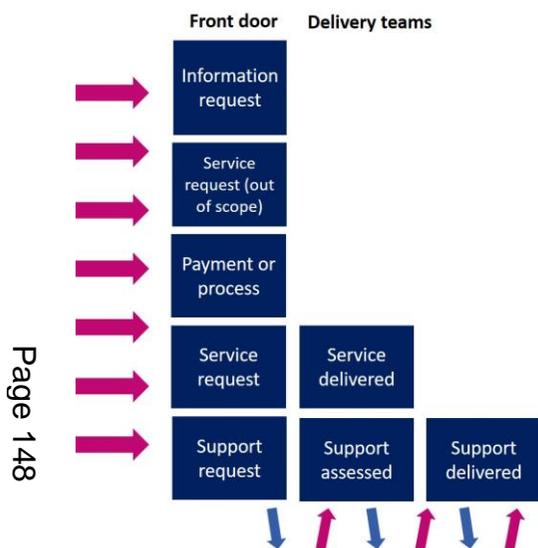
1. **Centralised front door** – initial contact is funnelled through a central point where requests can be filtered and assessed so only cases which need to, are put through to delivery teams. This approach can maintain a strategic overview of customers and the services they use/need.
2. **Triage and signpost** – the front door needs to be more than an access point, being able to triage and signpost where needed, adding value to the customer and managing demand. First time resolution may be achieved at this point.
3. **Choice of channel (and location)** – the right access point for the customer / situation, easy access depends on choice and keeping the channels on offer under review. Each channel should have a plan for improvement / development to ensure it is meeting the needs of those who use it.
4. **Reducing unnecessary contact** – proactive communication and updates can reduce the amount of contact from customers finding out what is happening about a situation or open case.
5. **Every interaction matters** – because of the size and complexity of the organisation there are lots of ‘touchpoints’ with customers from initial contact to service delivery and directly accessed services, each one of these is important in supporting the customer focus of the organisation. It is important to be aware of the whole and take responsibility for customers, effectively signposting or supporting. A ‘that’s not my department’ approach will only create further issues. This is also important in the way we refer to the council in conversations or communications as one brand, not emphasising lots of different team or service names.

Customer service principles

1. **Keep the customer central** – when designing changes use customer data and test with users, understand the experiences from the user’s perspective and collect regular user feedback to support continuous improvement.
2. **Aim to resolve things in one contact** – first time resolution should always be the aim, reducing the amount of times people need to tell their story and gathering all the information needed to resolve their issue.
3. **Always be clear about expectations and keep customers in the loop** – letting a customer know how long things will take to complete and keeping them up to date throughout reduces unnecessary contact and ensures the customer is clear about what is happening at every point.

Centralised front door / triage and signpost

Despite the variety and complexity of the organisation, having a single funnel for initial access makes engaging with the council clear for customers and it supports the organisation to get on with the roles they are responsible for. The image below shows how for initial contact the front door is able to deal with and triage work so that only work that needs their attention gets into their work queues. This is the best way of achieving resolution in one contact which is a key outcome of this strategy.



Access principles outside the front door

There will be a few services which fall outside of the centralised front door approach where there is a solid business case. The remainder of the principles and channel objects set out in this strategy apply to these cases and where systems can be joined this prevents these cases creating totally sperate interactions which are not linked to the rest of the organisation.

Systems

In order to make the most of the centralised front door approach it needs to be supported by the right systems; over time a more siloed system architecture has formed which makes a single view of the customer more challenging. The corporate CRM system (EM Pro) has been upgraded so this can be the main view of customers, the upgrading of online forms to this platform will give greater visibility of customer interactions in one system. The ambition is to reduce the overall number systems in use especially for initial customer requests and ensure that systems in use outside the CRM are linked to there is some visibility. We aim to create the best overall view of the customer to improve customer service.

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Outcome/focus	What do we want to achieve?	How will we achieve this?
Reduced number of access points to the council	Simpler approach to accessing services	Centralisation and a front door approach
The correct activity taking place within the front door	Map processes and customer journeys to establish the best location of activity	Moving appropriate work into the centralised front door leaving delivery teams to focus on complex and special cases
Better view of the customer	Better overview of each customer's interaction with the council	Data cleaning, system rationalisation, system integrations
Reduced number of contact points needed to resolve the customer's need	Customers need to speak to fewer teams or individuals in order to resolve their initial	Centralisation where teams are equipped to deal with the majority of cases without passing on
Only complex issues making it to specialists	Not wasting time of professionals with low level / irrelevant enquiries	Training and appropriate triage taking place in the front door.
Clear understanding on the process	Management of expectations early	Explaining the next steps and likely timescales at the earliest opportunity

Choice of channel and location

- Customer service is an ever-evolving area and customer preferences change over time, to provide high quality customer experiences the way that services and information can be accessed need to be continually reviewed.
- The next page includes a channel approach which sets out a current and target position for all current channels, having a consistent approach across the organisation is required to achieve the overall customer experience we are aiming for. While choice is important each channel must be reviewed on its merits, considering the business and customer impact.
- Customer research through the City Survey on channel preferences shows that the two most popular channels to contact local public services are telephone (46%) and website (43%), with telephone having fallen by 14 percentage points since 2018 and website increased by 11 in the same time. Email is the next most popular with 33% and then it drops off with social media accounting for a combined 10%.
- The location face to face services are delivered is an important consideration and there is work underway to establish greater locality working developing and changing the way we work, moving away from the more traditional approaches to ensure services are designed and evidenced from those needs of residents to enable prevention / early intervention and to target specific areas of need ensuring they are innovative in their delivery.

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Outcome/focus	What do we want to achieve?	How will we achieve this?
The right access channels	Giving our customers choice over how they access council services or information	Regular customer research to understand changing preferences, both at the whole council level but also on a service by service basis. The customer experience team will also stay up to date with industry trends to ensure we are aware of upcoming opportunities and challenges.
Well managed channels	Each channel having an owner who looks at usage data, customer feedback and other information to make continues improvements.	The customer and communications service own the corporate customer contact channels and have a lead person for each who is responsible for planning and development.
Getting the right mix of channels for each journey	As customer experiences are reviewed and improved it is important to evaluate if the right mix of access channels are available.	The work of the Customer Experience Programme will map and review customer journeys but also set the process for continuous improvement where this can be considered.
Locality working	Ensuring that services are delivered at the right location for customers	There is work ongoing to establish the best model of service delivery so that customers can access services near to them
Customer feedback on channels	Regular and reliable customer feedback on access channels	Ensuing point of contact surveys are in place and regularly reviewed.
Channel shift	Customers using the most appropriate channels for their needs	Signposting and support for customers to access digital channels.

Channel approach

To set out the strategic customer access objectives it is crucial to have a clear plan for each channel

	Current position	Target position
Website	Main channel of choice to meet information requests, begin service requests and get information and updates on services	Build on existing strengths and increase usage from both new and returning visitors. Also increase the number of sessions which need no further follow-up interaction.
SOBOT	Well used and trained to cover a significant amount of the council.	Trained in a wider number of areas so can answer questions on most topics, able to hand over to human operated webchat if unable to answer. Able to capture case data and create a case within the CRM.
Webform	The principal approach for requesting a service, reporting an issue on a number of platforms at present	On one platform, well designed with intelligent routing and integrations with back office systems.
Webchat	A useful channel for keeping people online, supporting more complex issues and creating a feedback loop to improve digital services	Wider availability, used to access professionals like social workers or planning officers for technical questions etc.
Video call	Not used with external customers	Used for case work conversations to reduce the need for travel where appropriate
Social media	Necessary for reputational management, fine line between responding and dealing with issues and signposting to the online route. Increasingly an area for complaints to be raised.	Continued as is, with proactive support for self-service interactions. Capture more detail of issues within CRM to support reporting and MI.
Email	A few customer facing generic email addresses in place, significantly reduced over time.	A broadly inefficient channel that should be discouraged, not good for customer or business. Phasing out of email addresses and replaced with forms / webchat.
Customer account	Currently a disjointed picture, with many service areas have their own accounts, as a principle accounts solves issues for the business rather than the customer. Legacy IT and siloed systems drive the use currently.	Reduction in accounts overall and where there is a strong business case, those that meet this threshold need to deploy open authentication standards and a joined-up approach.
Telephone	A channel of choice by customers, effective for first time resolution and is the natural second choice of most digital customers alongside being the default for many.	Still an available option which is straightforward to access for customers who need to gain support.
Letter	Minimal level of customer mail received now.	No inbound mail requests or payments.
Face to face (drop in)	Still important to support vulnerable customers and complex situations.	A more community based approach would reduce barriers to access, targeted to serve the most vulnerable.

Reducing unnecessary contact

Part of getting access right, is the need to ensure customers are accessing services when they need them. We waste resources when customers contact us to chase things that are happening. Part of being effective at customer service is preventing avoidable contact so resources can be targeted to delivering first time resolution and supporting vulnerable customers.

To reduce unnecessary contact the inbound access approach needs to be supported by proactive communication with customers to prevent failure demand and ensure they are clear where they are in the process and what is happening next. This can be achieved via the following:

Text message	A really useful channel for specific and targeted purposes, appointment reminders, helping people to access information on their mobile device
Email update	Helpful in keeping a customer up-to-date on the progress of a request or report. The right frequency is important with clear info on what happens next and when / what to do if there is a change.
Email bulletin	Generic information about changes or services which help drive contact in the right way and avoid unnecessary contact
Phone call	Outbound calls are useful to help early intervention and where other channels are less effective or haven't worked.
Face to face visit	This mainly forms part of an ongoing support arrangement.

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The website can also be used to provide clear information for people to refer to before or after their interaction that sets expectations around when they will receive a response and via which channel.

Outcome/focus	What do we want to achieve?	How will we achieve this?
Reduce number of calls chasing	Fewer unnecessary contacts	Proactive updates and clearer SLAs stated upfront and in any confirmation emails/other comms; review comms to make sure they are in plain English with key information clearly highlighted.
Missed/moved appointments	Reduction in missed appointments	Clear process for rebooking and appointment reminders for all appointment based services.
Reducing calls about issues we already know about	Less reactive contact	Proactive communications via email and social media on issues we are aware of to reduce the amount of contact on these topics.

Every interaction matters

An important part of getting customer service right is to ensure that each interaction counts, this is particularly true of a large and complex organisation such as ours where there can be many ways of accessing and a wide range of services. To make accessing any council service as easy and frictionless as possible every interaction or touchpoint needs thought and consideration of the whole journey.

Outcome/focus	What do we want to achieve?	How will we achieve this?
Enquiries going around the houses	Easier interactions and navigation of services for residents	Improve knowledge of the organisation so employees are better equipped to take ownership and effectively signpost.
Clarity of how to access services	Customers aware of their choices	Communications about options and employees aware of options and able to explain to customers options and benefits.
Suggesting relevant services	Better connections between linked services	In the design of our online services we can start to introduce suggestions and recommendations – ‘people who did this found x helpful too’ building connections between services and improving customer journeys.
Better view of the customer	An improved understanding of how multiple services are accessed and trends in use	Through the work of the Data Strategy but linking systems and designing the right architecture an improved and more joined up view of the customer will be possible.
Well-designed customer journeys	Easy access which is supported by through end to end journeys	The work of the Customer Experience Programme will map and review customer journeys but also set the process for continuous improvement where this can be considered.

Action plan

In order to improve the customer experience for individuals using council services the following actions will be delivered.

Outcome/focus	Target	Timescale
Customer focused culture	Roll out a programme of training and interventions to increase the customer focus of the organisation.	Piloted in 2022 with development and roll out across 2022/23
Customer feedback	Development of an organisation wide approach to gathering feedback after any interaction with the council	Piloted in late 2022 with development and roll out across 2023/24
Access channels	Deliver the target position set out on the channel approach page of this document	By the end of 2022
Customer systems	Customer facing forms in CRM system	Online forms transferred to EM Pro by mid 2022
Customer updates	Implement automatic updates for customers to let them know by text or email when the status of their request changes	Initial services build in 2022 and rolled out to all high-volume journeys by 2024
End to end mapping of customer journeys	The Customer Experience Programme is mapping end to end customer journeys and applying the design principles	This is an ongoing activity but a central record of the highest volume 50 should be kept by the Customer Experience Team and used to inform ongoing improvement activity.
Continuous improvement	Once the Customer Experience Programme is complete this will lead to a culture of continuous improvement coordinated by the central Customer Experience Team but supported by all departments.	The Customer Experience Programme will run into 2023 and will have set up processes and reviews of many high-volume service areas. From then on a cycle of review and tweaking will continue using customer feedback and data to support further improvements.
Better view of the customer (joining up systems)	To have all key customer systems linked so there is an understanding of the different services individuals access and to add value to interactions with the council.	By fully utilising the Customer Relationship Management system and working with the Data Strategy to build an approach to a better view of the customer. Piloting work will happen in 2022 and will be rolled out from there.

Delivering our strategy

- The Customer Experience Programme will be central to achieving the aims and targets of the Customer Access Strategy outcomes by working with services on designing their services in a customer focused way and by bringing the necessary improvements to digital channels.
- Mapping customer journeys and understanding each touchpoint is vital in shaping the customer access approach
- The principles will be applied to all transformation activity to ensure that all activity supports the customer access objectives.
- It is the important that all services and change programmes are aligned with the principles and objectives to ensure consistent progress towards the overall aims of this strategy.
- There has been significant progress in improving the customer focus of the organisation over the last few years this strategy is about taking this work to the next level.

Link in with existing plans and strategies

- The objective to achieve a better view of the customer is a shared objective with the Data Strategy
- The systems approach forms part of the IT strategy
- This work links closely with the development of a new digital vision to ensure there is support for residents to access digital channels and have the confidence and skills to make the most of opportunities
- Improve the customer experience through developing a greater customer service focus, supporting the improvement in digital literacy in the city, and improving and expanding services available online. Is an outcome of the corporate plan, getting the correct strategic approach to customer access supports and enables delivery of this.

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Equality and Safety Impact Assessment

The **Public Sector Equality Duty** (Section 149 of the Equality Act) requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between different people carrying out their activities.

The Equality Duty supports good decision making – it encourages public bodies to be more efficient and effective by understanding how different people will be affected by their activities, so that their policies and services are appropriate and accessible to all and meet different people’s needs. The Council’s Equality and Safety Impact Assessment (ESIA) includes an assessment of the community safety impact assessment to comply with Section 17 of the Crime and Disorder Act and will enable the Council to better understand the potential impact of proposals and consider mitigating action.

<p>Name or Brief Description of Proposal</p>	<p>The Customer Access Strategy 2022-26 aims to drive improvements for customers across all council services to achieve the overall aim of putting all of our customers at the heart of everything we do, reflecting their feedback in the design and delivery of services, and to provide appropriate support to those who need it ensuring that customer experiences are easy, effective and convenient.</p>
<p>Brief Service Profile (including number of customers)</p>	
<p>The customer strategy relates to all interactions between the council and customers, we deal with a wide range of people across Southampton, and our customers include everyone living, working, volunteering, investing, studying, running a business in or visiting Southampton.</p> <p>Our customers contact us for many different reasons, including to:</p> <ul style="list-style-type: none"> • Get information from us, or give us information • Apply for, book or arrange services • Report issues • Make payments • Buy our services • Access specific help and support. <p>Southampton has 260,111 residents. Over the last year the council dealt with the following contacts through the following channels:</p> <ul style="list-style-type: none"> • Website with 8.5 million pageviews and 3.4 million total sessions, an average of 280k sessions per month in 2020 • SOBOT (Chatbot) which averages about 1,400 enquiries per month • Web forms which had 245k form completions in 2020 • Webchat has generated 1,200 chats per month during 2020 • Social media which has generated on average over 3,400 enquiries per month in 2020 • There are nine public emails accounts managed in the contact centre which received 	

a total of 76,000 emails in 2020

- Centrally advertised telephone numbers into the contact centre, which received 273,308 calls in 2020
- Gateway which had a total of 59,164 visits in 2019 (using this year as was closed in lockdown)
- There are also a range of other access points which sit outside the Customer and Communications team and don't report on/ measure volumes

Summary of Impact and Issues

The overall strategy focuses on listening to customers and making changes to services and processes to make it easier to deal with the council. A major part of this work will be built around making improvements to online services and increasing their use, this may have an impact initially on elderly and vulnerable customers who do not or cannot access services online. To mitigate against this, alongside the work to increase digital take up, there will be a programme of digital inclusion activity. This will include courses and promotion of free access IT equipment to help improve digital access and skills. Non-online contact channels will also be maintained.

Potential Positive Impacts

The positive impacts will be improved customer experiences and an increase in the number of services available online. This should lead to customers being able to report, pay for, apply and get information from their own device or from home. This should lead to more customers being able to report, pay for, apply and get information about more services from their own device or from home. As the programme of work to deliver the strategy develops automatic updates will form a part of normal interactions with the council so that customers are kept up to date. Part of the improvement process will also focus on reviewing website content and the information we provide to customers, ensuring it is easy to understand and customers are clear about what to expect from the council. The activity outlined within the strategy will be led by customer views and changes will be tested by customers to ensure that services and processes are designed to work for customers first.

Responsible Service Manager	Dan Tong Improvement Manager: Customer Experience
Date	18/11/2021
Approved by Senior Manager	James Marshall Head of Customer and Communications
Date	18/11/2021

Potential Impact

Impact Assessment	Details of Impact	Possible Solutions & Mitigating Actions
Age	Implementing the proposed changes is expected to have positive impacts on council customers whatever their background or personal characteristics. The strategy	Alongside the work to increase digital take up there will be a programme of digital inclusion activity. This will include courses and promotion of free

Impact Assessment	Details of Impact	Possible Solutions & Mitigating Actions
	does outline a plan to shift more contact online which may exclude some older people from the benefits.	access IT equipment to help improve digital access and skills. Non online contact channels will also be maintained.
Disability	Implementing the proposed changes is expected to have positive impacts on council customers whatever their background or personal characteristics. The strategy does outline a plan to shift more contact online which may exclude some people from the benefits who struggle to use online services.	As a part of the digital inclusion work and ongoing improvements to the website accessibility considerations will be built into improvement plans. Non-online contact channels will also be maintained.
Gender Reassignment	Implementing the proposed changes is expected to have positive impacts on council customers whatever their background or personal characteristics.	N/A
Marriage and Civil Partnership	Implementing the proposed changes is expected to have positive impacts on council customers whatever their background or personal characteristics.	N/A
Pregnancy and Maternity	Implementing the proposed changes is expected to have positive impacts on council customers whatever their background or personal characteristics.	N/A
Race	Implementing the proposed changes is expected to have positive impacts on council customers whatever their background or personal characteristics.	N/A
Religion or Belief	Implementing the proposed changes is expected to have positive impacts on council customers whatever their background or personal characteristics.	N/A
Sex	Implementing the proposed changes is expected to have positive impacts on council customers whatever their background or personal characteristics.	N/A
Sexual	Implementing the proposed changes is	N/A

Impact Assessment	Details of Impact	Possible Solutions & Mitigating Actions
Orientation	expected to have positive impacts on council customers whatever their background or personal characteristics.	
Community Safety	N/A	N/A
Poverty	Implementing the proposed changes is expected to have positive impacts on council customers whatever their background or personal characteristics. The strategy does outline a plan to shift more contact online which may exclude some people from the benefits who cannot afford IT equipment or an internet connection.	As a part of the digital inclusion work and ongoing improvements to the website accessibility considerations will be built into improvement plans. Non-online contact channels will also be maintained.
Health & Wellbeing	Implementing the proposed changes is expected to have positive impacts on council customers whatever their background or personal characteristics.	N/A
Other Significant Impacts	None	N/A

DECISION-MAKER:	CABINET
SUBJECT:	IT Strategy 2021-2025
DATE OF DECISION:	20 December 2021
REPORT OF:	COUNCILLOR ROB HARWOOD CABINET MEMBER FOR CUSTOMER SERVICE AND TRANSFORMATION

<u>CONTACT DETAILS</u>			
Executive Director	Title	Deputy Chief Executive	
	Name:	Mike Harris	Tel: 023 8083 2882
	E-mail	mike.harris@southampton.gov.uk	
Author:	Title	Head of IT	
	Name:	Gavin Muncaster	Tel: 023 8083 2082
	E-mail	gavin.muncaster@southampton.gov.uk	

STATEMENT OF CONFIDENTIALITY

NOT APPLICABLE

BRIEF SUMMARY

The current Digital Strategy 2018-2022 is nearing an end. Since this strategy was put in place significant changes have happened including the end of the outsourcing contract which included IT Services, the in-house service re-established and a service restructure completed. An updated IT investment plan was agreed at the Full Council on November 18 2020 setting out the financial input needed to support stabilisation and improvement of IT Services. Finally, the COVID-19 pandemic has fundamentally changed the way that the organisation uses technology to support flexible working and to deliver services in new and innovative ways.

The IT Strategy sets out the vision, themes of work and key deliverables, linked to the IT Investment plan, as well as looking to the future on how different technologies can be used to ensure the council is a leading authority in delivering innovative and customer focussed services.

RECOMMENDATIONS:

	(i)	To adopt the IT Strategy 2021-2025 and that the IT Service plan work is based on the key themes identified to deliver the vision set out in the strategy.
	(ii)	To delegate authority to Executive Director Business Services, to make amendments to the policy during its period of effect, following consultation with the Cabinet Member Customer Service and Transformation.

REASONS FOR REPORT RECOMMENDATIONS

1.	The reliance on IT and Digital tools to deliver our public services is ever increasing. Alongside this the rate of change of technology is rapid and the cyber security threat landscape ever changing. In order for the IT Service to
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	<p>deliver the highest quality services to the organisation in an effective way there needs to be a clear set of priorities and a clear vision to work towards. This is set out in the strategy and will provide the framework for IT Services to be developed and delivered against through to 2025.</p>
<p>ALTERNATIVE OPTIONS CONSIDERED AND REJECTED</p>	
2.	<p>Let the current Digital Strategy finish and not replace with a new strategy – not recommended. IT Systems and services are too important to the functioning of the authority to not have a clear direction and set of priorities. This will allow effective use of resources and best value to be delivered through the IT investment plan agreed previously.</p>
<p>DETAIL (Including consultation carried out)</p>	
3.	<p>With the re-establishment of a full in-house IT service and number of pressing activities were required. The service has undergone a full restructure to ensure the right teams are in place to deliver and develop IT Services. To aid financial planning and to ensure that there was adequate investment to replace old computer hardware and to bring line of business applications up to date has been created and was agreed at the Council meeting on 18 November 2020.</p>
4.	<p>Key areas of work were identified in the Investment plan with the IT Strategy 2021-2025 being created to ensure there is a clear and shared vision for IT & Digital services for the authority.</p>
5.	<p>The IT Strategy has strong links to the Customer Access Strategy and the Data Strategy. The IT Strategy sets out our plans for technology and skills that can then be used as enablers by all areas when defining how they deliver their services. Alongside this the Customer Access strategy focuses on our interaction with Customers making use of the appropriate technology to deliver accessible, high quality, customer focussed services. The Data Strategy is in its early stages of development but will be focussing on how the organisation can make the best use of its information assets again making use of technology delivered through the IT Strategy.</p>
6.	<p>The IT Strategy sets out the following key principles that will underpin all the deliverables and work defined:</p> <ul style="list-style-type: none"> • That the services provided by IT will support a digital first culture and acting as an enabler so that services can confidently build digital capability into their service plans. • To adopt an agile mindset and agile practices to ensure rapid continual development. To continue to move away from legacy IT systems and projects approaches. • To continue to move towards a modern IT Infrastructure that supports customer focussed digital services. The most appropriate technologies will be adopted to meet business need with an increasing use of cloud and software as a service (SaaS) products. • To be forward thinking and sector leading as an authority the creation of digital services and use of IT and technology for delivering innovative and ground-breaking services.
7.	<p>The deliverables defined in the strategy are broken into 5 themes.</p>

	<ul style="list-style-type: none"> i) IT Capability and Infrastructure. Continuing to build strong foundations for our IT-enabled services and ensuring the move to a modern, cloud infrastructure continues. ii) IT Tools and services. Ensuring that staff and councillors have the right tools for the job. iii) Smarter working. Helping the workforce have the right skills to make the most of the technology available. iv) A Culture of Innovation. Investigating and embracing new technologies and how these can be used to meet the aims of the council whilst driving innovation and creativity in designing new digital services. v) Catalyst for city-wide growth. Ensuring that partnerships are explored and expanded and identifying any potential commercial opportunities.
8.	For each theme of work identified in the strategy there are a series of deliverables defined, and a series of performance measures are identified. Full details are defined in the strategy, Appendix A.
9.	As the service is wide ranging these will be monitored through a the most appropriate forums including service meetings, project and programme boards, directorate management teams and executive management team as appropriate.
10.	The work identified through the investment plan and therefore the subsequent strategy were developed through discussion with the Executive management team and the full strategy created with consultation with the Cabinet member and colleagues.
11.	There have been huge strides forward in delivering improved IT Services, enabling services to continue to be delivered throughout the Pandemic and enabling new ways of working across all services. The IT Strategy sets out a clear framework to continue with the improvement and enhancement of the IT Services delivered by the IT Department, and to ensure Southampton City Council is a leader in the use of technology.
RESOURCE IMPLICATIONS	
<u>Capital/Revenue</u>	
12.	There are no direct revenue or capital implications of the IT Strategy document, however this does give a framework to assist the delivery of projects and spending identified in the IT Investment plan as referenced in the background papers.
<u>Property/Other</u>	
13.	No direct property implications; however, investments identified will allow improvement to the connectivity and IT provision in all retained properties.
LEGAL IMPLICATIONS	
<u>Statutory power to undertake proposals in the report:</u>	
14.	Section 111 Local Government Act 1972 and Section 1 Localism Act 2011
<u>Other Legal Implications:</u>	
15.	Any purchasing that is required due to the projects identified will be completed via the appropriate procurement route.

RISK MANAGEMENT IMPLICATIONS	
16.	Individual projects enabled by the investment plan would be subject to their own risk management processes as part of the appropriate project delivery or procurement approach.
POLICY FRAMEWORK IMPLICATIONS	
17.	The corporate business plan 2020-2025 identifies a Successful, Sustainable Business as a key theme, reflecting the need for sustainable and agile services.

KEY DECISION?	Yes/No
WARDS/COMMUNITIES AFFECTED:	
<u>SUPPORTING DOCUMENTATION</u>	
Appendices	
1.	IT Strategy 2021-2025
2.	Equality and Safety Impact Assessment

Documents In Members' Rooms

1.	
2.	

Equality Impact Assessment

Do the implications/subject of the report require an Equality and Safety Impact Assessment (ESIA) to be carried out.	Yes/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.	Yes/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. IT Investment Plan Agenda for Council on Wednesday, 18th November, 2020, 2.00 pm Southampton City Council	Item 46 on the Agenda for the full council meeting and associated documents.
2.	

IT Strategy 2021-2025

Foreword

Councillor Rob Harwood

Southampton is a leading city for innovation and is home to businesses and universities which have contributed immensely to the technology we use every day. This is a core part of who we are as a city and we are proud of the way in which we are improving family, professional and personal life through development and effective use of technology.

Our residents in Southampton rightly expect Council services to offer the same digital experience as they are used to elsewhere. We see it as our mission to deliver the kind of digital-first services that will enable local residents to enjoy all the benefits which technology has to offer and to reduce the cost of those services to the taxpayer.

We want to offer online services which enable customers to interact with the Council quickly and easily at their own convenience, as well as equip our own staff with the tools they need to work more efficiently, more flexibly and more creatively. This will also free up staff to be able to take more time to talk in-person to residents who can't access services online, to encourage inclusion, independence, and enablement for all our customers.

The IT Strategy 2021-2025 describes the planned approach and activities that the IT Service will develop and deliver in support of the ambitions and objectives set out for Southampton City Council in the 2020-2025 Corporate Plan.

The last 18 months have been unprecedented times across all aspects of life resulting in a significant impact to planned projects and to the resources available to do deliver our work. From a digital and IT perspective it has equally been an opportunity to demonstrate our ability to work in a flexible and hybrid way, and for teams to reimagine how they deliver their services to our City.

Whilst there is a focus on delivering on the corporate plan, the strategy also seeks to embed any learning and ways of working established since March 2020.

The deliverables for the strategy have been grouped into themes around Infrastructure, Tools, Skills, Future technology and Partnerships. Underpinning the strategy and all the deliverable themes are key principles:

- That the services provided by IT will support a digital first culture and acting as an enabler so that services can confidently build digital capability into their service plans.
- To adopt an agile mindset and agile practices to ensure rapid continual development. To continue to move away from legacy IT systems and projects approaches.
- To continue to move towards a modern IT Infrastructure that supports customer focussed digital services. The most appropriate technologies will be adopted to meet business need with an increasing use of cloud and software as a service (SaaS) products.
- To be forward thinking and sector leading as an authority the creation of digital services and use of IT and technology for delivering innovative and ground-breaking services.

The next five years offer an exciting opportunity to create the digital environment that will enable Southampton residents to thrive for generations to come.

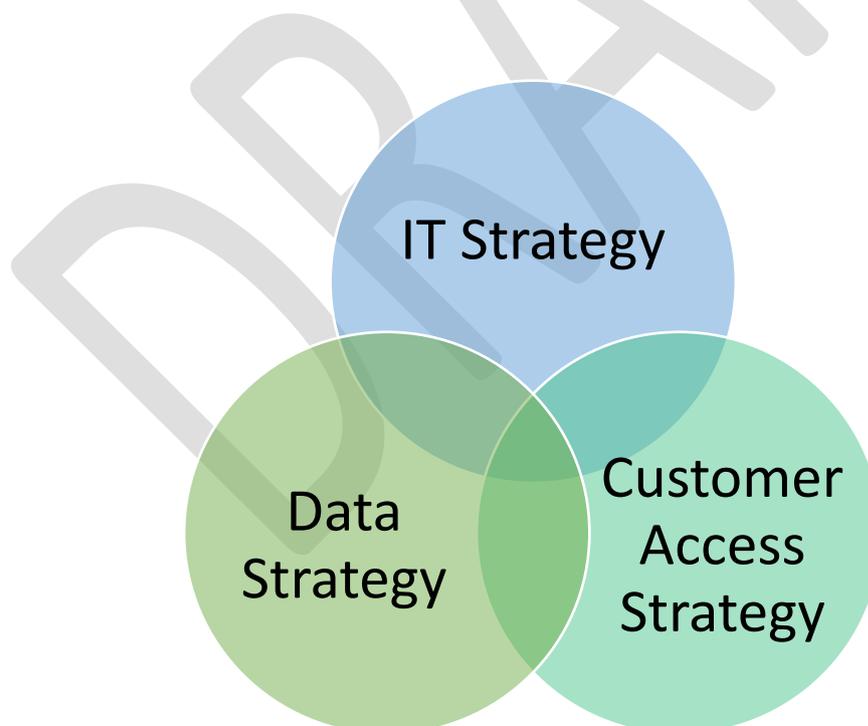
Core Themes

Whilst a number of technologies and approaches are covered in the IT Strategy it is not the intended to describe all digital solutions that will be employed across the council. Through the principles described above, and the deliverables set-out below the IT Strategy will deliver a set of tools, skills and abilities that will support all council services to deliver innovative and high quality digital services.

The deliverables of the IT Strategy consist of five themes:

- i) **IT Capability and Infrastructure.** Continuing to build strong foundations for our IT-enabled services and ensuring the move to a modern, cloud infrastructure continues.
- ii) **IT Tools and services.** Ensuring that staff and councillors have the right tools for the job.
- iii) **Smarter working.** Helping the workforce have the right skills to make the most of the technology available.
- iv) **A Culture of Innovation.** Investigating and embracing new technologies and how these can be used to meet the aims of the council whilst driving innovation and creativity in designing new digital services.
- v) **Catalyst for city-wide growth.** Ensuring that partnerships are explored and expanded and identifying any potential commercial opportunities.

The IT Strategy is only one part of a wider approach required to ensure that the council is at the leading edge of digital and technology enabled and enhanced services. There is strong alignment with the Customer Access Strategy and Data Strategy, both of which will make use of the technology and approaches set out in the IT Strategy.



The strategies noted will all support and enable the delivery of a wide range of programmes of work including The Way We Work, Customer Experience, Future Public Services and the Innovation and Efficiencies programmes.

Alongside the activities set out on the IT Strategy there are a wide programme of work supporting service led programmes across the authority as set-out in individual business plans. Programmes of work include replacement of the social care case management system, implementation of cloud-based Housing operations systems and on-going development and improvement of the corporate Finance, HR and Payroll system. It is important these programmes are service led with IT acting as the enabler to new ways of working and digitally enabled, improved or more efficient business processes.

When delivered the IT Strategy will support the core objectives of the council as described in the Corporate Plan whilst making sure the authority is a leading example in the use of IT and Technology to deliver services to the residents, businesses and visitors of the city. The IT Strategy is supported by a significant investment programme agreed at the Full council meeting in November 2020. The investment in IT will enable efficiencies and savings across the wider authority through the use of the technology as set out.

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Facts and Figures



3,600 Users of IT



3,200 Smartphones and 250 Smart Tablets in use.



3,500 Laptops issued



40+ Buildings connected to the corporate network



12 Petabytes of data



1.7m e-mails received in a typical month.



15,000 meetings on teams monthly



18,000 messages sent a month on Teams

Theme 1 - IT Capability and Infrastructure - Strong Foundations

With the delivery of services ever more reliant on IT Systems, connectivity and services to function it is essential that the IT environment is built on strong foundations. The IT environment needs to have flexibility and be agile to changing user requirements, technology advancements and changing cyber security threats. At the same time the IT environment needs to be resilient and secure to ensure it is available whenever and wherever users need access.

What are we doing?	Why this?	When?
Updated end user IT equipment	Effective IT equipment to support secure and reliable working from any location.	Initial updates complete by December 2021 and on-going refresh programme established from April 2022
Updated office equipment	To enable flexible use of office space and to maximise the property estate.	IT Equipment in office spaces updated by March 2022.
Upgrade corporate Wi-Fi	To provide greater coverage, greater security and increased range of access across corporate sites.	Current sites complete by March 2022. On-going work to enable new sites.
Improve connectivity of council buildings	Improved speed and security of access supporting more efficient working and greater flexibility of access.	Current sites upgraded by December 2021.
Expand the number of council buildings fully connected	To ensure consistent and improved access across sites that currently run on a mix of broadband circuits.	On-going work.
Upgrade server estate	Ensuring that core platforms remain secure and are supported by suppliers.	On-going work.
Cloud services implemented where appropriate	Continued increase of cloud platforms to ensure the latest technology remains available, to reduce future spend on hardware and to provide the best service for IT users. Cloud services will be evaluated to ensure that they offer value for money, end user functionality and improved user experience over on-premise solutions.	On-going work, applications reviewed as part of contract renegotiation or through procurement activities.
Core network infrastructure replaced	The core network remains a key foundation to office working and the equipment needs upgrading as previous equipment becomes end of life.	Start April 2022, complete Mar 2023
Robust security systems	Cyber threats are ever changing and ever growing. To ensure the	On-going work

	risks of such issues are minimised there will be on-going investment and refresh of IT Security software and hardware.	
Modern telephony systems implemented	To provide omni channel communication, to give greater flexibility for users and to remove older technologies.	Contact centre telephony replaced by August 2021. Core, back office telephony replaced by March 2022
Support the development and delivery of the Data Strategy programme	More effective use of data will be a key stream of work for the organisation. Providing the right technologies to support storage, access and visualisation of data whilst remaining compliant to the relevant regulations.	

How will we measure success?

- Availability of services to end users
- % of staff that can work flexibly
- Increased user satisfaction
- Confirmed decommissioning of older systems
- Increased connectivity speeds and utilisation across sites
- Reduction in number of IT incidents per user
- Increase in use of self-service IT tools

Theme 2 – IT Tools and services - The Right Tools

Ensuring staff and councillors have the right tools for the job through a combination of equipment, software and access will be key to unlocking the potential of IT services delivered as part of the IT Strategy. Providing the right tools or staff to suit their working environment, ensuring the right access to software and systems whilst maintaining security are important for delivering the best value from the investment in IT.

What are we doing?	Why this?	When?
Implement the full suite of tools available through M365	<p>SCC has invested in the M365 suite of tools and they have been invaluable in supporting flexible and remote working.</p> <p>As well as the core office products there are many tools available including PowerBI, PowerApps, InTune, Defender and many others. Ensuring the full suite is implemented will maximise the functionality available, and gain the</p>	<p>On-going work as new tools are enabled.</p> <p>Specific items:</p> <ul style="list-style-type: none"> - Teams Telephony by September 2021 - InTune for MDM by July 2021 - MS Defender deployment by March 2022

	greatest value from the investments made.	
Provision of updated IT equipment for all staff	Effective IT equipment to support secure and reliable working from any location.	Initial updates complete by December 2021 and on-going refresh programme established from April 2022
Provide IT access for frontline workers	Previously a number of staff within SCC have not had any access to IT, or an IT login. Providing this for all staff will help ensure consistency of access, allow efficiencies and savings from electronic processes and ensure equitable access across the board.	Pilot groups provided with logins and access by September 2021. All users licensed by Dec 2021. On-going activity to ensure access is used and maximised.
Provide secure access to all applications from any location	Great advances were made in response to the COVID Pandemic to provide flexible access to software packages and tools. This work needs to continue so all systems and tools, including printing and scanning, can be accessible from any location.	On-going activity but with some specific items: <ul style="list-style-type: none"> - FollowMe (anywhere) printing by July 2022 - AOVPN for all applications by September 2022
Develop business partnering relationships with all SCC Directorates	To reduce risk of silo working and to ensure that IT deliverables are driven by business requirements.	Established by Dec 2021, developed on-going through appropriate governance processes.
Centralisation of IT Services	Whilst the majority of services are provided by the central IT service there are some areas where local systems and support is in place. To ensure there is consistent and full support across all IT Services it is proposed that all IT support and systems be centralised into the core team.	Not before March 2022 and following review of service delivery.
Work with service areas to develop and implement 3-5 year roadmaps for all line of business applications	Historically a large number of line of business applications have not been developed or kept up to date. Development of a clear roadmap for each application will identify potential improvements for the users, opportunities for business improvement and supporting the rationalisation of systems where appropriate to deliver savings	On-going programme through life of strategy and beyond.

Develop and implement a greater level of standardisation for equipment, access and support	To support consistent access, to ensure the best value can be achieved when purchasing equipment to allow for effective support processes a greater standardisation of equipment will be deployed	Standards agreed by September 2021. Reviewed on an on-going basis to reflect technology changes.
Rationalisation of software applications	Through the development of the application roadmaps where there is opportunity to combine or replace applications that offer the same business functionality and value they will be taken. This will reduce the support overhead and can reduce on-going costs.	On-going programme through life of strategy and beyond as technology and solutions develop.
Provide AV equipment for supporting Hybrid meetings	A full return to face to face meetings will be unlikely and it is therefore essential to provide the tools for effective virtual and hybrid meetings.	Core rooms on all sites complete by September 2021. On-going review as technology and working practices change.
Review IT Operational processes and practices in line with best practice	There will a continual improvement process established for IT services ensuring that our processes are designed to support our customers. This will include a review of operational practices and hours of service as the nature of the way we work evolves.	Underway, and to establish as an on-going programme of improvements.

How will we measure success?

- Increase in % of overall workforce with access to IT
- Increase in number of applications available in any location
- Decrease in % of users on non-standard equipment
- Reduce the overall number of line of business applications
- Reduction in licence costs for third party applications

Theme 3 - Smarter working - Skilled workforce

IT hardware, software and cyber threats are ever changing. It is important that our users have the right knowledge, training and services to support a skilled workforce that can make the most of our technology investments when combined with the appropriate support for business and behavioural change.

What are we doing?	Why this?	When?
Standardisation across IT services and Equipment	To aid clearer training, support and the use of in-service champions there will be more standardisation of equipment, dependent on the scenario, software and routes of access. Not only does this help support and training it will also improve consistency and security.	On-going
IT & Technology training	Working with colleagues in the Corporate Learning and Development services to ensure the right range and level of training is available to all users. Establish a mix of training approaches to support different learning needs and to ensure there is good uptake of the online and available training from Microsoft and Partners.	On-going
Continued use of Champions Network	The approach of using Champions in service areas has proven a successful and valuable route for support for users and services in both technology and business change. This approach will continue and be used as a standard mechanism of support on large projects.	On-going and for large projects to be established as part of the project processes and in-place before services move to Business as Usual support.
Training of IT staff	The technology landscape is changing rapidly and the IT service need to be fully skilled to be able to support, configure and secure the applications provided. The service will make a use of a mix of formal training, external support and consultancy and on-line training from Microsoft.	On-going with an formal requirements identified through Annual Appraisal process.
Review and develop models of support	The current IT support service uses standard approaches of the Service Desk as a first	Continual service improvement approaches already in place. More formal

	point of contact and resolution where possible. As technology and user habits change the service will be reviewed to explore other avenues of support such as WebChat, drop-in sessions, out of hours support and wider self-service options.	review to be completed in Q4 2021/22.
Engage with industry bodies for benchmarking and support	To make use of a range of best practice services and tools to measure the effectiveness and maturity of the IT service against similar and leading organisations.	Engage with SOCITM July 2021 Join benchmarking exercises for in the 2022/23 financial year.
Enhanced Cyber Security Training	Working with colleagues in the Learning and Development team a range of training will be provided on specific Cyber security topics. The programme will be expanded and run to support changes in threats / technology.	Programme of training to be begin in October 2021

How will we measure success?

- On-going use of Champions network
- Increase in uptake of available IT training
- Reduction in support calls for areas that can be solved by training
- Benchmarking scores against similar organisations

Theme 4 - A Culture of Innovation - Future technologies

Whilst ensuring that as the strong foundations and right tools are embedded is important so is the ability for the council to be a leader in, and at the forefront in the use of new technology including AI, Robotics, Internet of Things. This will ensure the authority is able to meet future challenges and support initiatives such as Smart Cities.

What are we doing?	Why this?	When?
Explore the use of AI (Artificial Intelligence)	The use of AI is a much talked about topic. SCC has had some early successes with the user of SOBOT for online self-service queries and there could be potential other uses to assist with service delivery & planning as well as a further	From Jan 2022

	improved customer experience.	
Explore and implement automation	The scope for efficiencies and savings through automation of manual and repetitive processes is large and could be a key tool for closing the budget gap faced by the organisation.	Increase use of MS PowerPlatform as of June 2021 Consider automation on all technology projects – On-going
Explore potential benefits of IoT (Internet of Things)	As with AI the potential for IoT often talked about but as yet not significantly implemented in local authorities. For a 'smart', connected city, investigation in the potential for IoT will be essential.	Investigation into potential projects by Mar 2022. Further projects may follow.
Engage with peers, partners and national organisations to be at forefront of new technologies	An aspiration of SCC is to be a leader in technology enabled services and as part of this it is important to engage with peers, partner organisations and national projects to ensure we can take learning where available or promote the work of SCC where we are leading	Engage SOCITM July 2021 Engage with peers / partners – from Jun 2021

How will we measure success?

- Increase in number of automated / scripted processes that replace manual steps
- Increase in the level of savings / efficiencies released as a result of technology implementation
- Improved customer services and satisfaction rates with IT service
- Reduced risk of reliance on legacy technology on the SCC estate

Theme 5 - Catalyst for city-wide growth - Partnerships and commercialism

The public sector as a whole is facing the same challenges and opportunities from and technology perspective. Expanding existing and establishing new partnerships to explore opportunities for shared working and services to meet these challenges jointly will be an important element in delivering the IT Strategy. Equally there is some excellent work completed and being developed by SCC which may open opportunities to generate further income and develop more commercial opportunities as an authority.

What are we doing?	Why this?	When?
Engagement in local user groups and projects	Across the sector there are a lot of partnership projects and SCC and where there is mutual benefit. Examples include the Social Data Foundation, joint NHS projects and engaging on partner projects with Microsoft	On-going and when appropriate
Establish partnerships with local public-sector partners	The public sector has gone through an unprecedented set of challenges over the last 2 years which follows from a number of years of budget pressures. There is convergence on a lot of technology approaches with greater use of cloud services, greater implementation of remote and flexible working and a large use of Microsoft 365. We will work with partners to established shared services and practices that benefit all organisations and delivers efficiencies and savings.	TBC
Review of chargeable services provided	The current services that generate income have been in place for some time. A review is required to ensure there is a clear understanding of the full cost of service, and a full understanding the benefits delivered whether this is financial, data quality or efficiency	Services to be reviewed before the start of 2022/23 financial year.
Exploration of new areas for new partnerships or markets for service	SCC deliver a range of high-quality services and there is potential for these to be offered to a wider user base, with greater income and efficiencies as a result.	On-going, to start after review of costs/benefits is completed

How will we measure success?

- Increase in income or clear value from traded services
- Increase in engagement with location projects
- Formal partnerships agreed with public sector organisations

- Improved satisfaction with services that are delivered in partnership with Health and Social Care organisations
- Increase in IT solutions that are developed through strategic partnerships

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Equality and Safety Impact Assessment

The **Public Sector Equality Duty** (Section 149 of the Equality Act) requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between different people carrying out their activities.

The Equality Duty supports good decision making – it encourages public bodies to be more efficient and effective by understanding how different people will be affected by their activities, so that their policies and services are appropriate and accessible to all and meet different people’s needs. The Council’s Equality and Safety Impact Assessment (ESIA) includes an assessment of the community safety impact assessment to comply with Section 17 of the Crime and Disorder Act and will enable the Council to better understand the potential impact of proposals and consider mitigating action.

Name or Brief Description of Proposal	IT Strategy 2021-2025
Brief Service Profile (including number of customers)	
The IT sets out the Vision, key themes and areas of work for the IT Service through to 2025. It covers a range of projects and initiatives that will support the organisation to deliver services identified in the Corporate Plan.	
Summary of Impact and Issues	
There are no impacts or issues identified in the proposal, however the delivery of the strategy opens the possibility for greater access to, and accessibility of services offered by Southampton City Council.	
Potential Positive Impacts	
<p>The programme of work covered by the IT Strategy 2021-2025 positive impacts.</p> <p>These include improved physical access to digital services through enhancement of access in community locations such as libraries for any users who may not have access themselves.</p> <p>New technology investments will allow further improvements on the accessibility of digital services and more channels of access to be developed, all of which will help ensure the widest possible access services is possible and helping to reduce the risks of digital exclusion.</p>	

Responsible Service Manager	Gavin Muncaster
Date	17/11/2021
Approved by Senior Manager	
Date	

Potential Impact

Impact Assessment	Details of Impact	Possible Solutions & Mitigating Actions
Age	No issues identified but potential improvements through enablement of improved accessibility options for services.	
Disability	No issues identified but potential improvements through enablement of improved accessibility options for services.	
Gender Reassignment	No issues identified	
Marriage and Civil Partnership	No issues identified	
Pregnancy and Maternity	No issues identified	
Race	No issues identified	
Religion or Belief	No issues identified	
Sex	No issues identified	
Sexual Orientation	No issues identified	
Community Safety	No issues identified but potential improvements through enablement of improved access to services.	
Poverty	No issues identified but potential improvements through enablement of improved access to services.	
Health & Wellbeing	No issues identified but potential improvements through	

Impact Assessment	Details of Impact	Possible Solutions & Mitigating Actions
	enablement of improved access to services.	
Other Significant Impacts		

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