

# COUNCIL MEETING

Wednesday, 21st September,  
2016 at 2.00 pm

Council Chamber - Civic Centre

## **This meeting is open to the public**

### **Members of the Council**

The Mayor – Chair

The Sheriff – Vice-chair

Leader of the Council

Members of the Council (See overleaf)

### **Contacts**

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| <b>WARD</b>          | <b>COUNCILLOR</b>                  | <b>WARD</b>       | <b>COUNCILLOR</b>                  |
|----------------------|------------------------------------|-------------------|------------------------------------|
| <b>Bargate</b>       | Bogle<br>Noon<br>Dr Paffey         | <b>Millbrook</b>  | Denness<br>Furnell<br>Taggart      |
| <b>Bassett</b>       | L Harris<br>Hannides<br>B Harris   | <b>Peartree</b>   | Houghton<br>Keogh<br>Lewzey        |
| <b>Bevois</b>        | Barnes-Andrews<br>Burke<br>Rayment | <b>Portswood</b>  | Claisse<br>O'Neill<br>Savage       |
| <b>Bitterne</b>      | Jordan<br>Letts<br>Murphy          | <b>Redbridge</b>  | McEwing<br>Pope<br>Whitbread       |
| <b>Bitterne Park</b> | Fuller<br>Inglis<br>White          | <b>Shirley</b>    | Chaloner<br>Coombs<br>Kaur         |
| <b>Coxford</b>       | Morrell<br>D Thomas<br>T Thomas    | <b>Sholing</b>    | J Baillie<br>Hecks<br>Wilkinson    |
| <b>Freemantle</b>    | Moulton<br>Parnell<br>Shields      | <b>Swaythling</b> | Mintoff<br>Painton<br>Vassiliou    |
| <b>Harefield</b>     | P Baillie<br>Fitzhenry<br>Laurent  | <b>Woolston</b>   | Mrs Blatchford<br>Hammond<br>Payne |

## **PUBLIC INFORMATION**

### **Role of the Council**

The Council comprises all 48 Councillors. The Council normally meets six times a year including the annual meeting, at which the Mayor and the Council Leader are elected and committees and sub-committees are appointed, and the budget meeting, at which the Council Tax is set for the following year.

The Council approves the policy framework, which is a series of plans and strategies recommended by the Executive, which set out the key policies and programmes for the main services provided by the Council. It receives a summary report of decisions made by the Executive, and reports on specific issues raised by the Overview and Scrutiny Management Committee. The Council also considers questions and motions submitted by Council Members on matters for which the Council has a responsibility or which affect the City.

## **PUBLIC INVOLVEMENT**

**Questions:-** People who live or work in the City may ask questions of the Mayor, Chairs of Committees and Members of the Executive. (See the Council's Constitution ref Part 4 Council Procedure Rules 10.8)

**Petitions:-** At a meeting of the Council any Member or member of the public may present a petition which is submitted in accordance with the Council's scheme for handling petitions. Petitions containing more than 1,500 signatures (qualifying) will be debated at a Council meeting. (See the Council's Constitution ref Part 4 Council Procedure Rules 10.1)

**Representations:-** At the discretion of the Mayor, members of the public may address the Council 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.

**Deputations:-** A deputation of up to three people can apply to address the Council. A deputation may include the presentation of a petition. (See the Council's Constitution ref Part 4 Council Procedure Rules 10.7)

## **MEETING INFORMATION**

**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.

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

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

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

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

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

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

| <b>Proposed dates of meetings<br/>(Municipal year 2016/17)</b> |                      |
|--|----------------------|
| <b>2016</b>  | <b>2017</b>          |
| 20 July  | 15 February (Budget) |
| 21 September   | 15 March             |
| 16 November  | 17 May (AGM)         |

### **CONDUCT OF MEETING**

#### **FUNCTIONS OF THE COUNCIL**

The functions of the Council are set out in Article 4 of Part 2 of the Constitution

#### **RULES OF PROCEDURE**

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

#### **BUSINESS TO BE DISCUSSED**

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

#### **QUORUM**

The minimum number of appointed Members required to be in attendance to hold the meeting is 16.

### **DISCLOSURE OF INTERESTS**

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

#### **DISCLOSABLE PECUNIARY INTERESTS**

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

- (i) Any employment, office, trade, profession or vocation carried on for profit or gain.
- (ii) Sponsorship: Any payment or provision of any other financial benefit (other than from Southampton City Council) made or provided within the relevant period in respect of any expense incurred by you in carrying out duties as a member, or towards your election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.
- (iii) Any contract which is made between you / your spouse etc (or a body in which the you / your spouse etc has a beneficial interest) and Southampton City Council under which goods or services are to be provided or works are to be executed, and which has not been fully discharged.
- (iv) Any beneficial interest in land which is within the area of Southampton.
- (v) Any license (held alone or jointly with others) to occupy land in the area of Southampton for a month or longer.
- (vi) Any tenancy where (to your knowledge) the landlord is Southampton City Council and the tenant is a body in which you / your spouse etc has a beneficial interests.
- (vii) Any beneficial interest in securities of a body where that body (to your knowledge) has a place of business or land in the area of Southampton, and either:
  - a) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body, or
  - b) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you / your spouse etc has a beneficial interest that exceeds one hundredth of the total issued share capital of that class.

### **Other Interests**

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

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

Any public authority or body exercising functions of a public nature

Any body directed to charitable purposes

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

### **Principles of Decision Making**

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

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

In exercising discretion, the decision maker must:

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

Service Director, Legal and Governance  
Richard Ivory  
Civic Centre, Southampton, SO14 7LY

Tuesday, 13 September 2016

**TO: ALL MEMBERS OF THE SOUTHAMPTON CITY COUNCIL**

You are hereby summoned to attend a meeting of the COUNCIL to be held on WEDNESDAY, 21ST SEPTEMBER, 2016 in the COUNCIL CHAMBER CIVIC CENTRE at 2:00pm when the following business is proposed to be transacted:-

**1 APOLOGIES**

To receive any apologies.

**2 MINUTES (Pages 1 - 24)**

To authorise the signing of the minutes of the Council Meeting held on 20<sup>th</sup> July, 2016, attached.

**3 ANNOUNCEMENTS FROM THE MAYOR AND LEADER**

Matters especially brought forward by the Mayor and the Leader.

**4 DEPUTATIONS, PETITIONS AND PUBLIC QUESTIONS**

To receive any requests for Deputations, Presentation of Petitions or Public Questions.

**5 EXECUTIVE BUSINESS (Pages 25 - 32)**

Report of the Leader of the Council, attached.

**6 MOTIONS**

**(a) Councillor Fuller to move:**

Southampton City Council recognises the important role that the Armed Forces, both Regular and Reserve, play in protecting the security, independence and interests of the United Kingdom both at home and abroad. As such, we re-affirm our commitment to the Armed Forces Covenant and will undertake any actions needed to achieve a Bronze Award in the Defence Employer Recognition Scheme in the coming year. We will also commit to meeting all the criteria required to achieve Silver and Gold Awards in the same scheme which will enable us to be nominated for those awards in future years.

**7 QUESTIONS FROM MEMBERS TO THE CHAIRS OF COMMITTEES OR THE MAYOR**

To consider any question of which notice has been given under Council Procedure

Rule 11.2.

**8 APPOINTMENTS TO COMMITTEES, SUB-COMMITTEES AND OTHER BODIES**

To deal with any appointments to Committees, Sub-Committees or other bodies as required.

**9 SOUTHAMPTON CITY COUNCIL WORKFORCE STRATEGY 2016** (Pages 33 - 46)

Report of the Leader of the Council detailing the Workforce Strategy 2016, attached.

**10 SOUTHAMPTON CITY COUNCIL STRATEGY 2016-2020** (Pages 47 - 56)

Report of the Leader of the Council detailing the Council Strategy 2016-2020, attached.

**11 LOCAL GOVERNMENT FINANCE SETTLEMENT - FOUR YEAR FUNDING SETTLEMENT 2016/17 TO 2019/20** (Pages 57 - 66)

Report of the Cabinet Member for Finance seeking approval of the acceptance of the four year funding settlement, attached.

NOTE: There will be prayers by Reverend Roy Hemmings in the Mayor's Reception Room at 1.45 pm for Members of the Council and Officers who wish to attend.



Richard Ivory  
Service Director, Legal and Governance

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## SOUTHAMPTON CITY COUNCIL

### MINUTES OF THE COUNCIL MEETING HELD ON 20 JULY 2016

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#### Present:

The Mayor, Councillor McEwing  
The Sheriff, Councillor L Harris  
Councillors P Baillie, J Baillie, Barnes-Andrews, Mrs Blatchford, Bogle, Burke, Chaloner, Coombs, Fitzhenry, Fuller, Furnell, Hammond, Hannides, B Harris, Hecks, Houghton, Inglis, Jordan, Kaur, Keogh, Laurent, Letts, Lewzey, Mintoff, Morrell, Moulton, Murphy, Noon, O'Neill, Dr Paffey, Painton, Parnell, Payne, Pope, Rayment, Savage, Shields, Taggart, D Thomas, T Thomas, Vassiliou, Whitbread, White and Wilkinson

#### 22. APOLOGIES

Apologies for absence were submitted on behalf of Councillors Claisse and Denness.

#### 23. MINUTES

RESOLVED that the minutes of the Council meeting held on 18<sup>th</sup> May 2016 be approved and signed as a correct record.

#### 24. ANNOUNCEMENTS FROM THE MAYOR AND LEADER

##### (i) Minute's Silence

Members stood in a minute's silence in remembrance of all those that had lost their lives in the atrocities across the world over recent weeks.

##### (ii) New Prime Minister

The Mayor extended her congratulations to the new Prime Minister and wished her well in the challenges ahead.

#### 25. DEPUTATIONS, PETITIONS AND PUBLIC QUESTIONS

It was noted that no requests for deputations, petitions or public questions had been received.

#### 26. EXECUTIVE BUSINESS

The report of the Leader of the Council was submitted setting out the details of the business undertaken by the Executive.

The Leader and the Cabinet made statements and responded to questions.

The following questions were then submitted in accordance with Council Procedure Rule 11.1

## 1. Sailing of the Mayflower

Question from Councillor Claisse to Councillor Kaur

As we all know, August 5<sup>th</sup> 2020 will be the 400<sup>th</sup> anniversary of the sailing of the Mayflower from Southampton, one of the most influential journeys in maritime history.

What plans are being made to celebrate this historic occasion?

Answer

There are several other locations that have a connection with the ship involved in Mayflower 400, including Southampton. Collectively, these locations have been given the name 'The Mayflower Trail'. Plymouth have taken the lead in co-ordinating the Mayflower 400 celebrations. Meetings are held quarterly to discuss progress and share ideas.

As well as linking in with the Mayflower Trail, activities at a local level have been discussed with Southampton Connect partners who agreed that the Southampton Cultural Development Trust would lead a working group to co-ordinate activities in the city.

Provisional themes and events to mark the occasion in Southampton include:

- Development of cycle and walking trails across Southampton to link the city to its waterfront
- Southampton Football Club to host international pre-season football tournament
- A new arts and education programme in all secondary schools exploring major themes of migration, religion and the cities relationship with the USA
- New Mayflower play commissioned and led by Mayflower Theatre
- Re-animation of Southampton Heritage sites including God House Tower, the Pilgrim's Gate the 1920 Mayflower Memorial
- Walks, tours and talks exploring the Southampton of 1620 and changes to the city
- A Hampshire-wide celebration of arts and cultural projects including transatlantic co-commissions
- Key exhibition in Southampton's Sea City Museum
- A celebration of the Southampton docks.

The Council will continue to work with the Mayflower Trail and Southampton Cultural Development Trust to develop these ideas and explore new opportunities to celebrate this historic occasion.

## 2. Grass Cutting

Question from Councillor Painton to Councillor Rayment

The grasses in cemeteries are very high once again, what is the cutting procedure, once a year, twice a year? I have received reports of elderly tripping on unseen grave stones when attending loved ones graves. This applies to South Stoneham Extra and Hollybrook cemetery. Also the war graves in South

Stoneham Extra (54) have deteriorated to a poor state. Can the war graves commission be notified of their poor state?

Answer

Maintaining the cemeteries across the city and in particular cutting the grass at this time of year is no easy task, particularly when council resources are reducing but a programme is in place to cut the grass in our five cemeteries - Hollybrook, St Mary's Extra, South Stoneham, Millbrook and Southampton (Old) Cemetery. This is particularly challenging as the Council is responsible for over 100 acres of cemetery grounds (equivalent to over 50 football pitches) and wet weather has been a contributing factor to delaying some grass cutting within the cemeteries this season. Additionally the spell of wet and warm weather we are currently experiencing is causing a flush of growth as the grass is seeding. Hollybrook Cemetery has already received two full cuts this season; the first starting on 25 April and finishing on 12 May and the second starting on 14 June and finishing on 1 July. South Stoneham Cemetery has also received two full cuts; the first cut started on 8 April and finished on 18 April, the second started on 13 May and finished on 22 May, the third cut started on 4 July and is due to be completed early next week.

All sections within the cemetery are cut in rotation and work will continue throughout the grass cutting season, however, grass cutting around headstones and other obstructions placed around the graves is extremely labour intensive and it takes several weeks to complete one full cut of each cemetery.

We recognise that the grass is longer than we would like and we have brought in additional seasonal staff to assist with the grass cutting programme; every effort is being made to prioritise and make best use of limited resources to achieve a satisfactory outcome.

There are maintenance agreements in place for the War Graves within Hollybrook Cemetery and Southampton (Old) Cemetery, however, none exists for those within South Stoneham Cemetery, I will arrange for this to be raised with the Commonwealth War Graves Commission.

### **3. Pitch and Putt**

Question from Councillor Painton to Councillor Rayment

After asking you in the car park about the Pitch and Putt facility at Riverside Park, you curtly told me to check February's Council papers. Nowhere does it state the closure of this amenity just seeking a third party to that extent just that a third party was being sought. Has a third party been actively sort, if not why not? I was then promised the Pitch and Putt course would be kept in a sellable condition i.e. the grass kept cut. Can you explain why it has been left to return to mother nature?

Answer

Following Invitation to Tender, the Council is now in the process of evaluating the business plans of prospective partners for the future management and development of the Riverside Pitch and Putt facility. This includes assessing the deliverability of any new development proposals that prospective partners might

see as essential to successfully re-launch the facility in 2017 and sustain it as a viable business into the longer term. This dialogue is expected to be concluded by the end of August, at which point further detail will be published. In the interim, the sports turf at the facility is being cut on a fortnightly frequency. This means that it can be readily returned to more intensive management in the future, but is not subject to drought stress while no artificial irrigation is available.

#### **4. Pedestrian Link Guildhall Square**

Question from Councillor Hecks to Councillor Rayment

Why has the pedestrian link from Guildhall Square to the parks not yet been opened? What is the delay and what steps have been taken to expedite the matter?

Answer

In order to carry through the design concepts delivered in Guildhall Square it has been necessary to source and purchase stone from outside of the UK. This has been on order for some time and we are in regular conversation with our paving contractor and they in turn with the supplier to get this delivered as soon as possible. The Council is unable to speed this process up as the stone is being shipped to the UK. The paving contractor has given their promise to undertake the works as soon as the stone is delivered to them.

The stone has reached the UK and is awaiting customer's clearance. It is expected to be delivered this week and the contractors will start either this next week or early week beginning 25<sup>th</sup> July. They expect to take no longer than 2 weeks to complete the job.

#### **5. Road Resurfacing**

Question from Councillor Hecks to Councillor Rayment

On 16<sup>th</sup> March you confirmed that the section of Kathleen Road between Bursledon Road and Cleethorpes Road was to be resurfaced beginning on 3<sup>rd</sup> May. Residents were informed as such by letter. It now transpires that only a small section of the promised scheme has been carried out. Why have you broken your promise to residents? Will you undertake that the completion of the scheme to Cleethorpes Road will be undertaken without further delay? Or will you again break your promise?

Answer

The problem of the condition of Southampton's roads is long-standing. This Administration is committed to improving the city's roads and has doubled the spend on residential roads.

The top part of Kathleen Road is in poor condition and the Administration has allocated a significant budget to address this.

The original intention was to split works to Kathleen Road into two parts:

1. The worst section - Bursledon Road to Cleethorpes Road (2016-17).
2. The less urgent section - Cleethorpes Road to Alfriston Gardens (2018-19).

A detailed site survey identified that there was an underlying drainage issue to the section of Kathleen Road between Burlesdon and High Firs Roads. The Administration was unwilling to put a 'sticking plaster' over the issue by just re-surfacing and has committed to undertake a complete scheme to also deal with the drainage issue. Of course, this is far more complex and costly than originally envisaged and so we cannot continue as far as Cleethorpes Road this year. I am, however, investigating how alternative funding can be brought forward to ensure that the remaining work down to Alriston Gardens is completed as part of the 2018-19 scheme. This has been explained to residents.

## **6. Wheelie Bins**

Question from Councillor O'Neill to Councillor Rayment

Why is the Council not interested in keeping our streets accessible to the elderly and disabled by enforcing the proper keeping of wheelie bins on residents' properties and not on public pavements?

Answer

As per the Council's waste management policy, it is the responsibility of residents to take their bins back in after collection. This should be undertaken by the end of the collection day.

If it is reported that a bin has been left on the pavement and is causing an obstruction, a service request is received by waste and recycling.

The resident causing the obstruction will be written to. If the problem continues and is deemed a high priority, then door knocking is undertaken. Ultimately the bin can be removed and the resident issued with sacks. However, this is the last resort and not common practice.

The current policy requires reviewing, due to changes made to waste collection offences and fixed penalty notices under the Deregulation Act 2015 and revised regulations.

Since 1 April 2016, there have been 34 requests received regarding bins on pavements.

The Council does undertake education work relating to bins on pavements, but is not undertaking enforcement.

## **7. Student Landlords**

Question from Councillor O'Neill to Councillor Rayment

At the end of this term over 40 tons of student rubbish was collected in 2 days during Southampton University's "Shift Your Stuff campaign". Evidence suggests student landlords also use the end of term as an excuse to dump unwanted furniture and household items on to our streets. What is being done to regulate the behaviour of those rogue landlords who have no regard for local residents?

Answer

Shift Your Stuff collections were undertaken on 10<sup>th</sup> and 30<sup>th</sup> June, during which time the student union at the University of Southampton funded a refuse lorry and driver to collect bulky items put out for collection by students. The university

and Council worked in partnership over these 2 days, and 2.45 tonnes of bulky items were collected and taken to the university for reuse. It is usual to collect 11 – 14 tonnes of household waste on a weekly collection in Portswood and Polygon, where students live in Houses of Multiple Occupation that are usually rented from landlords. At the end of June, we were averaging approx. 22 tonnes of household waste collected. Side waste was included in this. 70 letting agents/landlords were emailed letters reminding them of their responsibilities. These letters included information on the council bulky waste collection service and information for new students moving into properties. Hard copies of the letters were also delivered to those agents that requested them. HMO wardens have undertaken follow up work with landlords.

## **8. St Denys Priory**

Question from Councillor O'Neill to Councillor Kaur

A visitor to Southampton has recently written about the state of repair of the Priory of St Denys in Priory Road. This is a Listed Building, and as such, should be maintained by the owner. At present there is ivy growing up, over and through the old masonry which will, if action is not taken urgently, result in the Priory walls collapsing.

The Priory is a visible symbol of medieval life in Southampton and as so much of the city was destroyed during the last World War, what little remains is of particular interest and historical value.

Can the Cabinet Member please provide an update on what steps are being taken to preserve this part of our heritage?

Answer

Because the building is a Scheduled Ancient Monument the Council does not have the jurisdiction to intervene. The Secretary of State is the arbiter. Therefore the Historic Environment Group leader has referred the building to Historic England (who act on behalf of the Secretary of State) requesting that the building is placed on the 'At Risk Register' due to the importance of the building and the poor state of repair. However Historic England have declined to place it on the register because they have stated the ivy is protecting the building from frost damage and if it is removed the wall may collapse. The Council will continue to monitor the state of the building.

## **9. Weekly Bin Collection**

Question from Councillor Fitzhenry to Councillor Rayment

Please can the Cabinet Member update Council if she will be proposing reducing the weekly bin collection to fortnightly?

Answer

There is no decision yet but when there is I will inform Members. Contact has been made with the Department of Communities and Local Government with a number of questions asking clarification on matters such as timescales, financing and grant conditions and a reply is still awaited.

## 10. Guildhall Square

Question from Councillor Fitzhenry to Councillor Letts

Please can the Leader advise on proposals to help support business in Guildhall Square i.e. What is the Council doing to promote the space?

Answer

We want Guildhall Square to become a vibrant city centre destination and gain a reputation for being a hub of cultural activities and events.

It has hosted many successful events while it has been undergoing redevelopment such as Sky Ride, the ABP Half Marathon 10k, Music in the City, Rainbow Run, The Nuffield Playing Fields, Commonwealth Games and more.

These events have attracted thousands of visitors to the area.

The Council has also attracted the prestigious Hampshire Farmers Market which will be operating on four occasions this year and is working closely with the organiser to increase this to monthly in the future. It is also contacting other quality specialist market operators.

We are offering free use of the area for non-commercial events for the next two years to increase its attractiveness as an event location. This will be complemented by an upgraded power supply which will cut the cost for event organisers while minimising the impact upon the environment.

A contribution is being made by the Council to the role of Cultural Director managed by the Southampton Cultural Trust. This new director will be working closely with organisations within Studio 144 and across the city which will result in new events and activities to the area.

The Council will also proactively work with the recently established retailers association which consists of all of the businesses in the area. A Facebook page has been created along with using the hashtag #GuildhallSquare on Twitter. A domain name for Guildhall Square has also been registered. The retailers association are in discussions to try and animate Guildhall Square at Christmas and the Council will once again contribute to festive lights in the area.

The city centre retailers are due to vote in October on whether to set up a Business Improvement District, which would include Guildhall Square and if accepted this is likely to bring further enhancements to the area in terms of image, perception and marketing, promotion and further improving the excellent transport networks and encouraging the traders and stakeholders to collaborate in delivering improved experiences for visitors to the City.

## 11. First Quarter Overspends

Question from Councillor Fitzhenry to Councillor Chaloner

Can the Cabinet Member advise on what the first quarter overspends are and how these are to be mitigated across the next quarters or will further in year savings be required to meet these?

Answer

The Quarter 1 position by Portfolio is shown in the following table:-

| <b>QUARTER 1 POSITION</b>                         | <b>Forecast</b> |
|---|-----------------|
| <b>Portfolio</b>                                  | <b>Variance</b> |
|   | <b>£M</b>       |
| Communities, Culture & Leisure                    | 0.09 A          |
| Education & Children's Social Care                | 0.68 A          |
| Environment & Transport                           | 0.01 A          |
| Finance   | 0.07 F          |
| Health & Sustainable Living                       | 0.04 A          |
| Housing & Adult Care                              | 3.63 A          |
| Leader's Portfolio                                | 0.92 A          |
| Transformation                                    | 3.39 A          |
| <b>Total Portfolios</b>                           | <b>8.70 A</b>   |
| Release of risk fund to offset Service overspends | 3.57 F          |
| <b>Net Council Expenditure</b>                    | <b>5.13 A</b>   |

There is a forecast Portfolio overspend of £8.70M, which is partly offset by the release of the risk fund to give a net adverse position of £5.13M.

This is the forecast year-end position, based on current verified information, and action plans are currently being developed to bring the position back in line. These include accelerated 2017/18 savings and transformation activity, the identification of one-off expenditure reductions in year, as well as the potential use of reserves and balances.

## 12. Civil Service Sports Ground

Question from Councillor Moulton to Councillor Dr Paffey

What is the latest as regards the former Civil Service Sports Ground and when might schools and the public be able to properly access the field?

Answer

Local schools have been aware for some time that they can use the field. A number of schools were canvassed seeking their views on matters such as:

- Do they wish to use the field
- Type and range of pitches to be marked out
- Advising them that storage and wet weather shelter would be available



- Their views on renaming the field.

St Marks Primary School uses it on a weekly basis and other schools by arrangement. Some schools are planning to hold their summer 'sports day'.

Discussions are ongoing with the Southampton Co-Operative Learning Trust to partner with them in developing the use of the field. SCLT is a group of 8 (and growing) local schools. Some public access will be catered for in this proposal, care will be taken to safe guard SCC's position with regard compliance with the restrictions contained in the acquisition CPO.

It is intended to allow dog walking to be continued on an informal basis, but segregated from the areas used for sports activities.

### **13. Estate Regeneration**

Question from Councillor Moulton to Councillor Letts

What is the Executive's vision for future Estate Regeneration?

Answer

The Leader gave a verbal response at the meeting setting out the history of the estate regeneration and how previous National policies had affected housing policy. He indicated that as funding streams had reduced it was now necessary to have a review of the various housing blocks and draw up analysis of which blocks on the basis of lifetime costs needed to be demolished and replaced. When the review had been carried out, the programme of work would shift to work systematically through the identified blocks.

### **14. Hollybrook Cemetery**

Question from Councillor Moulton to Councillor Rayment

What consultation was done before the bollards were erected at the entrances to Hollybrook Cemetery which are now preventing disabled people visiting the graves of their families?

Answer

The footpaths in Hollybrook Cemetery have no legal highway status and are not defined as a public right of way. The Council therefore was not required to consult on the installation of bollards to prevent vehicle access. Due to their narrow width, the surface treatment and the close proximity of some gravesides, the footpaths are unsuitable for regular and sustained vehicle use, which is why this measure has been implemented. However, in recognition that some disabled users had become accustomed to having vehicle access, the Council has made arrangements to accommodate them. These individuals have been contacted directly.

We would highlight that there are many cemeteries, parks and open spaces within Southampton where vehicle access is prevented by use of barriers, gates

and bollards (e.g. Southampton Cemetery, South Stoneham Cemetery, The Common, and Riverside Park).”

#### **15. Historic Stables on Shirley Depot Site**

Question from Councillor Moulton to Councillor Letts

What efforts are being made to ensure that the historic stables on the Shirley Depot Site are protected in any future redevelopment?

Answer

These are Victorian stables, which are attractive buildings, but are unlikely to be listed by Heritage England due to the fact that there are many surviving examples of similar buildings. Given this perspective, it would not be appropriate to limit the development potential of the site to offer the buildings protection.

#### **16. HMO Additional Licensing Scheme**

Question from Councillor Moulton to Councillor Shields

With the HMO additional licensing scheme extended to 4 more wards last year, can the Cabinet Member ensure that the funds this generates are used to employ additional HMO wardens to cover these wards?

Answer

HMO Additional Licensing was successfully introduced in October 2015 to Millbrook, Shirley, Freemantle and Bassett wards. To date there have been applications submitted from almost a quarter of the estimated HMOs in these wards.

The HMO Warden role has been an important element in delivering the scheme; working with landlords and tenants as well as community and resident groups to resolve very practical issues. These have included ‘to let’ boards, working with letting agents and landlords to improve the street scene through effective management of the boards; working together with partners to tackle issues around waste including bins left on pavements and co-ordinating clean up sessions with Community Payback resources; assisting in identifying properties let as an HMO to ensure all are licensed.

The HMO Licensing team have developed to be a flexible and adaptable resource whereby the team delivers the surveyor and warden roles collaboratively and as such are able to work with the differing demands and needs of the different neighbourhoods and localities in both designated areas.

#### **17. Residential Lettings Boards**

Question from Councillor Moulton to Councillor Letts

What progress has been made to ban residential lettings boards in the City?

Answer

Residential letting boards are permitted by the Town Planning Advertisement Regulations. Where there is a proliferation of them the Planning Enforcement Team do check whether they are permitted and liaise with residential letting agents to ensure they comply. There are also good links with the HMO licencing team, who are able to allocate resource to addressing the issue. There are currently no plans to seek to remove the permitted development rights for these due to capacity and workloads.

#### **18. Townhill Park Phase 1**

Question from Councillor P. Baillie to Councillor Letts

Why have Barratts pulled out of building Townhill Park Phase 1 and what delay is that going to cause?

Answer

Several contractors have been approached via a range of procurement frameworks regarding the delivery of the first plot at Townhill Park. Some of these, for various reasons, have indicated that they are not interested in bidding at this time.

This is not uncommon and hence why we do not put all of our eggs in one basket. We have discussions ongoing with other contractors and the project will not be delayed as a consequence.

#### **19. Southampton Drug and Alcohol Recovery Service**

Question from Councillor P. Baillie to Councillor Shields

Following the recent inspection of the Southampton drug & Alcohol Recovery Service, what are you doing to ensure improvements to the service?

Answer

Southampton Drug and Alcohol Recovery Services (SDARS) became operational on 1.12 14. following a recommissioning exercise which saw new services and new providers for drug and alcohol treatment pathways commissioned across all age ranges. Implementation of this new structure has been problematic in places and there have been concerns over some performance indicators but in other areas the service performs at or above national average.

The recent CQC inspection focussed solely on the services delivered by Solent NHS and is still ongoing. Commissioners will not receive formal notification from CQC some time. Early indications are that there will be a small number of areas for improvement including:

- Ensuring service users receive regular and effective health reviews
- Ensuring the safe storage of prescribed medication in service user homes.

In order to improve performance the Integrated commissioning Unit have required and received improvement plans from service providers and

implemented a robust monitoring framework to drive improvement. Views from frontline staff and service users have been incorporated into the improvement plans which include the recruitment of additional clinical staff.

Safety and effectiveness are also being monitored via Southampton Clinical Commissioning Group (CCG) CQRM (quality) processes. Commissioners are receiving weekly monitoring reports which now show steady improvements.

## **20. Paving Slabs across QE2 Mile and Oxford Street**

Question from Councillor Fitzhenry to Councillor Rayment

Please can the Cabinet Member update on the appalling state of paving slabs across the QE2 Mile and Oxford Street and what is being done to sort this?

Answer

Our policy is to repair paving where there is a trip hazard greater specified depths and we will continue to undertake these repairs at both locations. There are some poor quality repairs along QE2 mile. My understanding is that these have been undertaken by utility companies. The Council has agreed a voluntary Code of Practice (CoP) with utility companies, which involved investing a stock of high quality materials for them to use to undertake first-time quality repairs. This CoP is not being consistently followed and our highways partner Balfour Beatty will meet with the utility companies to re-launch, and emphasise the requirements of, the CoP and ensure that the necessary repairs are completed quickly.

The Administration is aware of the issues regarding the condition of paving in Oxford Street. This area was originally designed to be clutter free, enabling traders and their customers to enjoy large outside seating areas as a result but it is apparent that delivery vehicles are damaging the surface. A scheme (see Q22) is being considered to keep vehicles off the pavements, preventing the need for frequent repair. Subject to funding constraints, this scheme would be completed later this year and encompass repairing the existing issues.

## **21. Extra Primary Places**

Question from Councillor Fuller to Councillor Dr Paffey

What is the Council doing to support schools to deal with the demand for extra primary places?

Answer

Southampton City Council has expanded a number of primary schools in recent years. Some schools have been completely rebuilt with a higher capacity (e.g. Wordsworth, Banister), whilst others have had their capacity increased by building extensions (e.g. Valentine).

In total around 4,000 places have been added which equates to about 20% of the total capacity. Last September's Reception intake was the highest ever at 3,189. Forecasts indicate that future intakes will plateau at a slightly lower level

than this, meaning that numbers in primary schools will stabilise in around 6 years' time.

Some schools have had their capacities increased by the use of 'bulge' classes – where only one year group in the school has had its size increased by one class. This is to ensure that, as far as possible, 'over-capacity' is not built in to the system, and to avoid having a significant surplus of places in future years.

There is also a proposal to build a new 'Free school' in Southampton City Centre for September 2017, which, if successful, would eventually add a further 420 primary places.

## **22. Small Businesses**

Question from Councillor Fuller to Councillor Rayment

Will the Council commit to pedestrianising elements of Oxford Street to help support the small businesses there and ensure the safety of their clientele and others using the street?

Answer

A study has investigated the options for pedestrianising the eastern end of Oxford Street from the Junction of St. Johns Street eastwards. This was to further enhance the existing public realm in this section of Oxford Street, address issues with vehicle access, pedestrian conflict and damage to footways and support the local businesses in the area.

There has been detailed discussions with local residents, businesses and other users of Oxford Street to understand the issues and consider the options. A final report will be predated to the Cabinet Member in August 2016, which will include an option to physically restrict general vehicle access to the eastern end of Oxford St. from the St. Johns Junction. This will include an analysis and the budget costs and impacts of any scheme. A decision on the proposal will be made at this point.

## **23. Public Spaces Protection Order**

Question from Councillor Fuller to Councillor Letts

What progress has been made bringing the Public Spaces Protection Order (PSPO) into action?

Answer

The PSPO's restricting begging and street drinking were made in May 2016. The Council's community safety team is currently working with the neighbourhood police teams to raise awareness of the requirements of the PSPO before formal enforcement activity commences.

Awareness of the requirements is being raised by engaging directly with street drinkers and beggar to highlight the restrictions created by the PSPO; the potential for a fixed penalty notice to be issued in the event of future non-compliance; and to ensure that people drinking in public or begging have access

to appropriate support services regarding homelessness, drug and alcohol addiction etc.

Public awareness of the issue has also been raised through a poster campaign encouraging donations directly to charities working in the city instead of giving directly to people who are begging.

Formal enforcement will follow this engagement work in the coming weeks.

#### **24. Sholing Technology College**

Question from Councillor J. Baillie to Councillor Dr Paffey

Like many, I was disappointed and concerned to read the latest OFSTED report on The Sholing Technology College. What support is the Council offering the school in order to ensure the education of the pupils is secure?

Answer

I appreciate that the whole school community will be concerned by the Ofsted judgement. Taking action to address the issues of safeguarding and standards that the report raises is now the priority.

Officers have already been into the school to analyse the Single Central Record as well as incident log to review their safeguarding procedures and confirm this is as it should be. In addition, officers have met with the governing body to discuss priority activity linked to the Action Plan that has been developed for the LA to lead on during the transition period, whilst a sponsor is identified by the Regional Schools Commissioner.

We have written to all parents to set out how the Council's school improvement team will be working closely with TSTC to provide challenge and monitor improvements over the coming months and have arranged a series of meetings with parents this week.

Over 85% of our city's schools are rated 'Good' or 'Outstanding', and I am confident that by working together with TSTC, the school can improve and return to the 'Good' status that will deliver the best outcomes for its students.

#### **25. Traffic Accidents**

Question from Councillor J. Baillie to Councillor Rayment

There have recently been several serious traffic incidents around the crossing of Spring Road and Station Road. What will the Council be doing to prevent these incidents from happening?

Answer

This site was the number one injury accident cluster site in 2011-12 based upon the 3 previous years data records. The resulting engineering works were to widen the footway along the western side of Spring Road to improve visibility for drivers existing Station Road. Prior to these works there were 18 accidents in 3 years (6, 7, and 5 respectively). Since the works injury accidents have dropped significantly with 7 for the most recent three year period 2013-2015.

Given these improvements, there is no scheme on the safety programme again and no further works are planned at this time. Naturally this site will remain to be

monitored and should the three year rolling average highlight this site again it will be looked at.

## **26. Public Access**

Question from Councillor Houghton to Councillor Letts

Waterfront access in Southampton has always been limited and the benefit of increasing public access has long been recognised as a very good thing. With this in mind, does the Executive consider more should be done to ensure that where we have opportunities to increase public access this should be a non-negotiable aspect of significant new developments?

Answer

Improving waterfront access where possible is an important component of new development schemes and this continues to be sought from developers. The guiding principle for this is set out in the Council's adopted planning policy. Specifically Core Strategy Policy CS12 promotes public waterside access across the city by saying:

"As a maritime city, links with the waterfront help to define the relationship between the city, its rivers and the sea and safeguard the city's seaport character.

Development on waterfront sites should, where appropriate, achieve greater integration between the city and its waterfront through

1. Improving the physical connections to and from the waterfront including provision of well designed, attractive and safe public access to the waterfront; and
2. Preserving key views of the water and maritime activity from the city and re-providing key views which have been lost.

Incorporation of additional public access might be considered inappropriate where it would damage the business interests of the occupiers of waterfront employment sites, would compromise safety or where additional public access might conflict with nature conservation objectives ..."

This policy reconciles the balance needed to help make decisions regarding waterfront access and the need to take a range of statutory consultees views into account. For these reasons it would therefore not be appropriate to make it non-negotiable but the Council is taking a robust stance in ensuring compliance with the policy.

## **27. Flower Beds and Planters**

Question from Councillor Houghton to Councillor Rayment

In most public realm improvement schemes across the city we look to enhance areas with the creation of flower beds and planters. Unfortunately, once these are in place, they can quickly look neglected due to the level of maintenance required. As such, would the executive consider looking at the concept stage more carefully for schemes like this to ensure the maintenance required is minimal and the council have the resources to maintain additional planting?

Answer

Although early concept designs for public realm do include collaboration with the Parks and Street Cleansing teams and other interested parties to ensure the maintenance implications of any new landscaping are carefully considered, we are always looking to improve our processes and are happy to revisit our consultation stage to ensure that the best schemes can be designed for the future. This has already been demonstrated in areas such as Station Quarter North, where a focus has been on a mix of quality tree species and low level planting in the form of grasses and box hedging.

## 28. **Bitterne Precinct**

Question from Councillor Laurent to Councillor Rayment

With regard to Bitterne Precinct, I am aware that there is a grant for a feasibility study for the precinct. However, in the meantime residents complain about:- the paving slabs; the toilets in a dreadful state; the amount of litter and rats as a result, especially near bins and drinking alcohol in the precinct.

Please can the Member tell me what plans or action are in place to rectify this? Also is the CCTV live, as a resident was mugged in 2015?

Answer

The Administration recognises the importance of Bitterne Precinct as a key district shopping centre and a hub for the community. We are funding a significant investment in a scheme to remove the poor quality paving and fully re-surface the whole of Bitterne Precinct. Improvements to 'street furniture', which may include works to items such as bins, benches and planters, may be included but final decisions on the exact details are yet to be made.

This scheme is being designed at present with the works anticipated to start in this calendar year. In parallel, we are also considering longer term options and strategies to help revitalise the precinct to ensure that it thrives in future.

The CCTV in the area is working and is actively monitored.

## 27. MOTIONS

### **Acts of racism**

With the consent of the Mayor, Councillor Moulton altered and moved his motion and Councillor Kaur seconded:

Delete 2<sup>nd</sup> paragraph and replace with new paragraphs 2 and 3 as follows:

“Southampton is a diverse and tolerant city with a long history of people from different communities living in harmony together. Council is concerned about the recent rise in hate crime and condemns it in all its forms, which includes a zero tolerance policy to any incidents of a racial nature which have increased in Southampton following the EU referendum. Council will actively work with affected communities to encourage people to report hate crime and asks the police to deal effectively with those that carry them out.



Council also notes that following the result of the EU referendum on the 23<sup>rd</sup> of June the future of European Citizens, who have chosen to live and build their lives in our city is uncertain. Many of these citizens play a vital role in the daily life of our city, working in our private and public sectors. Council requests that the Leader of the Council writes to the home office seeking an early clarification as to the status of European Citizens living in Southampton and whether they will be offered the right to remain”.

Altered motion to read:

“Calls on Council to support David Cameron’s example of uniting the country behind the decision made democratically to leave the European Union and move forward together.

Southampton is a diverse and tolerant city with a long history of people from different communities living in harmony together. Council is concerned about the recent rise in hate crime and condemns it in all its forms, which includes a zero tolerance policy to any incidents of a racial nature which has increased in Southampton following the EU referendum. Council will actively work with affected communities to encourage people to report hate crime and asks the police to deal effectively with those that carry them out.

Council also notes that following the result of the EU referendum on the 23<sup>rd</sup> of June the future of European Citizens, who have chosen to live and build their lives in our city is uncertain. Many of these citizens play a vital role in the daily life of our city, working in our private and public sectors. Council requests that the Leader of the Council write to the home office seeking an early clarification as to the status of European Citizens living in Southampton and whether they will be offered the right to remain.

Now is our opportunity to take the result forward and build an ever fairer, stronger and prosperous United Kingdom for us all”.

Honorary Alderman Vinson was in attendance and with the consent of the Mayor addressed the meeting.

UPON BEING PUT TO THE VOTE THE ALTERED MOTION WAS APPROVED

RESOLVED that the altered motion be approved.

28. QUESTIONS FROM MEMBERS TO THE CHAIRS OF COMMITTEES OR THE MAYOR

It was noted that no questions had been received.

29. APPOINTMENTS TO COMMITTEES, SUB-COMMITTEES AND OTHER BODIES

It was noted that no changes to the appointments to Committees, Sub-Committees and other bodies had been made.

30. MAKE THE BASSETT NEIGHBOURHOOD PLAN

The report of the Leader of the Council was submitted seeking approval for Make the Bassett Neighbourhood Plan.

RESOLVED

- (i) that the Bassett Neighbourhood Plan be adopted (be made); and
- (ii) that it be noted that by virtue of section 38(5) of the Planning and Compulsory Purchase Act 2004, policy BAS5 of the Bassett Neighbourhood Plan shall prevail over Core Strategy policy CS5 insofar as it applies to the Bassett Neighbourhood Area and policy BAS13 of the Bassett Neighbourhood Plan shall prevail over Local Plan Review policy CLT8 and to note the impact of the Bassett Neighbourhood Plan on the existing development plan as set out in Appendix 1 to the report.

31. COMBINED AUTHORITY

The report of the Leader of the Council was submitted seeking approval from the Executive as to the Solent Governance Review and its conclusions and, if agreed, to approve in draft the Solent Combined Authority Governance Scheme for consultation.

RESOLVED

- (i) that the report be noted; and
- (ii) that in the context that the formal decision-making needs to be undertaken by the Executive, the views of Full Council be noted.

32. REVISIONS TO THE CONSTITUTION

The report of the Service Director, Legal and Governance was submitted concerning changes to the Constitution.

Amendment moved by Councillor Moulton and seconded by Councillor Fitzhenry

Add additional recommendations and amend existing recommendation as follows:

**(1) Use of Council Resources**

That during a period of purdah, that Members of the Council not be allowed to issue Council funded bulk letter mailings to residents / voters.

**(2) Aldermen**

- Strike out requirement for Alderman to submit notice of their intention to speak
- Strike out limit of 15 minutes total speaking time during a meeting.
- Leave proposed limit of 5 minutes per item.

Amended motion to read:

- (i) that during a period of purdah, that Members of the Council not be allowed to issue Council funded bulk letter mailings to residents / voters;
- (ii) that the requirement for Alderman to submit notice of their intention to speak be struck out;
- (iii) that the limit of 15 minutes total speaking time during a meeting for alderman be struck out; and
- (iv) that the proposed limit of 5 minutes per item be agreed.

Further amendment moved by Councillor Letts and seconded by Councillor Barnes-Andrews:

Delete additional recommendation 2 referring to Alderman

Amendment to read:

- (i) that an additional paragraph be added to the Council Procedure Rules covering Aldermen speaking at Council as per the report; and
- (ii) that during a period of purdah, that Members of the Council not be allowed to issue Council funded bulk letter mailings to residents / voters.

UPON BEING PUT TO THE VOTE THE AMENDMENT IN THE NAME OF COUNCILLOR MOULTON WAS DECLARED LOST

UPON BEING PUT TO THE VOTE THE FURTHER AMENDMENT IN THE NAME OF COUNCILLOR LETTS WAS DECLARED CARRIED

UPON BEING PUT TO THE VOTE THE MOTION AS FURTHER AMENDED BY COUNCILLOR LETTS WAS DECLARED CARRIED

RESOLVED

- (i) that an additional paragraph be added to the Council Procedure Rules covering Aldermen speaking at Council as per the report;
- (ii) that during a period of purdah, that Members of the Council not be allowed to issue Council funded bulk letter mailings to residents / voters.

### 33. GENERAL FUND REVENUE OUTTURN 2015/16

The report of the Cabinet Member for Finance was submitted seeking approval of the General Fund Revenue Outturn 2015/16.

RESOLVED

- (i) that the final outturn for 2015/16 detailed in Appendix 1 to the report as a balanced position following the transfer to earmarked reserves and the revenue grants reserve totalling £3.25M referred to in paragraph 7 of the report be noted;
- (ii) that it be noted that the level of General Fund balances at 31 March 2016 was £12.8M, reducing to £8.9M by 31 March 2017;

- (iii) that the performance of individual Portfolios in managing their budgets as set out in paragraph 8 of the report be noted together with the major variances in Appendix 2 to the report;
- (iv) that the carry forward requests totalling £0.13M and as outlined in paragraph 12 and set out in Appendix 3 to the report be approved and be funded from reserves;
- (v) that it be noted that £1.15M had been transferred to the Revenue Grants Reserve as detailed in paragraph 13 of the report.

34. COLLECTION FUND OUTTURN 2015/16

The report of the Chief Finance Officer was submitted concerning the actual payments made to and from the Collection Fund during the 2015/16 financial year.

RESOLVED that the accounts for the Collection Fund in 2015/16 as shown in Appendix 1 to the report be noted.

35. GENERAL FUND CAPITAL OUTTURN 2015/16

The report of the Cabinet Member for Finance was submitted seeking approval of the General Fund Capital Outturn 2015/16.

RESOLVED

- (i) that the actual capital spending in 2015/16 as shown in paragraphs 4 and 5 of the report be noted together with the major variances detailed in Appendix 1 and Appendix 2 to the report;
- (ii) that the revised estimates for 2016/17, adjusted for slippage and re-phasing and additions contained within the report, as shown in Appendix 3 to the report be noted;
- (iii) that the proposed capital financing in 2015/16 as shown in paragraph 13 of the report be approved;
- (iv) that it be noted that the capital programme remains fully funded up to 2019/20 based on the latest forecast of available resources although the forecast can be subject to change; most notably with regard to the value and timing of anticipated capital receipts and the use of prudent assumptions of future Government Grants to be received;
- (v) that the addition and spend of £1.57M to the Environment and Transport portfolio capital programme in 2016/17 to fund the purchase of 10 refuse collection vehicles as detailed in paragraph 25 of the report be approved;
- (vi) that the addition and spend of £0.68M in 2015/16 to the Education and Children's Social Care programme be approved, to be funded by a reduction in 2016/17, as detailed in paragraph 26 of the report and as shown in Appendix 4 to the report;

- (vii) that the 2016/17 budget virements within the Education and Children's Social Care Programme be approved, to procure modular building for primary expansion, as detailed in paragraph 27 of the report and shown in Appendix 4 to the report;
- (viii) that the amendment to the funding source of the Studio 144 project, within the Leader's Programme, whereby £1.80M be funded from mixture of capital grants, contributions and receipts instead of capital contributions from fundraising, as detailed in paragraph 28 of the report;
- (ix) that the addition and spend of £3.30M in 2016/17 to the Transformation programme be approved, to be funded from capital receipts, as detailed in paragraph 29 of the report; and
- (x) that the revised General Fund Capital Programme, which totals £182.84M (as detailed in paragraph 31 of the report) and the associated use of resources (as detailed in paragraph 32 of the report) be approved.

36. REVIEW OF PRUDENTIAL LIMITS AND TREASURY MANAGEMENT OUTTURN 2015/16

The report of the Council's S151 Officer was submitted detailing Treasury Management activities and performance for 2015/16 against the approved Prudential Indicators for External Debt and Treasury Management.

RESOLVED

- (i) that the Treasury Management (TM) activities for 2015/16 and the outturn on the Prudential Indicators be noted;
- (ii) that the continued proactive approach to TM that has led to reductions in borrowing costs and safeguarded investment income during the year be noted; and
- (iii) that the revised MRP policy as detailed in paragraphs 50 to 52 of the report be approved and that delegated authority be granted to the S151 Officer to make any future changes which benefit the authority and to report back at the next Treasury update.

37. HRA CAPITAL PROGRAMME PROJECT APPROVALS 2016-17 AND 2017-18

The report of the Cabinet Member for Housing and Adult Care was submitted detailing the HRA Capital Programme Project Approvals 2016/17 and 2017/18.

RESOLVED

- (i) that in accordance with Finance Procedure Rules, the addition of £4,785,000 for an Existing Satisfactory Purchase Scheme within the Estate Regeneration and New Build section of the HRA Capital Programme funded by Direct Revenue Financing (70%) and retained 'right to buy' receipts (30%) be approved;

- (ii) that capital expenditure of £4,785,000, in 2016-17 on the Existing Satisfactory Purchase Scheme be approved and delegated authority be granted to the Head of Capital Assets to agree individual property acquisitions as set out in Section 44 of the report;
- (iii) that the capital budget be re-phased for ECO - Thornhill/Shirley Towers/Sturminster House/Albion Towers and District Heating by realigning the unapproved budget (£6,100,000) to current timelines with £2,940,000 in 2016-17 and £3,160,000 in 2017-18; and
- (iv) that in accordance with Financial Procedure Rules, capital expenditure of £16,984,000 be approved, phased as follows:
  - £6,100,000 in 2016/17
  - £10,884,000 in 2017/18, on schemes exceeding £2,000,000.

### 38. HOUSING REVENUE ACCOUNT REVENUE AND CAPITAL OUTTURN 2015/16

The report of the Cabinet Member for Housing and Sustainability was submitted detailing the level of spend on the Housing Revenue Account for the financial year 2015/16.

#### RESOLVED

- (i) That the HRA revenue outturn for the financial year 2015/16, as set out in Appendix 1 to the report, and the working balance at the end of the year of £2,000,000 be noted;
- (ii) that the HRA capital outturn for the financial year 2015/16, as summarised in paragraph 12 of the report be noted.
- (iii) that the amendments to schemes in the HRA Capital Programme for 2016/17, as set out in Appendix 3 to the report, to take account of the slippage and re-phasing in 2015/16 be approved; and
- (iv) that the 2015/16 capital financing, as set out in paragraph 17 of the report, be noted and that the use of available resources would be reviewed as part of the next full update of the HRA Business Plan later in 2016.

### 39. CHANGES TO EXISTING REVENUE AND CAPITAL BUDGETS

The report of the S151 Officer and Cabinet Member for Finance was submitted detailing proposed changes to existing Revenue and Capital Budgets to incorporate changes to this and future years' budgets.

#### RESOLVED

- (i) that it be noted that the Medium Term Financial Forecast would be further updated for the November budget report to Cabinet;

- (ii) that the savings proposals, as set out in Appendix 1 to the report be approved;
- (iii) that the remaining budget shortfall for 2016/17 to 2019/20 as set out in paragraphs 7 to 10 to the report be noted;
- (iv) that the required change to Treasury Management indicators as set out in paragraphs 32 to 39 of the report be noted;
- (v) that delegated authority be granted to the S151 Officer to action all budget changes arising from the approved efficiencies, income and service reductions and incorporate any other approved amendments into the General Fund Estimates; and
- (vi) that delegated authority be granted to the S151 Officer following consultation with the Cabinet Member for Finance to do anything necessary to give effect to the recommendations in the report.

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|-------------------------------|---------------------------|--|---------------------------|
| <b>DECISION-MAKER:</b>        | <b>COUNCIL</b>            |  |                           |
| <b>SUBJECT:</b>               | EXECUTIVE BUSINESS REPORT |  |                           |
| <b>DATE OF DECISION:</b>      | 21 SEPTEMBER 2016         |  |                           |
| <b>REPORT OF:</b>             | LEADER OF THE COUNCIL     |  |                           |
| <b><u>CONTACT DETAILS</u></b> |                           |  |                           |
| <b>AUTHOR:</b>                | <b>Name:</b>              | <b>Felicity Ridgway, Policy Manager</b>  | <b>Tel: 023 8083 3310</b> |
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| <b>Director</b>               | <b>Name:</b>              | <b>Emma Lewis, Service Director – Intelligence, Insight and Communications</b> | <b>Tel: 023 8091 7984</b> |
|                               | <b>E-mail:</b>            | <b>emma.lewis@southampton.gov.uk</b>   |                           |

|   |  |
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| <b>STATEMENT OF CONFIDENTIALITY</b>   |  |
| None  |  |
| <b>BRIEF SUMMARY</b>  |  |
| This report outlines the executive business conducted since the last report to Council on 20 July 2016. |  |
| <b>RECOMMENDATIONS:</b>   |  |
|   | (i) That the report be noted.  |
| <b>REASONS FOR REPORT RECOMMENDATIONS</b>   |  |
| 1.  | This report is presented in accordance with Part 4 of the Council's Constitution.  |
| <b>ALTERNATIVE OPTIONS CONSIDERED AND REJECTED</b>  |  |
| 2.  | Not applicable.  |
| <b>DETAIL (Including consultation carried out)</b>  |  |
| 3.  | This report highlights the contribution across the Council towards the Council's priorities since the last Council meeting on 20 July 2016.  |
| 4.  | The councils of Southampton, Portsmouth and the Isle of Wight are negotiating a deal with the Government to secure extra powers and funding for the area. On 20 July 2016 Cabinet approved, in draft, the Solent Combined Authority Governance Scheme for consultation. The Solent Deal public consultation went live on 22 July and will continue until 18 September 2016. As part of the consultation, we have run a number of public events, which have enabled us to engage with residents and visitors to the city including: <ul style="list-style-type: none"> <li>• West Quay Shopping Centre – 8 August</li> <li>• Bitterne Market – 31 August</li> </ul> |

|     |   |
|-----|---|
|     | <ul style="list-style-type: none"> <li>Shirley Library – 2 September</li> </ul>   |
|     | <b>CHILDREN AND YOUNG PEOPLE GET A GOOD START IN LIFE</b>   |
| 8.  | <p>Congratulations to all the pupils, staff, governors and school officers who have contributed to another year of successful GCSE and A level results. The preliminary results at GCSE are encouraging. The proportion of pupils who secured five or more GCSE passes at grades A*-C including English and mathematics has risen four percentage points since 2015 to 55%. This shows that an increasing number of Southampton's young people are securing good qualifications which will help them as they go on to further education, employment and training opportunities.</p>   |
| 9.  | <p>The preliminary A Level results data from colleges in Southampton shows that 97.3% of students at college or sixth form in the city have achieved an A*-E grade this year. This is in line with the national picture and we are pleased to see that this suggests another slight improvement on last year. Well done to all students on their achievements, and to teachers for their ongoing commitment to providing the best possible standard of education for students.</p>  |
| 10. | <p>Congratulations to the recent "graduates" of the 'Bounce Programme' for 8-12 year olds. The end of the academic year saw a third group of Looked After Children graduating from the 12 week resilience programme. Run as a twilight youth club one evening a week, this multi-agency initiative has been developed over the past 18 months by Southampton Psychology Service, Building Resilience and Strength (BRS: CAMHS for CLA) and Pathways (0-14 Social Care Team). 19 young people and their carers have taken part in the programme, which aims to make positive changes at multiple levels. Attendees' feedback has highlighted positive changes at multiple level. Attendees' feedback has highlighted positive outcomes such as improved connections with peers, and increased confidence and reflexivity for young people, while carers report a greater feeling of being supported.</p> |
| 11. | <p>The Music Hub has had another busy and extremely successful year; there have been 32 partnership projects reaching 99% of Southampton schools and over 13,000 young people and their families. The Hub also worked with 66% of the city's Looked After Children. All 150 students who took graded exams this year passed and 441 students received a Con Brio award - Southampton's reward scheme which is given to students who work hard, make progress and contribute to the musical life of their school. The Hub has also been very successful in encouraging young people to continue with their musical studies after their first year of free music lessons: 43% of children continued learning, compared with only 35% nationally.</p>  |
| 12. | <p>Southampton children were once again encouraged to spend their summer reading with the 'Big Friendly Read' summer challenge. Launched in local libraries, the challenge ran from 16 July-3 September, and worked with the Roald Dahl Literary Estate. The challenge, which required children to read six books over the summer, proved extremely popular in Southampton, with 2,500 children taking part.</p>  |
| 13. | <p>Congratulations to all the city's children who have been developing their green fingers for this year's Southampton in Bloom Schools' competition, which was supported by the council. The 22 entries were of a very high standard, and the winners were:</p> <ul style="list-style-type: none"> <li>St Patrick's Primary School – Garden for Learning</li> </ul>  |

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|     | <ul style="list-style-type: none"> <li>• St Monica's Primary School – Wildlife Category</li> <li>• Glenfield Infant School – Container Gardening</li> </ul> <p>Rosewood Free School was awarded a judges' commendation prize for their Garden for Learning. Congratulations to all who were involved.</p>   |
| 14. | <p>St George's Catholic College has also been given the opportunity to develop their green fingers, but with a difference; they are taking part in a national science experiment inspired by astronaut Tim Peake. As part of the Rocket Science Project, they have been given seeds that have spent six months on the International Space Station and seeds that have stayed on earth so that they can compare how well they grow. All the schools involved from around the country will submit their data to the project.</p>  |
|     | <p><b>STRONG AND SUSTAINABLE ECONOMIC GROWTH</b></p>  |
| 15. | <p>The latest of Southampton's VIP development projects is underway, with the first phase of the redevelopment of the Fruit and Vegetable market, off Kingsway, on track for completion for this time next year. Once complete it will feature 84 one-bedroom and 195 two-bedroom apartments, with nearly 900 square metres of commercial units available for retailers. The homes will be available to rent from a private landlord, providing Southampton's latest purpose-built scheme of this nature.</p>   |
| 16. | <p>Planning consent for another important regeneration scheme has recently been approved, to fully take Centenary Quay into its fourth phase. This project will ultimately provide 1620 new dwellings, including affordable homes. There will also be a hotel, food store and retail units, generating an estimated 700-800 jobs within the site and a further 400 jobs in the service sector.</p>  |
| 17. | <p>I am also pleased to report that, with regard to the construction-related Employment and Skills Plans for the first three phases of Centenary Quay, we have generated:</p> <ul style="list-style-type: none"> <li>• 99 work experience placements for adults and those in education</li> <li>• 57 supported employment outcomes for local people</li> <li>• 41 new and safeguarded apprenticeship positions</li> <li>• 50 curriculum support and careers events, engaging with 1,017 students.</li> </ul>  |
| 18. | <p>The Council has also been working closely with developers to re-start work on a further 101 apartments in Royal Crescent Road, following the prolonged stalling of the project after its original developers went into administration.</p>   |
| 19. | <p>I am delighted to report that exciting new proposals have been submitted to the Council which will transform the site of the former Tuned In shop and adjacent premises on the corner of Queensway and East Street. Targeted at young professionals, the proposal includes a mix of 42 one-bedroom and 74 two-bedroom apartments and 49 ground floor parking spaces. The two, street facing ground floor units, which total 462 square metres, would be for commercial use. The trees already in existence would be retained, maintaining the 'Green Mile' street scene which runs from Hoglands Park to Queen's Park.</p> |
| 20. | <p>Plans to transform the Bargate Shopping Centre have also been submitted. If approved, the project will bring an investment of nearly £100M and the creation of 280 jobs. The new site includes plans for 140 private residential apartments and a number of student beds; the current shopping centre will be</p>  |

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|     | demolished, making way for new boutique shopping, cafes and restaurants. The historic town walls will also become visible once again and will be a key feature of the new development.  |
|     | <b>PEOPLE IN SOUTHAMPTON LIVE SAFE, HEALTHY, INDEPENDENT LIVES</b>  |
| 21. | I am pleased to note that, at the end of June 2016, the NHS England South Mental Health Priority Programme Board identified Southampton as one of the top ten areas in the South for our work on dementia, specifically in relation to the number of individuals who have received an early diagnosis of dementia. Ensuring that people receive timely diagnosis means that more people will have access to information, services and support. The recent Scrutiny Panel inquiry was also encouraged by the range and diversity of activities and support currently being provided to people with dementia and their carers across Southampton. The Council has commenced a procurement process to engage an organisation to oversee and begin the drive to be recognised as a dementia friendly city. The Dementia-Friendly City Project is aiming to develop Southampton as a nationally recognised dementia-friendly community. The project will ask individuals and organisations across the city to think about what they can do to help ensure people living with dementia can continue to remain active and included members of our communities. |
| 22. | On 16 August 2016, the proposed new housing with care scheme at Woodside Lodge achieved a new milestone as Cabinet approved further expenditure to progress the necessary design development. The current proposal is for a 'general needs' block of 15 units for residents over the age of 50, complemented by an 'Extra Care' block. The plans are for this to include 65 one-bedroom and 18 two-bedroom flats, two one-bedroom bariatric flats and a guest room. This unit will not have age restrictions, as it will be able to meet a much wider range of housing needs.   |
| 23. | The Council also continues to explore ways to support people to live independently in their own homes for longer. Connected Care, the Council's care technology service, is part of this support and two drop in events attended by around 60 practitioners were held in August to raise awareness about what's on offer. The service provides telecare equipment, monitoring and response services, as well as a range of equipment, all of which can provide a reassuring safety net for those who want to continue living independently. There are currently 334 people accessing the Connected Care service and 1,526 Careline Customers, with around 10 Connected Care and 12 Careline referrals each week; the aim is to significantly increase the number of customers this year.  |
| 24. | Improvements to Bellamy Court in St Denys have contributed considerably to the safety and independence. The installation of a lift and scooter store have given a new lease of life to residents and enhanced security measures, including new locks and CCTV cameras, have helped the residents to feel safer. The communal lounge has also been renovated, with new flooring, furniture and fresh paint.  |
| 25. | The Council's Trading Standards team has been working closely with sniffer dogs, from the independent specialist company BWY Canine, to find illegal tobacco and remove it from circulation. A recent raid led to the seizure of  |

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|     | <p>£10,000 of counterfeit and non-duty paid cigarettes. It was the first time that the team had used a sniffer dog and this proved to be an extremely effective. Trading Standards and Public Health also led a series of information days in Southampton and across Hampshire, where the public could meet the sniffer dogs and become more educated about the appearance and dangers of illegal tobacco. The information days were a successful means of raising awareness of this issue and gathering intelligence from members of the public about shops and individuals that might be selling illegal tobacco products.</p>  |
|     | <p><b>SOUTHAMPTON IS AN ATTRACTIVE AND MODERN CITY WHERE PEOPLE ARE PROUD TO LIVE AND WORK</b></p>  |
| 26. | <p>Southampton has a long and proud history of tolerance, diversity and respect for different cultures and faiths, with communities living peacefully side by side for generations. I am therefore pleased to confirm that the Council is working with our partners in Southampton Connect and the Safe City partnership to develop a social media campaign celebrating our city's vibrant and diverse culture. As part of that campaign there will also be a clear message that hate crime of any sort is not tolerated in our city, and we will make sure that anyone who experiences or witnesses this type of behaviour knows how to report it.</p>                                       |
| 27. | <p>Congratulations to Swaything Primary School which has been awarded 'School of Sanctuary' status. This award recognises Swaything as being exceptionally welcoming to children and families of all background, faiths and countries. Swaything is the first primary school in the city to receive the award.</p>  |
| 28. | <p>I am delighted to announce that Southampton City Council has been awarded £450,000 to work in partnership with Hampshire Cultural Trust to improve the quality of cultural experiences across the county and raise the profile of our world class fine art collection. Over the next 18 months, Southampton Art Gallery and Museum will work with four other flagship galleries in Hampshire, in Basingstoke, Winchester, Gosport and Lymington to deliver a bold and ambitious artistic programme. This award is the largest in this round and has been given by the Museums Resilience Fund.</p>   |
| 29. | <p>I am also delighted that the new Woolston Library has now been declared open, following a ribbon-cutting ceremony led by Mayor Cllr Cathie McEwing, and former librarian Beryl Elsley on 8 August 2016. The new facility is at the heart of the Centenary Quay development and will be a hub offering books and other media lending, IT facilities and bookable community spaces.</p>  |
| 30. | <p>Southampton's Junior Neighbourhood Wardens have been working hard to help make Southampton a brighter and more beautiful place to be. In French Street, they have created a colourful underwater-themed mural for the play area as well as weeding, planting and laying bark chippings in the garden area. In Meggeson Avenue they have worked with graffiti artists to create wall art and made port holes on the hoardings around the building site, enabling them to depict their own ideas of a futuristic Townhill Park. They have also helped McAlpines, the developers of the new stage of West Quay, to paint murals on sections of the hoarding around the construction site.</p> |
| 31. | <p>I am pleased to report that the restoration of the Bargate is now complete. The parapet has been waterproofed and all the old repointing cut out. All the</p>  |

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|     | restoration work has been completed using lime mortar, matching the materials originally used during reconstruction.   |
| 32. | Hinkler Green, Riverside Park, St James' Park and Central Parks have each received the prestigious Green Flag Award, having been recognised as some of the best parks in the country. It is a fitting reward for all the hard work done by the parks staff and the Friends groups who volunteer to help them.  |
| 33. | <p>Southampton is rapidly becoming a well-known and top-class venue for all types of events across the year. These events not only generate a great deal of positive publicity; they also bring in significant income for the city. The summer has seen a large number of exciting and successful events, which have helped to put Southampton on the map. These have included:</p> <p>Sky Ride ??</p> <ul style="list-style-type: none"> <li>• Common People, held over the Spring Bank Holiday, was a huge success and generated c.£1.1 million for the city. I am delighted that such a popular event will be returning next year.</li> <li>• Marwell's Zany Zebras – once again, this exhibition has proved enormously popular and it is estimated that thousands of families took part in the trail, which takes people to places in the city which they wouldn't normally visit. With 150 painted sculptures on display across the city for 10 weeks, the aim is to raise awareness of the plight of the endangered Grevy's zebra. After the event finishes, the sculptures will be auctioned to raise cash for Marwell's conservation work.</li> <li>• Active Summer 2016 has also proved a hit; free, or low-cost, sporting activities, clubs and classes have been available to all-comers at parks across the city all summer.</li> <li>• Southampton Play Day: 22 July – this free annual event in Hoglands Park was attended by hundreds of families, who enjoyed the soft play, sand pits, games and stories.</li> <li>• Big Fun Run: 24 July – more than 400 people took part in a 5k run/dog walk on Southampton Common.</li> <li>• Fake Festival: 30 July – as well as featuring a strong line-up of local bands, Fake Festival featured some of the best Queen and Oasis tribute acts in the UK. More than 1,000 people attended the event in the city and the organisers have requested to come back next year.</li> <li>• The Tudor House Summer Spectacular: 31 July – this offer proved very popular. With an entrance fee of just 6p – the original price! – visitors were able to explore the house at their leisure and become better acquainted with Southampton's fascinating past.</li> <li>• Hijack Cinema: 5-7 August – this outdoor cinema in Hoglands Park attracted the crowds who enjoyed some vintage films.</li> <li>• Annual Fair: 26-29 August – this popular fair returned to Southampton Common for the Bank Holiday weekend.</li> <li>• Southampton Pride: 28 August – this celebratory event brought together many diverse communities in the city and took place in the</li> </ul> |

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|     | <p>Cultural Quarter, attracting thousands of people.</p> <ul style="list-style-type: none"> <li>• Southampton Heritage Open Days: 10-11 September – this popular annual event gave people the opportunity to engage with all things heritage with walks, tours and trips on old city vintage buses.</li> <li>• Southampton Boat Show: 16-25 September – more than 10,000 visitors are expected to attend the largest on-water boat show in Northern Europe.</li> </ul>   |
|     | <b>MODERN, SUSTAINABLE CITY</b>  |
| 34. | The Council has developed a Workforce Strategy which, for the first time, covers the whole organisation. Its aim is to help the Council develop a clear, strategic and proactive approach to establishing a robust HR foundation, becoming an employer of choice in the city and the region, and making Southampton City Council a great place to work. The strategy is being brought for consideration at today's meeting.  |
| 35. | <p>The Digital Journey programme continues to make good strides forward. Improvements in access to our services include:</p> <ul style="list-style-type: none"> <li>• Our online system for ordering visitor parking permits is now live so residents who live in an area of the city which operates a parking permit scheme will no longer have to go in to Gateway to order visitor parking permits.</li> <li>• Mobile devices for social workers have been rolled out to trial the potential benefit of being able to access and update records on and offline without resorting to paper or returning to the office. This is going well and the rollout continues as planned.</li> <li>• Staff and Members can now log on to 'Staff Stuff' (the Council's intranet) via a home computer, laptop, tablet or smartphone. Everyone can now benefit from being able to check payslips and annual leave online, received employee benefits and keep up to date with the latest news from any location.</li> </ul> |
| 36. | The new Phase 2 Council restructure is currently being implemented, following consultation with staff. Consultation on the Digital and Business Operations function also closed 29 August 2016 and the feedback is currently being analysed to inform the final restructure.   |
| 37. | Service Excellence is progressing well with 400 staff now involved in the weekly 'stand-up' sessions to identify problems and agree ways to solve them as well as identify new ways to continuously improve service provision.   |
| 38. | Hays start as our Managed Service Provider for Temporary and Permanent Staff on 5 September 2016. We are phasing the implementation to ensure a smooth transition. In the first phase, all current Hays temporary staff will migrate to the new system and all new requests for temporary staff will migrate to the new system. All new requests for temporary staff to be filled from the existing Temporary Employment Pool (TEA) will also go through this route. This will mean that we will be able to track how many temporary staff are employed by the Council and what the spend is by service area. The next phase of the rollout will take place later in September and will include temporary staff currently supplied by other agencies. Improvements to the recruitment of permanent staff are also under development with Hays and further detail will become available over the next couple of months.   |


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| <b>RESOURCE IMPLICATIONS</b>                                 |   |
| <b>Capital/Revenue</b>                                       |   |
|  | N/A   |
| <b>Property/Other</b>  |   |
|  | N/A   |
| <b>LEGAL IMPLICATIONS</b>                                    |   |
| <b>Statutory power to undertake proposals in the report:</b> |   |
|  | As defined in the report appropriate to each decision.                              |
| <b>Other Legal Implications:</b>                             |   |
| <b>POLICY FRAMEWORK IMPLICATIONS</b>                         |   |
|  | The report outlines activity supporting the delivery of Council Strategy 2014-2017. |

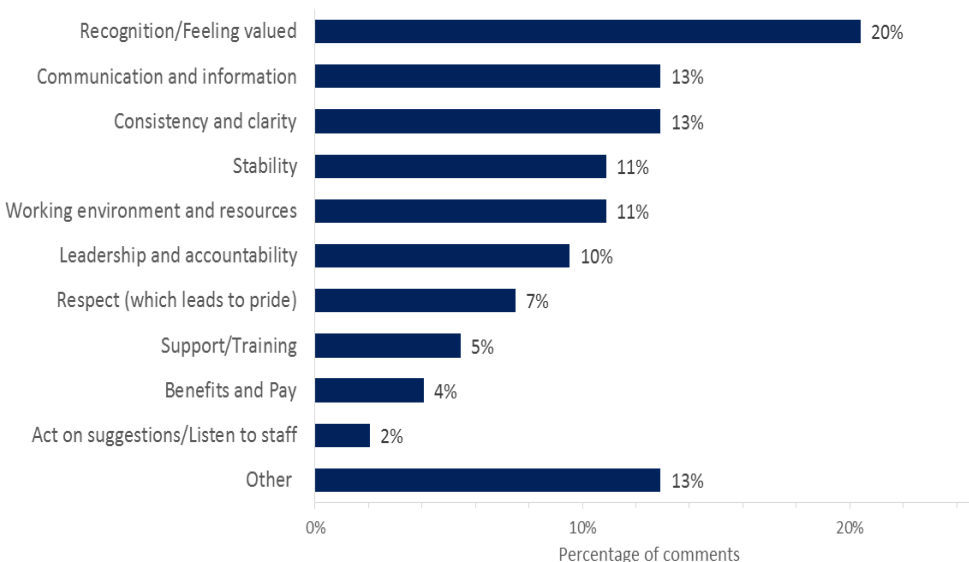
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| <b>KEY DECISION?</b>   | No   |
| <b>WARDS/COMMUNITIES AFFECTED:</b>   | All  |
| <b><u>SUPPORTING DOCUMENTATION</u></b>   |  |
| <b>Appendices</b>  |  |
|  | None   |
| <b>Equality Impact Assessment</b>  |  |
| Do the implications/subject of the report require an Equality Impact Assessment (EIA) to be carried out. | No   |
| <b>Privacy Impact Assessment</b>   |  |
| Do the implications/subject of the report require a Privacy Impact Assessment (PIA) to be carried out.   | No   |
| <b>Other Background Documents</b>  |  |
| <b>Equality Impact Assessment and Other Background documents available for inspection at:</b>            |  |
| Title of Background Paper(s)   | Relevant Paragraph of the Access to Information Procedure Rules / Schedule 12A allowing document to be Exempt/Confidential (if applicable) |
|  | None   |



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| <b>DECISION-MAKER:</b>  |                | <b>CABINET</b>  |                           |
|   |                | <b>COUNCIL</b>  |                           |
| <b>SUBJECT:</b>   |                | <b>SOUTHAMPTON CITY COUNCIL WORKFORCE STRATEGY 2016</b>   |                           |
| <b>DATE OF DECISION:</b>  |                | <b>20 SEPTEMBER 2016</b>  |                           |
|   |                | <b>21 SEPTEMBER 2016</b>  |                           |
| <b>REPORT OF:</b>   |                | <b>LEADER OF THE COUNCIL</b>  |                           |
| <b><u>CONTACT DETAILS</u></b>   |                |   |                           |
| <b>AUTHOR:</b>  | <b>Name:</b>   | <b>Janet King</b>   | <b>Tel: 023 8083 2378</b> |
|   | <b>E-mail:</b> | <b>Janet.king@southampton.gov.uk</b>  |                           |
| <b>DIRECTOR</b>   | <b>Name:</b>   | <b>Suki Sitaram</b>   | <b>Tel: 023 8083 2060</b> |
|   | <b>E-mail:</b> | <b>Suki.sitaram@southampton.gov.uk</b>  |                           |
| <b>STATEMENT OF CONFIDENTIALITY</b>   |                |   |                           |
| <b>None</b>   |                |   |                           |
| <b>BRIEF SUMMARY</b>  |                |   |                           |
| <p>To approve the proposed Workforce Strategy and Action Plan to deliver the Council's vision:</p> <p><i>To be an employer of choice, for the Council to be recognised as a 'Great Place to Work' where employees have pride in their work, the Council and the city.</i></p> <p>This will be delivered through:</p> <ul style="list-style-type: none"> <li>• A skilled, agile, flexible and engaged workforce of high performing, professional teams guided in their work by our core behaviours and delivering the right services effectively and efficiently for a sustainable Council</li> <li>• The Council recognising, developing and rewarding talent, proactively promoting learning and growth across all areas.</li> </ul> |                |   |                           |
| <b>RECOMMENDATIONS:</b>   |                |   |                           |
| <b>CABINET</b>  |                |   |                           |
|   | (i)            | To recommend to Council to approve the proposed Workforce Strategy and draft Action Plan (attached at Appendix 1).  |                           |
|   | (ii)           | To recommend Council delegate authority to the Chief Strategy Officer, following consultation with the Leader, Chief Executive, Chief Operating Officer and the HR Strategy Managers to finalise the Strategy and Action Plans and take necessary action for implementation. This will include the Children and Adult Social Care Workforce Development Plan, following consultation with the relevant Cabinet Members and Service Directors. |                           |
| <b>COUNCIL</b>  |                |   |                           |
|   | (i)            | To approve the proposed Workforce Strategy and draft Action Plan (attached at Appendix 1).  |                           |
|   | (ii)           | To delegate authority to the Chief Strategy Officer, following consultation with the Leader, Chief Executive, Chief Operating   |                           |

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|  | Officer and the HR Strategy Managers to finalise the Strategy and Action Plans and take necessary action for implementation. This will include the Children and Adult Social Care Workforce Development Plan, following consultation with the relevant Cabinet Members and Service Directors.   |
| <b>REASONS FOR REPORT RECOMMENDATIONS</b>          |   |
| 1.   | Staff are the Council's greatest and most valuable resource to deliver successful transformation and be a sustainable organisation. It is through people that we realise our ambitions as a Council and a city. We need have a clear, strategic approach so that we can understand and respond to internal and external context as it changes and <u>before</u> it changes. It will help us to make the right decisions and prioritise actions and resources going forward. It will also enable the Council to maximise its people resources when developing and delivering its approach to outcomes based budgeting and planning.  |
| 2.   | The Council does not have a Workforce Strategy covering the whole organisation. This Strategy provides an overview of what is required for the Council to develop its current and future workforce reflecting the agreed operating model and the transformation programme. It will enable us to have a workforce with the right skills, competencies and behaviours to deliver services and manage the businesses of the future and take the necessary actions.   |
| <b>ALTERNATIVE OPTIONS CONSIDERED AND REJECTED</b> |   |
| 3.   | The option of waiting till the current changes in the organisation are implemented was considered and rejected. This is because the Council needs to agree a strategic framework within which it can move forward to develop the right workforce for the new operating model. The option to not produce a Workforce Strategy is not recommended due to the need for a clear framework for our staff and other stakeholders.   |
| <b>DETAIL (Including consultation carried out)</b> |   |
| 4.   | <p>The Council is one of the largest employers in the city and is a key player in the city's growth and prosperity. We are recognised for our work on skills and employment and want to build on this to become a really good employer. The aim is for the Workforce Strategy to be outward facing so that the Council can be a good role model as an employer. Going forward our ambition is to work with our partners to develop a workforce strategy for the city because:</p> <ul style="list-style-type: none"> <li>• We face the same sorts of skills shortages and recruitment difficulties and in some cases, the competencies we are having to let go are the ones private sector employers in the city need</li> <li>• Organisational and functional boundaries and responsibilities are changing with more integration, shared services and different service delivery models</li> <li>• People are increasingly weaving their careers paths across public, voluntary and private sectors.</li> </ul> <p>We all want to create the conditions for encouraging, developing and employing local people with the right skills and competencies.</p> |

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| 5. | <p>This Workforce Strategy will cover the period 2016 - 2021 to deliver the priorities set in the Council Strategy and to align with the other key strategies – the Customer Strategy and that Medium Term Financial Strategy (MTFS). This Strategy will enable the Council to respond to short and medium term issues relating to organisational development and human resources in a rapidly changing world, national legislation and local demands. This Strategy and the integral workstreams aim to close the gap between our aspirations and our capacity to deliver by having clear priorities, policies and strong leadership throughout the organisation. The Strategy takes account of challenges in relation to overall Council budget and will be used to guide resource allocation decisions, drive positive change and deliver a return on investment.</p> |
| 6. | <p>The Workforce Strategy will be a Level 1 strategy in the Council's Strategy and Policy Framework, and sets out the high level vision, priorities and key outcomes for developing the Council's workforce. It will enable the Council to develop and nurture a motivated and effective workforce and will be a key contributor to supporting staff to achieve the Council's priorities, as set out in the revised Council Strategy (elsewhere on this agenda):</p> <ul style="list-style-type: none"> <li>• Children and young people get a good start in life</li> <li>• Strong and sustainable economic growth</li> <li>• People in Southampton live safe, healthy, independent lives</li> <li>• Southampton is an attractive, modern city where people are proud to live and work.</li> </ul>   |
| 7. | <p>The main outcomes delivered by the Workforce Strategy will be:</p> <ul style="list-style-type: none"> <li>• A robust foundation which enables decision making, planning and delivery to based on evidence - we will know understand and project workforce needs, issues and demands and plan accordingly</li> <li>• Southampton City Council will be an employer of choice</li> <li>• Southampton City Council perceived as a great place to work.</li> </ul> <p>The Workforce Strategy is part of the triumvirate of strategies that enable us to develop the right kind of organisation to deliver the outcomes for our residents detailed in the Council Strategy:</p> <div style="text-align: center;">  </div>   |
| 8. | <p>The most significant changes that affect the Council's approach to developing and maintaining an effective and motivated workforce include:</p> <ul style="list-style-type: none"> <li>• Different service delivery models</li> <li>• Different ways of working</li> <li>• Use of new technology</li> </ul>   |

|                                    | <ul style="list-style-type: none"> <li>• Flexible use of resources and multi skilling</li> <li>• Integration with others</li> </ul> <p>Challenges for managers include delivering the right outcomes within ever reducing resources, managing workloads with decreased resources, managing customer expectations and responding to changing customer behaviours, managing shared services across different organisational cultures, becoming more commercial, recruiting the right skills, experiences and competencies, demographic changes and their impact on service delivery, unprecedented levels of service change.</p>  |       |                        |                            |     |                               |     |                         |     |           |     |                                   |     |                               |     |                                |    |                  |    |                  |    |                                    |    |       |     |
|------------------------------------|---|-------|------------------------|----------------------------|-----|-------------------------------|-----|-------------------------|-----|-----------|-----|-----------------------------------|-----|-------------------------------|-----|--------------------------------|----|------------------|----|------------------|----|------------------------------------|----|-------|-----|
| 9.                                 | <p>Consultation to date includes a focused staff survey and preliminary discussion with trade union colleagues. The Action Plan will be fully informed through a series of staff workshops as the individual themes are developed and implemented. Overall 356 members of staff took part in the quick survey which asked staff to rank in order of importance a range of actions within each theme. There was also scope to make comments and suggestions about how the workforce strategy could improve working at Southampton City Council. Staff were also asked to make a suggestion for the single thing that would most improve working at Southampton City Council and these suggestions have been categorised in the chart below. The main suggestions could be broken into the following themes:</p> <ul style="list-style-type: none"> <li>• Support staff and skill them</li> <li>• Communication and engagement</li> <li>• Concern over losing staff</li> <li>• Listening to comments and acting on them</li> </ul> <p><b><u>The one change to make staff feel proud to work for SCC:</u></b></p>  <table border="1"> <thead> <tr> <th>Theme</th> <th>Percentage of comments</th> </tr> </thead> <tbody> <tr> <td>Recognition/Feeling valued</td> <td>20%</td> </tr> <tr> <td>Communication and information</td> <td>13%</td> </tr> <tr> <td>Consistency and clarity</td> <td>13%</td> </tr> <tr> <td>Stability</td> <td>11%</td> </tr> <tr> <td>Working environment and resources</td> <td>11%</td> </tr> <tr> <td>Leadership and accountability</td> <td>10%</td> </tr> <tr> <td>Respect (which leads to pride)</td> <td>7%</td> </tr> <tr> <td>Support/Training</td> <td>5%</td> </tr> <tr> <td>Benefits and Pay</td> <td>4%</td> </tr> <tr> <td>Act on suggestions/Listen to staff</td> <td>2%</td> </tr> <tr> <td>Other</td> <td>13%</td> </tr> </tbody> </table> | Theme | Percentage of comments | Recognition/Feeling valued | 20% | Communication and information | 13% | Consistency and clarity | 13% | Stability | 11% | Working environment and resources | 11% | Leadership and accountability | 10% | Respect (which leads to pride) | 7% | Support/Training | 5% | Benefits and Pay | 4% | Act on suggestions/Listen to staff | 2% | Other | 13% |
| Theme                              | Percentage of comments  |       |                        |                            |     |                               |     |                         |     |           |     |                                   |     |                               |     |                                |    |                  |    |                  |    |                                    |    |       |     |
| Recognition/Feeling valued         | 20%   |       |                        |                            |     |                               |     |                         |     |           |     |                                   |     |                               |     |                                |    |                  |    |                  |    |                                    |    |       |     |
| Communication and information      | 13%   |       |                        |                            |     |                               |     |                         |     |           |     |                                   |     |                               |     |                                |    |                  |    |                  |    |                                    |    |       |     |
| Consistency and clarity            | 13%   |       |                        |                            |     |                               |     |                         |     |           |     |                                   |     |                               |     |                                |    |                  |    |                  |    |                                    |    |       |     |
| Stability                          | 11%   |       |                        |                            |     |                               |     |                         |     |           |     |                                   |     |                               |     |                                |    |                  |    |                  |    |                                    |    |       |     |
| Working environment and resources  | 11%   |       |                        |                            |     |                               |     |                         |     |           |     |                                   |     |                               |     |                                |    |                  |    |                  |    |                                    |    |       |     |
| Leadership and accountability      | 10%   |       |                        |                            |     |                               |     |                         |     |           |     |                                   |     |                               |     |                                |    |                  |    |                  |    |                                    |    |       |     |
| Respect (which leads to pride)     | 7%  |       |                        |                            |     |                               |     |                         |     |           |     |                                   |     |                               |     |                                |    |                  |    |                  |    |                                    |    |       |     |
| Support/Training                   | 5%  |       |                        |                            |     |                               |     |                         |     |           |     |                                   |     |                               |     |                                |    |                  |    |                  |    |                                    |    |       |     |
| Benefits and Pay                   | 4%  |       |                        |                            |     |                               |     |                         |     |           |     |                                   |     |                               |     |                                |    |                  |    |                  |    |                                    |    |       |     |
| Act on suggestions/Listen to staff | 2%  |       |                        |                            |     |                               |     |                         |     |           |     |                                   |     |                               |     |                                |    |                  |    |                  |    |                                    |    |       |     |
| Other                              | 13%   |       |                        |                            |     |                               |     |                         |     |           |     |                                   |     |                               |     |                                |    |                  |    |                  |    |                                    |    |       |     |
| 10.                                | <p>The suggestions and feedback from staff are reflected in the actions detailed in the draft Workforce Strategy, in the order of importance given by staff members. Quotes from staff will also be included in the final strategy to help illustrate their feedback.</p>   |       |                        |                            |     |                               |     |                         |     |           |     |                                   |     |                               |     |                                |    |                  |    |                  |    |                                    |    |       |     |
| 11.                                | <p><u>A robust foundation</u><br/>Building on the work achieved under the Pay and Allowance standards we will</p>   |       |                        |                            |     |                               |     |                         |     |           |     |                                   |     |                               |     |                                |    |                  |    |                  |    |                                    |    |       |     |

|     |   |
|-----|---|
|     | <p>develop timely and accurate Management Information which will inform HR approaches and policies (such as recruitment and retention) with clear business compliance requirements (such as post approval and post numbering to create employee records and inform our workforce data). The feedback from staff who responded to the short survey shows that the top priorities for this outcome were:</p> <ul style="list-style-type: none"> <li>• Make sure HR policies and processes are fit for purpose and easily available, so that managers and staff are clear about what is expected of them</li> <li>• Improve the quality of HR data and information so that managers have a better understanding of the organisation and are better able to respond to changes.</li> </ul>  |
| 12. | <p><u>Employer of choice</u></p> <p>The Council currently offers a comparatively good benefits package, supported by family friendly policies and a huge variety of work and career options. However this does not always help us with recruiting and retaining the best and to become an employer of choice, we have to be able to recruit and retain the best. The feedback from staff who responded to the short survey shows that the top priorities for this outcome were:</p> <ul style="list-style-type: none"> <li>• Make sure we have a pay structure that reflects job roles and is in line with market trends</li> <li>• Provide greater clarity on job roles to deliver what is needed for the Council.</li> <li>• Ensure that the mix of internal communications channels are fit for purpose and meet the needs of staff.</li> </ul>  |
| 13. | <p><u>Becoming a 'Great Place to Work'</u></p> <p>Research shows that the UK's best workplaces easily outperform the average organisation. The 'Great Place to work' research on best workplaces shows that the top 5 differences between the best workplaces and the average workplaces by their Trust Index score are:</p> <ul style="list-style-type: none"> <li>• People look forward to coming to work here</li> <li>• This is a fun place to work</li> <li>• Management deliver on their promises</li> <li>• Management's actions match their words</li> <li>• Trust in leadership</li> </ul> <p>The feedback from staff who responded to the short survey shows that the top priorities for this outcome were:</p> <ul style="list-style-type: none"> <li>• Build a development programme and manager's toolkit to ensure the right skills and behaviours are developing</li> <li>• Create an induction programme for use across the organisation</li> <li>• Make sure all staff are supported through changes.</li> </ul> |
| 14. | <p>Therefore our priorities are:</p> <ul style="list-style-type: none"> <li>• Clarity and awareness for all about our vision and priorities</li> <li>• A robust foundation upon which we can build strong HR practice across the whole organisation</li> <li>• Streamlined policies and processes that lend themselves to being</li> </ul>  |

- accessed through self-service and digital
- Developing the cultures and behaviours identified in the new operating model and ensure robust performance management
- Engaging and developing our staff, showing appreciation and having the right pay and reward policies
- A diverse, creative, innovative workforce with a range of skills, experience and backgrounds.

15. The Workforce Strategy provides the framework for reviewing existing policies and plans and the following emerging policies and plans:
- Workforce Plan – our structures and employment practices; recruitment and retention, talent management and succession planning; the developing workforce (apprentices; career pathways; new ways of working)
  - Employee Engagement – Engagement, Recognition and Reward
  - Annual Pay Policy
  - Performance Contracts and Appraisal (behaviours and competencies)
  - Learning and Development – including Leadership and Management Development; Learning Pathways (Career Management, Development and Accreditation).

**WHERE ARE WE TODAY?**

16. Current Workforce Profile: (snapshot in August 2016)

|                        | <b>Operations Hub (82%)</b> | <b>Strategy Hub (10%)</b> | <b>Transformation Hub (8%)</b> | <b>Totals</b> |
|------------------------|-----------------------------|---------------------------|--------------------------------|---------------|
| <b>Female</b><br>(61%) | 1,523                       | 196                       | 161                            | 1,880         |
| <b>Male</b><br>(39%)   | 1,025                       | 115                       | 54                             | 1,194         |
|                        | 2,548                       | 311                       | 215                            | <b>3,074</b>  |
| <b>Ethnicity</b>       |                             |                           |                                |               |
| White British (%)      | 72                          | 75                        | 70                             |               |
| Other categories (%)   | 28                          | 25                        | 30                             |               |
|                        |                             |                           |                                |               |
| <b>Disabled</b><br>(%) | 2.3                         | 1.5                       | 6.5                            |               |
| <b>Age</b>             |                             |                           |                                |               |
| Under 20               | 7                           | --                        | --                             | 7             |
| 20-29                  | 231                         | 32                        | 30                             | 293           |
| 30-39                  | 523                         | 67                        | 37                             | 627           |

|     |   |              |            |            |              |
|-----|---|--------------|------------|------------|--------------|
|     | 40-49   | 670          | 89         | 56         | 815          |
|     | 50-59   | 839          | 96         | 66         | 1,001        |
|     | Over 60   | 278          | 27         | 26         | 331          |
|     |   | <b>2,548</b> | <b>311</b> | <b>215</b> | <b>3,074</b> |
| 17. | Performance frameworks are being implemented from the Council's Management Team downwards, reviews and streamlining of some policies have been done and there is good practice in developing staff in some areas. Phase 1 of the new operating model has been implemented and consultation on proposals for Phase 2 covering 145 managers has just been completed.  |              |            |            |              |
| 18. | <p>Following approval of the operating model in February 2015, the Council has moved away from a Directorate based structure (People and Place supported by Corporate Services) to a leaner model. This includes more modern and effective people management and requires the development of high performing, agile employees and integrated teams. The new organisational structure comprises:</p> <ul style="list-style-type: none"> <li>• Strategic Hub</li> <li>• Operating Hub</li> <li>• Transformation Hub which includes Digital and Business Operations</li> </ul>                             |              |            |            |              |
| 19. | <p><u>Employer of choice</u></p> <p>The Council is committed to equalities and has taken comprehensive action to ensure its pay and allowances policies do not discriminate. It implements the Living Wage for all its directly employed staff in line with the recommendations of the Living Wage Foundation. We also offer a range of family friendly policies including:</p> <ul style="list-style-type: none"> <li>• Flexible Working (Flexi time, Term Time and Part Time contracts, compressed hours)</li> <li>• Maternity, Paternity and Adoption Leave</li> <li>• Childcare Vouchers</li> </ul> |              |            |            |              |
| 20. | <p>However, recruitment in many areas has been problematic and this could be due to the financial challenges faced by local government and the cost of living in the city compared to other cities. We recognise that many people, especially local residents, may not see us as an employer of choice and it is vital that we change this perception to attract the best in roles across all service areas.</p>  |              |            |            |              |
| 21. | <p><u>A 'Great Place to Work'</u></p> <p>The Staff Survey measures staff satisfaction against five criteria as shown below:</p>   |              |            |            |              |

|   | 2015   | 2014   | Ave. top 10 | Ave. bottom 10 |
|---|--------|--------|-------------|----------------|
| I am proud to say I work for Southampton City Council   | 43     | 40     | 87          | 46             |
| I would recommend Southampton City Council as an employer                                       | 34     | 33     | 81          | 42             |
| I am prepared to go above and beyond what is expected to help Southampton City Council succeed  | 71     | 90     | 92          | 62             |
| I am unlikely to look for another job outside of Southampton City Council in the next 12 months | 40     | 36     | 81          | 48             |
| Overall, I am satisfied working for Southampton City Council                                    | 44     | 44     | 79          | 48             |
| Total EEI   | 47/100 | 49/100 | 84/100      | 49/100         |

22. The proposed Workforce Strategy and draft Action Plan is attached at Appendix 1. Delegated authority is being sought for the development and approval of the draft Children and Adult Social Care Workforce Development Plan.

23. Following approval of the Workforce Strategy the HR Strategy Managers and the Service Leads within Children and Families and Adult Social Care will finalise measures of success for each priority, which will be informed by service managers and employees. Work will also be undertaken with Service Directors to ensure that the wider Workforce Strategy and associated plans align with related work across the city, in particular the key synergies between city based employment and skills, the opportunities local government can offer in the changing climate and the need to drive business and core behaviours and digital aptitude to meet the changing service needs of the customer.

24. The Workforce Strategy is based on research on best practice, feedback from the Staff Survey, discussions at Pulse meetings, input from the unions and management meetings.

## RESOURCE IMPLICATIONS

### Capital/Revenue

25. There are no immediate revenue implications to this Strategy. Any additional revenue spend required will be identified and additional activity identified as part of the action plan will be considered for feasibility within normal yearly budgeting activity.

### Property/Other

26. None.

## LEGAL IMPLICATIONS

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

27. S 101 Local Government Act 1972 and S1 Localism Act 2011

### Other Legal Implications:



|                                      |  |
|--------------------------------------|--|
| 28.                                  | None.  |
| <b>POLICY FRAMEWORK IMPLICATIONS</b> |  |
| 29.                                  | There are no direct implications on the Policy Framework as set out in article 4.01 of the Articles of Constitution. |

|                                    |             |
|------------------------------------|-------------|
| <b>KEY DECISION?</b>               | <b>no</b>   |
| <b>WARDS/COMMUNITIES AFFECTED:</b> | <b>none</b> |

SUPPORTING DOCUMENTATION

|                   |   |
|-------------------|---|
| <b>Appendices</b> |   |
| 1.                | <b>Draft Workforce Strategy and Action Plan</b> |

**Documents In Members' Rooms**

|    |             |
|----|-------------|
| 1. | <b>None</b> |
|----|-------------|

**Equality Impact Assessment**

|   |           |
|---|-----------|
| <b>Do the implications/subject of the report require an Equality and Safety Impact Assessment (ESIA) to be carried out.</b> | <b>No</b> |
|---|-----------|

**Privacy Impact Assessment**

|   |           |
|---|-----------|
| <b>Do the implications/subject of the report require a Privacy Impact Assessment (PIA) to be carried out.</b> | <b>No</b> |
|---|-----------|

**Other Background Documents**

**Other Background documents available for inspection at:**

| <b>Title of Background Paper(s)</b> | <b>Relevant Paragraph of the Access to Information Procedure Rules / Schedule 12A allowing document to be Exempt/Confidential (if applicable)</b> |
|-------------------------------------|---|
| 1.                                  |   |
| 2.                                  |   |

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## DRAFT WORKFORCE STRATEGY

### 1 Vision

*To be an employer of choice, for the Council to be recognised as a 'Great Place to Work' where employees have pride in their work, the Council and the city.*

### 2 Introduction and context

#### Purpose

Staff are the Council's greatest and most valuable resource. We are proud of our staff and want to recognise their skills, knowledge and understanding, as these are fundamental to delivering successful transformation, a sustainable organisation and our ambitions as a Council and a city. We want to develop a clear, strategic approach to workforce development building on the excellent work and good practice we have. This will enable us to develop our current and future workforce with the right skills, competencies and behaviours to deliver services and manage businesses of the future with appropriate and effective HR and OD policies and practices.

#### Scope

The Workforce Strategy provides direction for all staff and the learning and development elements will also cover all elected Members. It covers pay and reward, recruitment, retention, performance management, training and development of the workforce.

#### Delivering the Strategy

This Strategy will enable the Council to have a skilled, flexible and engaged workforce of high performing, professional teams. Staff will be guided in their work by our core behaviours and deliver the right services effectively and efficiently contributing to a sustainable, modern council. This will enable them to deliver, with declining resources, the priority Council outcomes:

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

#### Links to the Strategy and Policy framework, other strategies and policies

This strategy will sit alongside the Customer Strategy and Medium Term Financial Strategy to help us to become the right kind of organisation to deliver better outcomes for our residents.

### 3 Priorities and outcomes

A key driver for all staff is the "One Council" approach and the expected behaviours now embedded in revised job descriptions so that, at all levels, and underpinned by an aptitude for applying digital solutions and using technology, staff will:

- Take personal responsibility for work, service and performance
- Work with and through others across teams, services, the wider Council and our partners
- Embrace change, looking for new ways of working to improve service provision and achieve cost efficiencies in positive and proactive ways
- Be customer focused putting the service user at the heart of service design and delivery
- Balance commercial demands helping develop a sustainable Council and services

#### Priority outcomes

- Good management across the Council, supported by a regular leadership and management development programme well as consistent and easy to follow HR policies and processes
- Evidence based decision making, planning and delivery supported by accurate workforce data, management information, analysis and future projections on workforce needs, issues and demands
- Recognised as an employer of choice – so that recruitment and retention align with our workforce plans and employee satisfaction levels increase as staff identify the council as a "great place to work"
- Workforce planning with partners and recognised trade unions
- A high performing workforce with the right skills and behaviours, supported by an induction and development programme, actions to manage change effectively, performance management and effective internal communications to deliver the Council's vision and priority outcomes
- A highly motivated and engaged workforce, flexible enough to respond to future challenges
- Staff empowered to make decisions and participate in all aspects of service delivery and development
- An effective Member Development programme for elected Members
- Demonstrable valuing of diversity and equality/ensuring opportunity for all to fulfil their potential.

### 4 Success measures

- Staff retention
- Reduced staff turnover in the context of our organisational change
- Improved results in staff survey (Employee Engagement Index)
- Staff profile reflects city profile
- All employees have performance contracts, regular supervision and

- an annual appraisal
- Reduced sickness absence
- Satisfaction rates and take up of learning and development programme for elected Members
- Management of grievances and disciplinarys

**5 DRAFT ACTION PLAN**

Detail

| Outcome                       | Theme                     | Actions   |
|-------------------------------|---------------------------|---|
| A robust HR and OD foundation | Getting the basics right  | <ol style="list-style-type: none"> <li>1. Make sure HR policies and processes are fit for purpose and easily available, so managers and staff are clear what is expected of them by:                             <ul style="list-style-type: none"> <li>○ Developing and implementing a detailed Workforce Plan covering structures, sound employment policies and practices, compliance, improvement of professional practice, recruitment and retention, talent management, succession planning and developing our workforce</li> <li>○ Developing and implementing a detailed Children and Adult Social Care Workforce Development Plan</li> <li>○ Establishing, communicating and applying workforce controls (recruitment and retention, attendance, induction, performance contracts and appraisals; set and control use and costs of agency workers, consultants and interims)</li> <li>○ A commitment to continued engagement with the Council’s recognised Trade Unions with a view to seeking agreement on any changes to policy or procedures.</li> </ul> </li> <li>2. Ensure the organisation is offering equal opportunities to all by:                             <ul style="list-style-type: none"> <li>○ Mapping current workforce profile and local demographics</li> <li>○ Determining areas for approved positive action</li> </ul> </li> <li>3. Improve the quality of HR data and information so that managers have a better understanding of the organisation, and are better able to respond to changes by:                             <ul style="list-style-type: none"> <li>○ Undertaking regular forecasting</li> <li>○ Providing management information of workforce profile to track gaps and assess impact of actions</li> </ul> </li> <li>4. Manage attendance and reduce absence by regular forecasting and use of management Information of workforce profile to track gaps and assess impact of actions</li> </ol> |
| Employer of choice            | Pay and Reward            | <ol style="list-style-type: none"> <li>1. Make sure we have a pay structure that reflects job roles and is in line with market trends by:                             <ul style="list-style-type: none"> <li>○ Undertaking pay benchmarking for public sector to ensure best fit</li> <li>○ Reviewing recruitment and retention issues with Service Leads</li> <li>○ Planning a medium term review of the pay model and agreed job evaluation schemes for a “One Council” pay framework and creation of job families, to enhance career pathways and transparency</li> </ul> </li> <li>2. Promote the Council’s benefits package including the range of family freindly polcies</li> <li>3. Review and publish our Pay Policy annually</li> <li>4. Review guidance for managers to consistently track, review and take action on recruitment and retention issues.</li> </ol>   |
|                               | Recruitment and retention | <ol style="list-style-type: none"> <li>1. Assess skills, experience and gaps required in the context of new operating model and manage key risk issues</li> <li>2. Provide greater clarity on job roles to deliver what is needed for the Council by:                             <ul style="list-style-type: none"> <li>○ Creating and communicating new job profiles to reflect the different and additional skills required</li> <li>○ Assessing skills and talent required and gaps in the context of new operating model and managing key risk issues</li> </ul> </li> <li>3. Reskill and redeploy people to meet changing service needs</li> <li>4. Develop and promote employer “brand” to:                             <ul style="list-style-type: none"> <li>○ Reflect staff view of and pride in the workplace</li> <li>○ Develop and promote employer “brand” and positive marketing of the Council as an employer and a city business</li> <li>○ Attract local people to apply for vacancies.</li> </ul> </li> </ol>  |
| Great Place to Work           | Organisational change     | <ol style="list-style-type: none"> <li>1. Support staff through organisational change by                             <ul style="list-style-type: none"> <li>○ Ensuring access to the appropriate technology staff need to help them do their job</li> <li>○ Reviewing and revising processes for managing change to ensure consistency, openness and fairness in context of consultation on and recruitment to new structure</li> <li>○ Developing and supporting infrastructure to support different but secure ways of working</li> <li>○ Developing and promoting positive support for staff leaving the organisation and work with partners to reskill and redploy staff to meet changing needs</li> </ul> </li> <li>2. Ensure change is managed more effectively, guided by an overarching single framework for the organisation by:                             <ul style="list-style-type: none"> <li>○ Developing, impementing and communicating an overall Organisational Development Plan</li> <li>○ Updating all policies and procedures to reflect new operating model, roles and responsibilities</li> <li>○ Developing clear and consistent processes to manage change, including future restrutures</li> <li>○ Reviewing and revising as necessary all business processes to ensure consistency, openness and fairness in context of consultation on and recruitment to new structures</li> <li>○ Ensuring new job profiles reflect the different and additional skills required for the future (e.g. community focus and engagement; strategic management; commercialisation; strategic commissioning; partnership working)</li> </ul> </li> <li>3. Make the best use of digital technology to improve HR processes, service delivery and customer experiences.</li> </ol>  |
|                               | Staff Engagement          | <ol style="list-style-type: none"> <li>1. Improve engagement, communication with and access to information for all staff by:                             <ul style="list-style-type: none"> <li>○ Developing and implementing a programme for staff engagement across the council</li> <li>○ Using a mix of internal communications channels that are fit for purpose in meeting the needs of staff, and that up to date information is available via intranet and web pages</li> <li>○ Improving the Employee Account as the first port of call for information</li> <li>○ Increasing awareness of the expected behaviours and digital workforce, promoting the One council message</li> <li>○ Recognising the value of our trade union partners and a commitment to transparent consultation in each case of change so staff are fully briefed on any proposals</li> <li>○ Increase the number of PULSE members and better use the group to guide changes to the organisation</li> </ul> </li> <li>2. Celebrate staff achievements by:                             <ul style="list-style-type: none"> <li>○ Creating a package of staff awards to celebrate success, developed through stakeholder groups</li> <li>○ Developing and implementing a programme of annual awards – (Long Service, Employee, Manager, Team of the Year and Star awards)</li> </ul> </li> <li>3. Create a ‘Good Stuff’ section on the intranet pages of Staff Stuff to contain details of staff awards and employee</li> </ol>   |

|  |  |  |
|--|--|--|
|  |  | benefits<br>4. Conduct an annual staff survey and use the analysis of findings to inform next steps and assess impact of actions.  |
|  | Leadership, management and staff development | <ol style="list-style-type: none"> <li>1. Develop leadership and management skills by: <ul style="list-style-type: none"> <li>○ Implementing an effective Member Development programme, with the involvement of Members to reflect the different leadership and community representational roles in the changing public sector context</li> <li>○ Developing and implementing an accredited and effective leadership and management development programme supported by a 'toolkit' for managers</li> <li>○ Developing and empowering existing and aspiring leaders to fulfil their role (clarity of role and function; support, guidance, coaching and mentoring schemes)</li> </ul> </li> <li>2. Develop staff by: <ul style="list-style-type: none"> <li>○ Implementing comprehensive induction standards for all new starters learning pathways linked to roles, professional competences and the skills required</li> <li>○ Improving take up of and achieving 100% compliance of regular supervision and annual appraisals for all staff</li> <li>○ Continuously develop staff so that as many as possible reach their full potential</li> <li>○ Implement standardised performance contracts across the organisation to improve performance management</li> </ul> </li> <li>3. Improving links with partner organisations (education, accreditation of learning, shared provision).</li> </ol> |

| Final document           |   |                      |                |
|--------------------------|---|----------------------|----------------|
| <b>Version</b>           | V6  | <b>Approved by</b>   | Full Council   |
| <b>Date last amended</b> | 12092016                                    | <b>Approval date</b> |                |
| <b>Lead officer</b>      | Janet King HR Strategy (OD, Pay and Reward) | <b>Review date</b>   | September 2017 |

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|                               |                |  |                           |
|-------------------------------|----------------|--|---------------------------|
| <b>DECISION-MAKER:</b>        |                | <b>CABINET COUNCIL</b>   |                           |
| <b>SUBJECT:</b>               |                | <b>SOUTHAMPTON CITY COUNCIL STRATEGY 2016-2020</b>                                     |                           |
| <b>DATE OF DECISION:</b>      |                | <b>20 SEPTEMBER 2016<br/>21 SEPTEMBER 2016</b>   |                           |
| <b>REPORT OF:</b>             |                | <b>LEADER OF THE COUNCIL</b>   |                           |
| <b><u>CONTACT DETAILS</u></b> |                |  |                           |
| <b>AUTHOR:</b>                | <b>Name:</b>   | <b>Felicity Ridgway:<br/>Policy Manager</b>  | <b>Tel: 023 8083 3310</b> |
|                               | <b>E-mail:</b> | <b>felicity.ridgway@southampton.gov.uk</b>   |                           |
| <b>Director</b>               | <b>Name:</b>   | <b>Emma Lewis: Service Director –<br/>Intelligence, Insight and<br/>Communications</b> | <b>Tel: 023 8091 7984</b> |
|                               | <b>E-mail:</b> | <b>emma.lewis@southampton.gov.uk</b>   |                           |

## STATEMENT OF CONFIDENTIALITY

NOT APPLICABLE

## BRIEF SUMMARY

The draft Council Strategy (2016-2020) is a key strategic document, setting out what we want to achieve, what we will do, how we will work and how we will contribute to the City Strategy (2014-2025). It sets out our priorities for the next four years, the outcomes we expect to achieve by 2020 and the measures we will use to monitor our progress. It will influence all other council strategies and policies developed during this period, as well as the council's spending decisions; services will also use it to plan service delivery. It is part of the council's Policy Framework and must be approved by Council. The priority outcomes in the Council Strategy are:

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

Once agreed, it will be published on the council's website and be available to staff, residents and stakeholders. It has been drafted as an easy to read, accessible document, which focuses on key priorities, rather the trying to describe all 'business as usual' activities.

It replaces the current Council Strategy 2014-17, which received positive feedback, and has been used to set the strategic direction for the council since its approval. The draft Council Strategy presented to Full Council for consideration and approval reflects the outcomes the Administration wants to achieve and has been refreshed in light of feedback from residents and the changing local and national context.

|  |   |
|--|---|
| <b>RECOMMENDATIONS:</b>                            |   |
| <b>Cabinet</b>                                     |   |
| (i)  | To note any recommendations made by the Overview and Scrutiny Committee (OSMC), as reported verbally at the meeting and which, if approved by Council, will be reflected in the final version of the Council Strategy (2016-2020).  |
| (ii)   | To recommend the draft Council Strategy 2016-2020, attached as Appendix 1, to Council for approval.   |
| <b>Council</b>                                     |   |
| (i)  | To approve the draft Council Strategy 2016-2020, attached as Appendix 1.  |
| (ii)   | To delegate authority to the Chief Strategy Officer, following consultation with the Leader of the Council, to finalise the draft Council Strategy 2016-2020, including incorporating any changes made at the meeting, and to make any in-year changes and to refresh relevant sections of the Strategy in 2017, 2018 and 2019 so that it aligns with any new budgetary or policy developments which will impact on the council's activities.   |
| <b>REASONS FOR REPORT RECOMMENDATIONS</b>          |   |
| 1.   | The Council Strategy is a key element in the Council Policy Framework, as it sets the direction of travel and priorities for the council for 2016-2020. It will influence all other council strategies and policies developed during this period, as well as council spending decisions. Whilst it sets the overarching strategic direction for the council, ongoing review and changes will be necessary over the three year period, in response to a number of factors. Delegated authority is therefore sought to review and make changes in the future.   |
| <b>ALTERNATIVE OPTIONS CONSIDERED AND REJECTED</b> |   |
| 2.   | An option is not to publish a strategy: this is not recommended as it is important for the Council to provide a clear and accessible statement of intent to its staff, residents and stakeholders.  |
| <b>DETAIL (Including consultation carried out)</b> |   |
| 3.   | <b>Background and Context</b><br>The previous Council Strategy 2014-17 was approved by Full Council in July 2014, alongside the City Strategy 2014-2025. Progress against these has been monitored on a quarterly basis and reported to the Council's Management Team (CMT), Cabinet, and OSMC and published on the council's website.  |
| 4.   | In developing the Council Strategy, we have considered feedback from residents, both from the Priorities Survey (2015), and the more recent City Survey 2016. It is reassuring to note that, despite the challenging financial climate, levels of satisfaction with the council and the city have been maintained at relatively the same levels since the publication of the last Council and City Strategies in 2014. The City Survey 2016 showed that: <ul style="list-style-type: none"> <li>• 81% of our residents reported that they are satisfied with Southampton as a place to live (82% in 2014)</li> <li>• 55% were satisfied with the way Southampton City Council runs things (59% in 2014).</li> <li>• 43% were satisfied that Southampton City Council provides value for money (44% in 2014).</li> </ul> |
| 5.   | The most recent Priorities Survey (2015) showed that the top priorities for   |



|  |  |   |   |   |   |   |   |   |   |  |  |   |  |   |                             |   |  |                             |   |   |   |
|--|--|---|---|---|---|---|---|---|---|--|--|---|--|---|-----------------------------|---|--|-----------------------------|---|---|---|
|  | <p>residents were:</p> <ul style="list-style-type: none"> <li>• People in Southampton are safe and protected from harm</li> <li>• Children and young people get a good start in life</li> <li>• Southampton is a place with maintained roads and pavements, and accessible and affordable transport.</li> <li>• Southampton is a city with good levels of skills, education and employment.</li> <li>• Southampton is a city with strong, sustainable economic growth.</li> </ul> <p>This feedback has been used to inform and develop the council's four new outcomes.</p>  |   |   |   |   |   |   |   |   |  |  |   |  |   |                             |   |  |                             |   |   |   |
| 6.   | <p><b>Outcomes and priorities</b></p> <p>The new Council outcomes were confirmed in the Executive Business Report of the Leader of the Council at the Full Council meeting in July 2016. The outcomes are:</p> <ul style="list-style-type: none"> <li>• Southampton is a city with strong, sustainable economic growth</li> <li>• Children and young people in Southampton get a good start in life</li> <li>• People in Southampton live safe, healthy, independent lives</li> <li>• Southampton is a modern, attractive city where people are proud to live and work</li> </ul>  |   |   |   |   |   |   |   |   |  |  |   |  |   |                             |   |  |                             |   |   |   |
| 7.   | <p>A series of priorities have been identified as the key areas of focus that will enable the Council to achieve the agreed outcomes:</p> <table border="1" data-bbox="320 1055 1398 1973"> <tr> <td data-bbox="320 1055 608 1308" rowspan="4">Southampton is a city with strong and sustainable economic growth</td> <td data-bbox="608 1055 1398 1128">We will increase the number, and improve the mix of housing in the city</td> </tr> <tr> <td data-bbox="608 1128 1398 1196">We will create opportunities for local people to develop skills, to make the best of employment opportunities</td> </tr> <tr> <td data-bbox="608 1196 1398 1263">We will work with others to reduce the wage gap between residents and commuters into the city</td> </tr> <tr> <td data-bbox="608 1263 1398 1308">We will increase investment into the city</td> </tr> <tr> <td data-bbox="320 1308 608 1518" rowspan="4">Children and young people in Southampton get a good start in life</td> <td data-bbox="608 1308 1398 1375">We will improve early help services and support for children and families</td> </tr> <tr> <td data-bbox="608 1375 1398 1420">We will increase educational attainment</td> </tr> <tr> <td data-bbox="608 1420 1398 1487">We will reduce the numbers of children looked after by the council, and children in need</td> </tr> <tr> <td data-bbox="608 1487 1398 1518">We will protect vulnerable children and young people</td> </tr> <tr> <td data-bbox="320 1518 608 1765" rowspan="4">People in Southampton live safe, healthy, independent lives</td> <td data-bbox="608 1518 1398 1621">We will increase the proportion of social care service users receiving direct payments, so that service users have more choice and control</td> </tr> <tr> <td data-bbox="608 1621 1398 1666">We will improve housing quality and reduce fuel poverty</td> </tr> <tr> <td data-bbox="608 1666 1398 1711">We will improve air quality</td> </tr> <tr> <td data-bbox="608 1711 1398 1765">We will protect vulnerable adults and enable people to live independently</td> </tr> <tr> <td data-bbox="320 1765 608 1973" rowspan="4">Southampton is a modern, attractive city where people are proud to live and work</td> <td data-bbox="608 1765 1398 1800">We will keep our city clean</td> </tr> <tr> <td data-bbox="608 1800 1398 1845">We will ensure roads and pavements are maintained</td> </tr> <tr> <td data-bbox="608 1845 1398 1890">We will strengthen and develop community groups</td> </tr> <tr> <td data-bbox="608 1890 1398 1973">We will increase pride in our city by ensuring there is a vibrant and diverse cultural, entertainment and leisure offer</td> </tr> </table> | Southampton is a city with strong and sustainable economic growth | We will increase the number, and improve the mix of housing in the city | We will create opportunities for local people to develop skills, to make the best of employment opportunities | We will work with others to reduce the wage gap between residents and commuters into the city | We will increase investment into the city | Children and young people in Southampton get a good start in life | We will improve early help services and support for children and families | We will increase educational attainment | We will reduce the numbers of children looked after by the council, and children in need | We will protect vulnerable children and young people | People in Southampton live safe, healthy, independent lives | We will increase the proportion of social care service users receiving direct payments, so that service users have more choice and control | We will improve housing quality and reduce fuel poverty | We will improve air quality | We will protect vulnerable adults and enable people to live independently | Southampton is a modern, attractive city where people are proud to live and work | We will keep our city clean | We will ensure roads and pavements are maintained | We will strengthen and develop community groups | We will increase pride in our city by ensuring there is a vibrant and diverse cultural, entertainment and leisure offer |
| Southampton is a city with strong and sustainable economic growth                | We will increase the number, and improve the mix of housing in the city  |   |   |   |   |   |   |   |   |  |  |   |  |   |                             |   |  |                             |   |   |   |
|  | We will create opportunities for local people to develop skills, to make the best of employment opportunities  |   |   |   |   |   |   |   |   |  |  |   |  |   |                             |   |  |                             |   |   |   |
|  | We will work with others to reduce the wage gap between residents and commuters into the city  |   |   |   |   |   |   |   |   |  |  |   |  |   |                             |   |  |                             |   |   |   |
|  | We will increase investment into the city  |   |   |   |   |   |   |   |   |  |  |   |  |   |                             |   |  |                             |   |   |   |
| Children and young people in Southampton get a good start in life                | We will improve early help services and support for children and families  |   |   |   |   |   |   |   |   |  |  |   |  |   |                             |   |  |                             |   |   |   |
|  | We will increase educational attainment  |   |   |   |   |   |   |   |   |  |  |   |  |   |                             |   |  |                             |   |   |   |
|  | We will reduce the numbers of children looked after by the council, and children in need   |   |   |   |   |   |   |   |   |  |  |   |  |   |                             |   |  |                             |   |   |   |
|  | We will protect vulnerable children and young people   |   |   |   |   |   |   |   |   |  |  |   |  |   |                             |   |  |                             |   |   |   |
| People in Southampton live safe, healthy, independent lives                      | We will increase the proportion of social care service users receiving direct payments, so that service users have more choice and control   |   |   |   |   |   |   |   |   |  |  |   |  |   |                             |   |  |                             |   |   |   |
|  | We will improve housing quality and reduce fuel poverty  |   |   |   |   |   |   |   |   |  |  |   |  |   |                             |   |  |                             |   |   |   |
|  | We will improve air quality  |   |   |   |   |   |   |   |   |  |  |   |  |   |                             |   |  |                             |   |   |   |
|  | We will protect vulnerable adults and enable people to live independently  |   |   |   |   |   |   |   |   |  |  |   |  |   |                             |   |  |                             |   |   |   |
| Southampton is a modern, attractive city where people are proud to live and work | We will keep our city clean  |   |   |   |   |   |   |   |   |  |  |   |  |   |                             |   |  |                             |   |   |   |
|  | We will ensure roads and pavements are maintained  |   |   |   |   |   |   |   |   |  |  |   |  |   |                             |   |  |                             |   |   |   |
|  | We will strengthen and develop community groups  |   |   |   |   |   |   |   |   |  |  |   |  |   |                             |   |  |                             |   |   |   |
|  | We will increase pride in our city by ensuring there is a vibrant and diverse cultural, entertainment and leisure offer  |   |   |   |   |   |   |   |   |  |  |   |  |   |                             |   |  |                             |   |   |   |
| 8.   | <p>A set of key success measures has been developed against the priorities, to enable monitoring and reporting of progress against the Strategy. The targets will be published on the council's website, after which quarterly monitoring reports will be provided to Cabinet and the Overview and Scrutiny</p>  |   |   |   |   |   |   |   |   |  |  |   |  |   |                             |   |  |                             |   |   |   |

|     |   |
|-----|---|
|     | Management Committee, as well as on the website.  |
| 9.  | The Council Strategy (2016-2020) supports and complements the Council's Executive Commitments, which set out the key activities that the Council have committed to deliver against each outcome. These are attached at Appendix 2.  |
| 10. | The Council Strategy (2016-2020) also sets out how we will work in order to deliver our services in a modern, efficient and sustainable way that meets the needs of our residents. This reflects the commitments made in the Customer Strategy, agreed by Cabinet in November 2015. These commitments are: <ul style="list-style-type: none"> <li>• First time resolution – getting things right first time and delivering joined-up services with partners.</li> <li>• Easy as 1,2,3 – simple, efficient services designed around our customers' needs.</li> <li>• Assisted digital – digital services, with extra help for those who need it.</li> <li>• Empower customers, communities and employees - supporting customers and communities to become more self-reliant.</li> <li>• Informed by insight – involving our customers in the design, development and review of services.</li> <li>• Value for money – delivering cost effective services, ensuring that we can continue to keep customers at the heart of what we do.</li> </ul> |

## **RESOURCE IMPLICATIONS**

### **Capital/Revenue**

|     |  |
|-----|--|
| 11. | There are no additional resource requirements arising from the approval of the strategy. The Council Strategy (2016-2020), once approved, will be used as a basis for the setting of the 2017/18 Budget. |
|-----|--|

### **Property/Other**

|     |       |
|-----|-------|
| 12. | None. |
|-----|-------|

## **LEGAL IMPLICATIONS**

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

|     |   |
|-----|---|
| 13. | The statutory powers for producing this strategy can be found in the Local Government & Housing Act 1989, Local Government Acts 1972, 1999 and 2000 and s1 Localism Act 2011.   |
| 14. | The Council has a statutory obligation to meet the best value Duty (s3 Local Government Act 1999, as amended by s137 of the Local Government & Public Involvement in Health Act 2007). The production of the Council Strategy demonstrates that the council has an integrated and planned approach to this requirement. |

### **Other Legal Implications:**

|     |   |
|-----|---|
| 15. | In preparing this Strategy the council has had regard to its duties under the Equalities Act 2010, the Human Rights Act 1998 and s.17 of the Crime and Disorder Act 1998. |
|-----|---|

## **POLICY FRAMEWORK IMPLICATIONS**

|     |  |
|-----|--|
| 16. | The Council Strategy forms part of the council's Policy Framework, as set out in Article 4 of the Council's Constitution. The Executive is, for almost all functions, responsible for implementing the policies and spending the budget in accordance with the Policy Framework and budget. Each of the proposed actions in this strategy will be referred to the council's normal decision making |
|-----|--|

|     |  |
|-----|--|
|     | processes, including detailed legal and financial assessments as necessary.  |
| 17. | In developing this Strategy, consideration has been given to known national policy and budgetary changes which will have a significant impact on the city. Progress over the next few years will be partially dependent on the availability of funding from external sources or the identification of new income sources. As it is not possible to guarantee the outcomes in some cases, the Council Strategy is subject to in year variation. It is therefore proposed to delegate authority to the Chief Strategy Officer, following consultation with the Leader of the Council, to finalise the Council Strategy 2016-2020, including incorporating any changes made at the meeting and to make any in year changes and to refresh relevant sections of the strategy in 2017, 2018 and 2019 so that it aligns with any new budgetary or policy developments which will impact on the council's activities. |

|                                    |   |
|------------------------------------|---|
| <b>KEY DECISION?</b>               | <b>No</b>                                   |
| <b>WARDS/COMMUNITIES AFFECTED:</b> | <b>All wards</b>                            |
| <u>SUPPORTING DOCUMENTATION</u>    |   |
| <b>Appendices</b>                  |   |
| 1.                                 | Southampton City Council Strategy 2016-2020 |
| 2.                                 | The Executive's Commitments                 |

**Documents In Members' Rooms**

|    |      |
|----|------|
| 1. | None |
|----|------|

**Equality Impact Assessment**

|   |           |
|---|-----------|
| <b>Do the implications/subject of the report require an Equality and Safety Impact Assessment (ESIA) to be carried out.</b> | <b>No</b> |
|---|-----------|

**Privacy Impact Assessment**

|   |           |
|---|-----------|
| <b>Do the implications/subject of the report require a Privacy Impact Assessment (PIA) to be carried out.</b> | <b>No</b> |
|---|-----------|

**Other Background Documents**

**Other Background documents available for inspection at:**

| <b>Title of Background Paper(s)</b> | <b>Relevant Paragraph of the Access to Information Procedure Rules / Schedule 12A allowing document to be Exempt/Confidential (if applicable)</b> |
|-------------------------------------|---|
| n/a                                 |   |
| 1.                                  | n/a   |

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# Southampton City Council Strategy 2016-2020

“Southampton – a city of opportunity where everyone thrives”

## WHAT DO WE WANT TO ACHIEVE?

| Outcome  | Why is this important?  |
|--|---|
|  <p><b>Southampton is a city with strong and sustainable economic growth</b></p>                  | We want to build on Southampton's unique sea city location and excellent transport links and continue to grow the local economy, bringing investment into the city and increasing employment opportunities for local people   |
|  <p><b>Children and young people in Southampton get a good start in life</b></p>                  | We want Southampton to be a city where parents, families, communities and services work together to make sure children and young people get a good start in life. Ensuring that children and young people get a good start in life is crucial to enabling them to go on to fulfil their potential and become successful adults who are engaged in their communities |
|  <p><b>People in Southampton live safe, healthy, independent lives</b></p>                       | We want Southampton to be a city that is recognised for its approach to preventing problems and intervening early. We want our residents to have the information and support they need to live safe, active, healthy lives and to be able to live independently for longer.   |
|  <p><b>Southampton is a modern, attractive city where people are proud to live and work</b></p> | We want to build on Southampton's vibrant and diverse cultural offer to make our city a great place for businesses, visitors and residents. This means making sure that Southampton is green, attractive and easy to get about for our residents, visitors and investors.   |


## KEY FACTS AND FIGURES Southampton City Council's work touches on every aspect of city life

|  |   |   |   |   |   |
|--|---|---|---|---|---|
|  <p>Southampton has a population of <b>247,569</b></p>                |  <p>We maintain over <b>416</b> miles of highways, <b>49</b> parks and <b>1,140</b> hectares of open space</p> |  <p>We run <b>6</b> libraries and support <b>5</b> community libraries</p> | <p>We run</p>  <p><b>3</b> museums</p>             |  <p>We provide <b>16,300</b> council houses</p>  |  <p>We recycle, compost and reuse <b>27,000</b> tonnes of waste every year</p> |
|  <p>We dealt with <b>6,070</b> incidents of fly tipping last year</p> |  <p>We processed over <b>1,000</b> planning applications last year</p>   |  <p>We provide long term support for <b>3,000+</b> adults</p>              |  <p>We work with <b>75</b> schools in the city</p> | <p>We support</p>  <p><b>1,100+</b> children and young people with special educational needs or disabilities</p> |  <p><b>15,000+</b> children under 5 use our city's children's centres</p>      |

## THERE ARE TWO SIDES TO OUR CITY


Over the past five years we have significantly boosted economic growth in the city. Many organisations are investing here with great results, the population is growing, major developments are being built across the city, and...

Unemployment has been **cut in half**




Investors have committed **£1.6billion** to the city


We have delivered over **2,600** new homes, and agreed planning permission for an additional **4,133** dwellings





...however, demand for our services is increasing significantly, and we know that many city residents need our help.


### The challenge we face


- 

The population of the city is growing – it is expected to grow by nearly 5% by 2022, to **259,615**, increasing demand on public services.
  - 

The population of older people (65+) is growing more quickly than the rest of the population. **34,557** people aged 65+ live in the city, and this is expected to increase by 12% by 2022, to **38,711**.
  - 

On average, people who commute into Southampton earn more than people who live and work in the city. In 2014, the average gross weekly pay for people living in the city was **£487.40** per week compared to **£547** when looking at everyone who works in the city, including those who commute in.
  - 

Southampton has high numbers of children who are looked after by the council – nearly **double** the national average in 2015.
  - 

Educational attainment is slightly below the national average, with only **50.6%** of pupils achieving 5 GCSEs grades A\*-C including English and Maths compared to the England average of **53.8%**.
  - 

There continues to be a high demand for affordable housing, with around **8,000** households on the Council's Housing Register.
- The way that councils are funded is changing and as a result of continued reductions in central Government funding, we are moving towards greater self-sufficiency. We are changing the way we work to make sure that we deliver value for money, and deliver services in a way that meets the changing needs of our residents. We want to improve outcomes for our residents, whilst prioritising our resources so they are used where they are most needed. So, we are delivering more services online, working with communities to help them to do more for themselves, and exploring new and innovative ways of delivering services in the city.

## WHAT DO OUR RESIDENTS SAY?

**81%** of our residents are satisfied with Southampton as a place to live

**55%** are satisfied with the way Southampton City Council runs things

**43%** think that Southampton City Council provides value for money

**82%** of residents are satisfied with bin collections and parks and green spaces in the city...

**25%** ...but only 25% are satisfied with road and pavement repairs in the city

**68%** feel that Southampton is a place where people from different backgrounds get on well together


**39%** feel that people in their area pull together to improve things

**66%** of residents feel a sense of belonging in their local area

**40%** of residents have done some volunteering over the last year

Southampton City Council: City Survey 2016

## WHAT ARE WE GOING TO DO?

| Outcome  | Our priorities   | How will we measure success?  |
|--|--|---|
|  <p><b>Southampton is a city with strong and sustainable economic growth</b></p>                  | We will increase the number, and improve the mix of housing in the city  | <ul style="list-style-type: none"> <li>Number of affordable homes delivered</li> </ul>  |
|  | We will create opportunities for local people to develop skills, to make the best of employment opportunities                              | <ul style="list-style-type: none"> <li>Number of apprenticeship starts</li> <li>Number of additional supported jobs/ apprenticeships created for major developments</li> </ul>  |
|  | We will work with others to reduce the wage gap between residents and commuters into the city  | <ul style="list-style-type: none"> <li>% gap between average earnings of people living in the city and people working in the city</li> </ul>  |
|  | We will increase investment into the city  | <ul style="list-style-type: none"> <li>Number of businesses paying business rates</li> </ul>  |
|  <p><b>Children and young people in Southampton get a good start in life</b></p>                | We will improve early help services and support for children and families  | <ul style="list-style-type: none"> <li>Number of early help assessments undertaken</li> <li>Number of families 'turned around' through the Families Matter phase 2 programme</li> </ul>   |
|  | We will increase educational attainment  | <ul style="list-style-type: none"> <li>% pupils in Early Years Foundation phase achieving good level of development</li> <li>% pupils at Key Stage 2 attaining Level 4+ in reading, writing and maths</li> <li>% pupils attaining 5 or more 1-4 grades at GCSE, including English and Maths</li> <li>% 16-17 year olds in education and training</li> </ul> |
|  | We will reduce the numbers of children looked after by the council, and children in need   | <ul style="list-style-type: none"> <li>Number of Looked after Children</li> <li>Number of children with active social care involvement</li> <li>Average number of days between registration and approval for new prospective adopters</li> </ul>  |
|  | We will protect vulnerable children and young people   | <ul style="list-style-type: none"> <li>% care leavers in contact and in suitable accommodation</li> <li>Number of hospital admissions caused by unintentional and deliberate injuries in children (aged 0-14 years)</li> <li>Number of first time entrants into Youth Justice system (10-17 year olds)</li> </ul>   |
|  <p><b>People in Southampton live safe, healthy, independent lives</b></p>                      | We will increase the proportion of social care service users receiving direct payments, so that service users have more choice and control | <ul style="list-style-type: none"> <li>% of people using social care who receive direct payments</li> </ul>   |
|  | We will improve housing quality and reduce fuel poverty  | <ul style="list-style-type: none"> <li>% of local council housing stock that is decent</li> <li>Number of households in receipt of ECO measures</li> </ul>  |
|  | We will improve air quality  | <ul style="list-style-type: none"> <li>Recorded levels of nitrogen dioxide in the city's Air Quality Management Areas (ug/m3)</li> </ul>  |
|  | We will protect vulnerable adults and enable people to live independently  | <ul style="list-style-type: none"> <li>Number of 'extra care' homes built to provide housing for people with support needs</li> <li>Number of Adult Social Care clients using care technology</li> </ul>  |
|  <p><b>Southampton is a modern, attractive city where people are proud to live and work</b></p> | We will keep our city clean  | <ul style="list-style-type: none"> <li>Number of customer requests for street cleaning and fly tipping clearances</li> </ul>  |
|  | We will ensure roads and pavements are maintained  | <ul style="list-style-type: none"> <li>% of unclassified roads requiring urgent structural maintenance</li> <li>% of A roads requiring urgent structural maintenance</li> </ul>   |
|  | We will strengthen and develop community groups  | <ul style="list-style-type: none"> <li>Amount of additional funding investment achieved by voluntary and community organisations we support</li> </ul>  |
|  | We will increase pride in our city by ensuring there is a vibrant and diverse cultural, entertainment and leisure offer                    | <ul style="list-style-type: none"> <li>Number of family friendly events each year in Southampton</li> </ul>   |

## HOW WILL WE WORK?

We want to put our residents and customers at the heart of everything we do

The way our residents access services has changed a lot over the last few years, and will continue to do so. Now many people want to access online because it is quicker and more convenient. It is also much more cost effective, meaning we can use the money saved in other areas.

We are improving our digital services so that our residents can access information, and apply or pay for services more quickly and easily online.



**First time resolution** – getting things right first time and delivering joined-up services with partners.



**Empower customers, communities and employees** – supporting customers and communities to become more self-reliant.



**Easy as 1,2,3** – simple, efficient services designed around our customers' needs.



**Informed by insight** – involving our customers in the design, development and review of services.







**Assisted digital** – digital services, with extra help for those who need it.



**Value for money** – delivering cost effective services, ensuring that we can continue to keep customers at the heart of what we do.

# Your council's commitments to you



| Outcomes   | We will:  | Status                   |
|--|---|--------------------------|
|  <p><b>Southampton is a city with strong and sustainable economic growth</b></p>                  | Work with partners to build one affordable home in our city every day   | <input type="checkbox"/> |
|  | Develop council owned but empty buildings around the central station for affordable homes   | <input type="checkbox"/> |
|  | Change planning rules so that new HMOs will be refused permission if 10% of houses in the area are already HMOs                         | <input type="checkbox"/> |
|  | Support the growth of small businesses by providing low cost flexible start-up units in the city centre                                 | <input type="checkbox"/> |
|  | Work with other councils to deliver a devolution deal for our area  | <input type="checkbox"/> |
|  | Set up a Business Improvement District in the city centre to generate extra resources to be spent on new services and events            | <input type="checkbox"/> |
|  | Guarantee free parking at district centres and continue to freeze or reduce parking charges in the city centre                          | <input type="checkbox"/> |
|  <p><b>Children and young people in Southampton get a good start in life</b></p>                | Keep all Sure Start centres open and work with the NHS to provide more services from them   | <input type="checkbox"/> |
|  | Build three state of the art play areas at Southampton Common, Mayfield Park and the Veracity Ground                                    | <input type="checkbox"/> |
|  | Continue to invest in Southampton schools, encouraging co-operation between them and promoting their achievements                       | <input type="checkbox"/> |
|  | Keep all library buildings open and operating as libraries  | <input type="checkbox"/> |
|  | Set up a council run letting agency as a 'fair deal' competitor to commercial lettings agencies   | <input type="checkbox"/> |
|  <p><b>People in Southampton live safe, healthy, independent lives</b></p>                      | Increase the number of older and vulnerable residents in receipt of a direct payment so they can choose the care they receive           | <input type="checkbox"/> |
|  | Invest in council homes to improve insulation and fit new heating systems, saving tenants significant sums of money                     | <input type="checkbox"/> |
|  | Make Southampton a clean air city by getting old polluting lorries and buses off our roads  | <input type="checkbox"/> |
|  | Build more housing with care so that older people can live independent lives in a supported environment                                 | <input type="checkbox"/> |
|  | Use participatory budgeting principles to allocate money from our public health budget on local priorities                              | <input type="checkbox"/> |
|  | Support credit unions and advice services in our city   | <input type="checkbox"/> |
|  | Launch a cross city 'Trust the Council' one stop shop for household services like boiler servicing, gardening, cleaning and maintenance | <input type="checkbox"/> |
|  | Confirm our three year rule on local people getting access to Council housing   | <input type="checkbox"/> |
|  | Work with the local business community to build and run a state of the art set of public toilets in the city centre                     | <input type="checkbox"/> |
|  <p><b>Southampton is a modern, attractive city where people are proud to live and work</b></p> | Continue with the policy of doubling the spend on road re-surfacing   | <input type="checkbox"/> |
|  | Continue to work with 'friends of' groups for our parks and the Common to invest in and improve on                                      | <input type="checkbox"/> |
|  | Work with local campaigners to protect local community buildings from redevelopment by listing them as community assets                 | <input type="checkbox"/> |
|  | Deliver family friendly events on no less than 25 weekends a year to bring city residents and visitors together                         | <input type="checkbox"/> |
|  | Guarantee Christmas lights in our city  | <input type="checkbox"/> |
|  | Continue to invest in the city's heritage and cultural life   | <input type="checkbox"/> |
|  | Build a brand new public service hub in Bitterne precinct to include Health, Police, library and leisure services                       | <input type="checkbox"/> |

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|                               |   |  |                           |
|-------------------------------|---|--|---------------------------|
| <b>DECISION-MAKER:</b>        | COUNCIL   |  |                           |
| <b>SUBJECT:</b>               | LOCAL GOVERNMENT FINANCE SETTLEMENT – FOUR YEAR FUNDING SETTLEMENT 2016/17 TO 2019/20 |  |                           |
| <b>DATE OF DECISION:</b>      | 21 SEPTEMBER 2016   |  |                           |
| <b>REPORT OF:</b>             | CABINET MEMBER FOR FINANCE  |  |                           |
| <b><u>CONTACT DETAILS</u></b> |   |  |                           |
| <b>AUTHOR:</b>                | <b>Name:</b>  | <b>Sue Poynter</b>   | <b>Tel:</b> 023 8083 4153 |
|                               | <b>E-mail:</b>  | <a href="mailto:Sue.Poynter@southampton.gov.uk">Sue.Poynter@southampton.gov.uk</a>     |                           |
| <b>Director</b>               | <b>Name:</b>  | <b>Mel Creighton</b>   | <b>Tel:</b> 023 8083 4897 |
|                               | <b>E-mail:</b>  | <a href="mailto:Mel.Creighton@southampton.gov.uk">Mel.Creighton@southampton.gov.uk</a> |                           |

|   |   |
|---|---|
| <b>STATEMENT OF CONFIDENTIALITY</b>   |   |
| Not Applicable.   |   |
| <b>BRIEF SUMMARY</b>  |   |
| <p>In December 2015, the Secretary of State announced an option for local authorities to access four year financial settlements for the period 2016/17 to 2019/20. This was intended to offer more financial security in the medium term and in order to encourage efficiency savings.</p> <p>A prerequisite of accepting the four year settlement is evidence of an approved and published efficiency plan.</p> <p>The purpose of this report is to set out the details of the Council’s efficiency plan and to formally seek Council approval of the efficiency plan and of the acceptance of the Government’s offer of a four year funding settlement.</p> |   |
| <b>RECOMMENDATIONS:</b>   |   |
| <b>Council are recommended to:</b>  |   |
| (i)   | Approve the efficiency plan for Southampton City Council as detailed in Appendix 1.   |
| (ii)  | Give approval to accept the Government’s offer of a four year funding settlement 2016/17 to 2019/20.  |
| <b>REASONS FOR REPORT RECOMMENDATIONS</b>   |   |
| 1.  | Local authorities are required to indicate the acceptance of the four year settlement by way of a formal response by the 14th October 2016. To take advantage of this offer each authority needs to submit evidence of an approved efficiency plan. |
| <b>ALTERNATIVE OPTIONS CONSIDERED AND REJECTED</b>  |   |
| 2.  | The council could choose not to accept the Government’s four year   |

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|--|--|
|  | settlement. However the impact on those councils not accepting the offer is uncertain and may carry more risk in terms of shouldering a disproportionate share of any unforeseen changes in overall central funding than those councils accepting the offer.   |
| <b>DETAIL (Including consultation carried out)</b> |  |
|  | <b>Provisional Local Government Finance Settlement (PLGFS)</b>   |
| 3.   | Following the Comprehensive Spending Review the Government issued the Provisional Local Government Finance Settlement (PLGFS) in December 2015 which detailed indicative funding figures for each local authority for the period 2016/17 to 2019/20. The government also stated as part of the PLGFS that it would offer any council that wished to take it up, a four year funding settlement to 2019/20. This does not provide any overall additional resources but was aimed at providing more financial security in the medium term and in order to encourage efficiency savings.  |
| 4.   | The offer includes the Revenue Support Grant, transitional funding and Rural Services delivery grant. It excludes other elements of Core Spending Power mainly the New Homes Bonus and enhanced Better Care Fund.  |
| 5.   | In addition, protection will be provided that ensures tariffs and top ups for 2017/18 – 2019/20 will not be altered for reasons related to any changes in the relative needs of local authorities.   |
| 6.   | The settlements are guaranteed by the Secretary of State but on the basis that no significant or unforeseen financial changes occur for central or local government. At the current time the likely impact and any changes as a result of Brexit are not known.  |
| 7.   | It is also currently unclear how or what impact the implementation of 100% Business Rates Retention, planned for 2019/20 onwards, will have on the four year funding settlement agreement.   |
| 8.   | It should be noted that whilst seeking approval to accept the four year funding settlement, it is on the basis that: <ul style="list-style-type: none"> <li>• Any additional funding made available to local authorities through future local government funding settlements will have a share of the additional funding given to those authorities that have taken up the offer;</li> <li>• Any new burdens and extra responsibilities will need to be fully funded;</li> <li>• There is a risk that additional funding that may have been received for example from changes in Relative Needs Assessment, will not be received.</li> </ul> |
| 9.   | Acceptance of the offer must be made by 5pm on 14 <sup>th</sup> October 2016. It is recommended that this is joint submission of the Leader of the Council and the Chief Executive endorsed by the Section 151 Officer.  |
|  | <b>Efficiency Plan</b>   |
| 10.  | The PLGFS contained limited information on what would be included in the offer and the mechanism for accepting the offer. It did however indicate that there would be a requirement for the submission of an efficiency plan.  |

|     |  |
|-----|--|
| 11. | The implications of the PLGFS were incorporated into the Medium Term Financial Strategy 2015/16 to 2019/20 approved by Council in February 2016. This included an Efficiency Strategy with an expectation of this being further developed when clarification on the details on the required Efficiency Plan structure and content were known.  |
| 12. | <p>Whilst the Government are not being prescriptive they have indicated that the efficiency plan:</p> <ul style="list-style-type: none"> <li>• Does not need to be a separate document, it can be combined with existing documents such as the Medium Term Financial Strategy (MTFS);</li> <li>• Links to the Council Plan and other key strategies;</li> <li>• Should demonstrate how we intend to deal with ongoing financial and service pressures including details of any transformation programmes;</li> <li>• Acknowledges links to partner organisations;</li> <li>• Identifies planned use of balances and reserves and assessment of risks.</li> </ul> |
| 13. | The final efficiency plan is set out in Appendix 1. It is proposed that this will be incorporated into future updates of the MTFS.   |
| 14. | Although the MTFS was approved by Council in February 2016, no formal approval of the acceptance of the Government's offer of a four year settlement was sought or made at that time.  |
| 15. | Council is recommended to accept the four year funding settlement offer and to approve the Efficiency Plan.  |

## **RESOURCE IMPLICATIONS**

### **Capital/Revenue**

|     |  |
|-----|--|
| 16. | Revenue and capital resource implications are included within the MTFS, Capital Strategy, and within the Revenue and Capital budgets approved by Council in February 2016. |
|-----|--|

### **Property/Other**

|     |      |
|-----|------|
| 17. | None |
|-----|------|

## **LEGAL IMPLICATIONS**

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

|     |                |
|-----|----------------|
| 18. | Not applicable |
|-----|----------------|

### **Other Legal Implications:**

|     |      |
|-----|------|
| 19. | None |
|-----|------|

## **POLICY FRAMEWORK IMPLICATIONS**

|     |      |
|-----|------|
| 20. | None |
|-----|------|

|                      |     |
|----------------------|-----|
| <b>KEY DECISION?</b> | Yes |
|----------------------|-----|

|  |  |
|--|--|
| <b>WARDS/COMMUNITIES AFFECTED:</b>   | All  |
| <b><u>SUPPORTING DOCUMENTATION</u></b>   |  |
| <b>Appendices</b>  |  |
| 1.   | Efficiency Plan 2016/17 to 2019/20   |
| <b>Documents In Members' Rooms</b>   |  |
| 1.   | None.  |
| <b>Equality Impact Assessment</b>  |  |
| Do the implications/subject of the report require an Equality Impact Assessment (EIA) to be carried out. | No   |
| <b>Privacy Impact Assessment</b>   |  |
| Do the implications/subject of the report require a Privacy Impact Assessment (PIA) to be carried out.   | No   |
| <b>Other Background Documents</b>  |  |
| <b>Equality Impact Assessment and Other Background documents available for inspection at:</b>            |  |
| Title of Background Paper(s)   | Relevant Paragraph of the Access to Information Procedure Rules / Schedule 12A allowing document to be Exempt/Confidential (if applicable) |
| 1.   | Medium Term Financial Strategy   |

### **SOUTHAMPTON CITY COUNCIL EFFICIENCY PLAN 2016/17 TO 2019/20**

#### **Background**

The Council's City Efficiency Plan for the period 2016/17 to 2019/20 incorporates the detail contained within the Medium Term Financial Strategy (MTFS) and its Capital Strategy. These are framed by the overarching City Vision and Council Strategy.

The four key outcomes for the Council are:

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

The Council Strategy summaries these Outcomes and the priorities of the Council, how we expect to deliver the services that support those priorities, and who the Council will work in partnership with to deliver those services.

#### **Medium Term Financial Strategy**

The MTFS focuses on determining the financial position for the period up to and including 2019/20 and takes into account major issues affecting the Council's finances, including international, national and regional economic influences as well as local factors and priorities. It identifies risks and looks to mitigate those risks through provisions within reserves and balances to ensure the council has adequate resources to cover the uncertainty and risk.

This MTFS forms part of the base assumptions for developing the overall budget, together with unavoidable service pressures agreed by the Cabinet and the Council's Management Team (CMT) that need to be taken into account in the overall budget deliberations.

The MTFS recognises the key role that financial resources play in the future delivery of services, and enabling the effective planning, management and delivery of those services. A sustainable MTFS is therefore key to the effective delivery of the Council's overall aims of achieving better outcomes for residents.

#### **Addressing the Budget Gap**

The Council has a current budget gap of £42.3M up to the end of 2019/20. The approach to addressing this gap can be broadly seen within three work programmes;

- Business as usual monitoring and budget reviews throughout the year;

- Progressing the Transformation Programme providing regular updates to members; and
- The implementation of outcome based budgeting to clearly link business planning and budgeting and focus on service outcomes.

## **Efficiency Strategy**

Considering the continued financial challenge facing the Council there is an increased need for fundamental, transformational change across the organisation, in both the services it delivers and how it delivers them. This programme is the main driver to ensuring the council has a balanced and sustainable set of services.

The Efficiency Strategy has been developed into a number of streams:

### Operating Model

The concept of which was presented to and approved by Council in February 2015 and involved the implementation of a new organisation structure to support outcome based budgeting and reduce budget envelopes. This will be achieved by reducing the top layers of the Council so the Council's structure reflects a smaller number of management layers with broader spans of control. As the Council, is in main, a people driven organisation, a large proportion of our expenditure is linked to staff costs. As such, it is inevitable that the restructuring in support of the new operating model will need to extend beyond the management tiers mentioned above. Further phases of staff consultation will need to be rolled out in the next financial year and beyond. These will be informed by other transformation initiatives such as those described below and further joined up working and integration of services with partner organisations.

### Digital

A fundamental review of the Council's use of technology, with the objective of positioning this not merely as an essential tool for the delivery of services, but rather an intrinsic part of the Council's future 'DNA'. The Council aims for its customers to have an increased and better ability to self-serve, online, at a time that suits them, while ensuring that the requisite support is available for customers who do not have the skills or means to interact with us digitally. The 'Digital' programme will be pursued in two elements. The first will initially focus on 'digitising' high volume, high cost services in order to drive efficiencies through the automation of process and enhanced levels of integrated workflow solutions. The second element will build on this fundamental step to position the Council as a 'digital' organisation by facilitating better integration of services across departments, ensuring better and more seamless customer journeys. These initiatives will enable the Council to operate a leaner structure, whilst also delivering savings in third party spend (with contractors and suppliers) and assets (such as property and office accommodation). These will be through enabled reductions in facility requirements, customer contact structures, consolidation of back office and corporate service functions and retirement of old IT legacy.

### Service Excellence

An 'organisational development' programme' that looks to address the need for efficiencies through the deployment of performance management and improvement processes aimed at freeing up staffing capacity as well as service standards, through a planned and better focus on service objective setting, KPI management and measurement, workflow, and agile team based working.

### HR policies and procedures

Various efficiency improvement initiatives relating to staffing considerations, including vacancy management, the management of temporary and agency staff, sickness and absence management, and exit process.

### Activity Analysis

Reviewing the various service activity to ensure efficient and effective delivery of services.

### Service Cost Recovery

Cost reduction, minimisation or avoidance activities whose main focus is ensuring that discretionary services provided by the Council are delivered on a basis that either enables the relevant service to recover all of the fixed and variable costs and overheads incurred in the provision of those services, and/or generate the appropriate level of income that is commensurate with the market value of the service being delivered.

### Procurement & Contract Management

A review of the Council's expenditure on third party service provision, including the re-procurement of services to secure better market rates, as well as a more fundamental look and consideration of the actual need for future services and the introduction of measures that can help suppress demand in the first place. As part of this workstream, negotiations are ongoing with the Council's strategic service delivery partners to deliver further contract efficiencies and savings.

### Commercialisation

Investigating all opportunities for generating income to the council to replace reducing Government funding.

## Prevention and Early Intervention Approach

The Council has also embarked on a programme of reshaping its resources to invest in prevent and early intervention to achieve better outcomes for residents and reduce costs in the longer term. The first areas of focus are social care services for children and adults.

This programme will not be without cost and where it is financially sound to do so the Council will be looking to utilise the new flexibility around capital receipts (Further information regarding this flexibility is contained within the Capital Strategy 2015/16 to 2019/20).

## **Outcomes Based Budgeting**

The Council is in the process of moving to an outcomes based planning and budgeting approach to determine the best way of delivering services. The Council has reviewed its current expenditure on an outcomes basis and from this baseline point is now determining what the appropriate level of spend needs to be to deliver on its agreed priorities, within the financial envelope available.

This is a very different approach to the previous one whereby individual services develop savings proposals for consideration by Cabinet and the Council's Management Team, as reflected in the 2015/16 budget report. The sheer scale of the financial challenge ahead will make the current incremental method of finding efficiencies unlikely to identify the level of savings required. Nor will it target resources allocation to the priority outcomes in the most effective way.

Implementing an outcome based budgeting approach will not be a quick process, The timing and approach taken to implement this fundamental review of services will be critical. The outcome based planning and budgeting needs to:

- Frame the right commissioning question regarding outcomes to determine the service design principals;
- Be integrated with the service design gateway process, so that the options appraisals and business cases prepared for services as part of the service design process are consistent with the objectives of this bottom-up review and the commissioning approach (i.e. the fundamental needs and outcomes for the services must be reviewed in addition to scope and delivery model options);
- Not be constrained by the current scope of services and the way things are traditionally done;
- Not be constrained by pre-determined views from within the Council or from models elsewhere;
- Be open to innovation, new ideas and technology and to challenging thinking in relation to how services are scoped, structured and delivered;
- Have political buy-in and be owned at the top level of the Council; and embed the new Operating Model's commissioning principles and approach within the organisation.



## **Earmarked Reserves**

We aim to identify, within the MTFS, the financial risks facing the Council in the medium term. This includes assessing the risk of continuing reductions in Central Government Funding. The subsequent budget shortfalls that the Council then faces and overall local and national economic factors which can affect the financial stability of the council.

In light of the increasing level of risk and uncertainty identified with the MTFS and the increased probability of resources being required to support its delivery, a full review of useable reserves and provisions has been undertaken. In closing the accounts for 2015/16 a view was taken on maintaining and strengthening, where necessary, those reserves specifically earmarked to support the highest areas of risk resulting in the rationalisation of reserves and provisions where possible and in some cases additional funding being set aside. The most significant risk reserves are listed below:

### Capital Funding Risk Reserve

The Council now has a number of options available for the use of capital receipts to meet the cost of both revenue and capital projects. Monies have been put aside to meet the potential shortfall in or timing of receipt of capital funding to mitigate the impact on the general fund revenue account.

### Organisational Design Reserve

The reserve holds monies to meet the financial cost of redundancies as a result of organisation design changes for the period of the MTFS.

### Medium term financial risk reserve

Following on from the compilation of the Council's MTFS, and the identification of the risks that are currently in the funding system, demand pressures and the potential for savings to be delayed as the Council goes through a period of major change, monies have been set aside to mitigate these risks on a non-recurrent basis.

### Taxation Reserve

Due to the volatile nature of business rates, the predicted recession in 2019/20 and the intended move to 100% Business Rate Retention by 2019/20, monies have been set to mitigate against any loss of income from both this and council tax, to enable a smoothing of the impact.

### Transformation Reserve

To ensure the Council can continue to transform and innovate in order to reduce costs whilst improving outcomes, a reserve is set aside to pump prime this transformation.

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