

Health Overview and Scrutiny Panel

Thursday, 17th August, 2023
at 6.00 pm

PLEASE NOTE TIME OF MEETING

Conference Room 3

Members

Councillor W Payne (Chair)
Councillor Allen
Councillor Finn
Councillor Houghton
Councillor Kenny
Councillor Noon
Councillor Wood
Councillor Windle

Contacts

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PUBLIC INFORMATION

ROLE OF HEALTH OVERVIEW SCRUTINY PANEL (TERMS OF REFERENCE)

The Health Overview and Scrutiny Panel's responsibilities and terms of reference are set out within Part 3 of the Council's Constitution: Responsibility for Functions

The general role and terms of reference for the Overview and Scrutiny Management Committee, together with those for all Scrutiny Panels, are set out in Part 2 (Article 6) of the Council's Constitution, and their particular roles are set out in Part 4 (Overview and Scrutiny Procedure Rules) of the Constitution.

MOBILE TELEPHONES: - Please switch your mobile telephones to silent whilst in the meeting.

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

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

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

PUBLIC REPRESENTATIONS

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

SMOKING POLICY – the Council operates a no-smoking policy in all civic buildings.

Southampton: Corporate Plan 2022-2030 sets out the four key goals:

- **Strong Foundations for Life.**- For people to access and maximise opportunities to truly thrive, Southampton will focus on ensuring residents of all ages and backgrounds have strong foundations for life.
- **A proud and resilient city** - Southampton's greatest assets are our people. Enriched lives lead to thriving communities, which in turn create places where people want to live, work and study.
- **A prosperous city** - Southampton will focus on growing our local economy and bringing investment into our city.
- **A successful, sustainable organisation** - The successful delivery of the outcomes in this plan will be rooted in the culture of our organisation and becoming an effective and efficient council.

CONDUCT OF MEETING

BUSINESS TO BE DISCUSSED

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

RULES OF PROCEDURE

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

QUORUM

The minimum number of appointed Members required to be in attendance to hold the meeting is 3.

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.

DATES OF MEETINGS: MUNICIPAL YEAR

2023	2024
29 June	8 February
17 August	4 April
19 October	
7 December	

AGENDA

1 APOLOGIES AND CHANGES IN MEMBERSHIP (IF ANY)

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

2 DISCLOSURE OF PERSONAL AND PECUNIARY INTERESTS

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

NOTE: Members are reminded that, where applicable, they must complete the appropriate form recording details of any such interests and hand it to the Democratic Support Officer.

3 DECLARATIONS OF SCRUTINY INTEREST

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

4 DECLARATION OF PARTY POLITICAL WHIP

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

5 STATEMENT FROM THE CHAIR

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

To approve and sign as a correct record the minutes of the meeting held on 29 June 2023 and to deal with any matters arising, attached.

7 ADULT SOCIAL CARE - PERFORMANCE AND TRANSFORMATION (Pages 3 - 22)

Report of the Director of Operations for Adult Social Care providing the Panel with an overview of the performance of Adult Social Care in Southampton and an update on the service transformation programme.

8 LEISURE AND HEALTH OUTCOMES (Pages 23 - 42)

Report of the Director of Public Health providing the Panel with an overview of the Council's approach to utilising leisure assets to improve health outcomes in Southampton.

9 MONITORING SCRUTINY RECOMMENDATIONS (Pages 43 - 46)

Report of the Scrutiny Manager enabling the Health Overview and Scrutiny Panel to monitor and track progress on recommendations made at previous meetings.

Wednesday, 9 August 2023

Director – Legal, Governance and HR

Public Document Pack Agenda Item 6

SOUTHAMPTON CITY COUNCIL
HEALTH OVERVIEW AND SCRUTINY PANEL
MINUTES OF THE MEETING HELD ON 29 JUNE 2023

Present: Councillors W Payne (Chair), Allen, Finn, Houghton, Kenny, Noon and Wood

1. **ELECTION OF VICE-CHAIR**

RESOLVED that Councillor Houghton be elected as Vice-Chair for the Municipal Year 2023/2024.

2. **DISCLOSURE OF PERSONAL AND PECUNIARY INTERESTS**

Councillor Allen declared that his wife was employed as a Nurse at Solent Health NHS Trust.

Councillor Finn declared that she was employed as a Mental Health Social Worker for NHS Professionals at Southern Health NHS Foundation Trust and her husband was a Trustee of Solent Mental Health Service.

Councillor Kenny declared that she was a Member of Southern Health NHS Foundation Trust and her husband was a Governor of Southern Health NHS Foundation Trust.

The Panel noted the declaration of interest and considered that it did not present a conflict of interest in the items on the agenda.

RESOLVED that Councillors Allen, Finn and Kenny would be involved the discussion of the items on the agenda.

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

RESOLVED that the minutes of the Panel meeting on 6 April 2023 be approved and signed as a correct record.

4. **FINANCIAL UPDATE**

The Panel considered the report of the Hampshire and Isle of Wight Integrated Care Board (ICB) which provided the Panel with an update on its work to improve the system's financial position.

Jane Freeland, Southampton Keep Our NHS Public; Rob Kurn, Chief Executive, Southampton Voluntary Services; and James House, Managing Director, Southampton Place, Hampshire & Isle of Wight Integrated Care Board; were in attendance and, with the consent of the Chair, addressed the meeting.

RESOLVED That the ICB undertake timely engagement with stakeholders, including the HOSP, as proposals are developed to address the financial constraints facing the NHS across Hampshire and the IOW.

5. **PROPOSALS TO REDESIGN INPATIENT OLDER PEOPLE MENTAL HEALTH SERVICES**

The Panel considered the report of the Scrutiny Manager which recommended that the Panel utilised the attached appendices, and the discussion with invited attendees, to determine whether the proposals to redesign inpatient Older Persons Mental Health (OPMH) services represented a significant development or substantial variation in NHS services and, if so, whether the proposals required further scrutiny.

Councillor Barbour; Jo Hannigan; Ron Shields, Chief Executive, Southern Health NHS Foundation Trust; Jenny Erwin, Director of Mental Health and Learning Disabilities Transformation and Delivery for Hampshire & Isle of Wight Integrated Care Board; and Councillor Fielker, Cabinet Member for Health, Adults and Leisure were in attendance and, with the consent of the Chair, addressed the meeting.

RESOLVED that the proposals represented a substantial variation in NHS services and that the proposals required further scrutiny, therefore:

- 1) The list of organisations that had been contacted by Southern Health NHS Foundation Trust about the OPMH proposals would be circulated to the Panel.
- 2) The issue would return to the 19 October HOSP agenda for consideration by the Panel. Southern Health were requested to undertake additional engagement with stakeholders on the proposals relating to Beaulieu Ward at Western Community Hospital, details on engagement to be agreed by the Scrutiny Manager and the Associate Director of Communications. The report to the 19 October meeting should detail the outcomes of the engagement activity and clarify the actions to be taken to mitigate the impact of the proposals.

6. **MONITORING SCRUTINY RECOMMENDATIONS**

The Panel received and noted the report of the Scrutiny Manager which enabled the Health Overview and Scrutiny Panel to monitor and track progress on recommendations made at previous meetings.

DECISION-MAKER:	HEALTH OVERVIEW AND SCRUTINY PANEL
SUBJECT:	ADULT SOCIAL CARE - PERFORMANCE AND TRANSFORMATION
DATE OF DECISION:	17 AUGUST 2023
REPORT OF:	EXECUTIVE DIRECTOR – WELLBEING AND HOUSING

<u>CONTACT DETAILS</u>			
Executive Director	Title	Executive Director - Wellbeing and Housing	
	Name:	Claire Edgar	Tel: 023 8083 3045
	E-mail	claire.edgar@southampton.gov.uk	
Author:	Title	Head of Quality, Governance and Professional Development.	
	Name:	Paula Johnston	Tel: 023 8254 5036
	E-mail	Paula.johnston@southampton.gov.uk	

STATEMENT OF CONFIDENTIALITY	
None	
BRIEF SUMMARY	
At the request of the Chair, the Executive Director – Wellbeing and Housing has, attached as Appendix 1, provided the Panel with an update on the performance of Southampton City Council’s adult social care services, the current financial position of the service and the service transformation programme - “Ambitious Futures”.	
RECOMMENDATIONS:	
	(i) That the Panel consider and challenge the appended information from the Executive Director – Wellbeing and Housing.
REASONS FOR REPORT RECOMMENDATIONS	
1.	To enable the Panel to scrutinise the performance of Southampton City Council’s adult social care services.
ALTERNATIVE OPTIONS CONSIDERED AND REJECTED	
2.	No alternative options have been considered.
DETAIL (Including consultation carried out)	
3.	Attached as Appendix 1 is a presentation providing the Panel with details relating to: <ul style="list-style-type: none"> • The performance of Adult Social Care Services • The financial position • Ambitious Futures – The service transformation programme.
4.	The Panel are requested to use the appended information to scrutinise the Cabinet Member for Adults, Health and Housing and the invited officers who will be in attendance.

RESOURCE IMPLICATIONS	
<u>Capital/Revenue</u>	
5.	Not applicable
<u>Property/Other</u>	
6.	Not applicable
LEGAL IMPLICATIONS	
<u>Statutory power to undertake proposals in the report:</u>	
7.	The duty for local authorities to undertake overview and scrutiny is set out in Part1A Section 9 of the Local Government Act 2000.
<u>Other Legal Implications:</u>	
8.	None
RISK MANAGEMENT IMPLICATIONS	
9.	The management of risk at it relates to performance is a key consideration for the Council risk register, internal audit and ASC quality assurance. Scrutiny at this panel also provides further assurance.
POLICY FRAMEWORK IMPLICATIONS	
10.	None

KEY DECISION?	No
WARDS/COMMUNITIES AFFECTED:	
<u>SUPPORTING DOCUMENTATION</u>	
Appendices	
1.	ASC performance figures, finance and “Ambitious Futures” presentation

Documents In Members’ Rooms

1.	None
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Equality Impact Assessment

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

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

Other Background documents available for inspection at:

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

Adult Social Care – Performance, finances and transformation update August 2023



Agenda Item 7
Appendix 1

Performance Overview

- **All statutory returns due to be completed on time**
- **Restructure of performance quality reporting:**

We will begin bringing “data projects” to each performance and quality meeting with a strong focus on performance in that area which I have indicated in this plan and attempted to line up with our work delivery. July was the first meeting like this on DoLS and Open Assessments. The goal is to discuss the data, create actions and continue to properly monitor these actions in subsequent meetings. All details will then feed into DMT, CMB and HOSP.

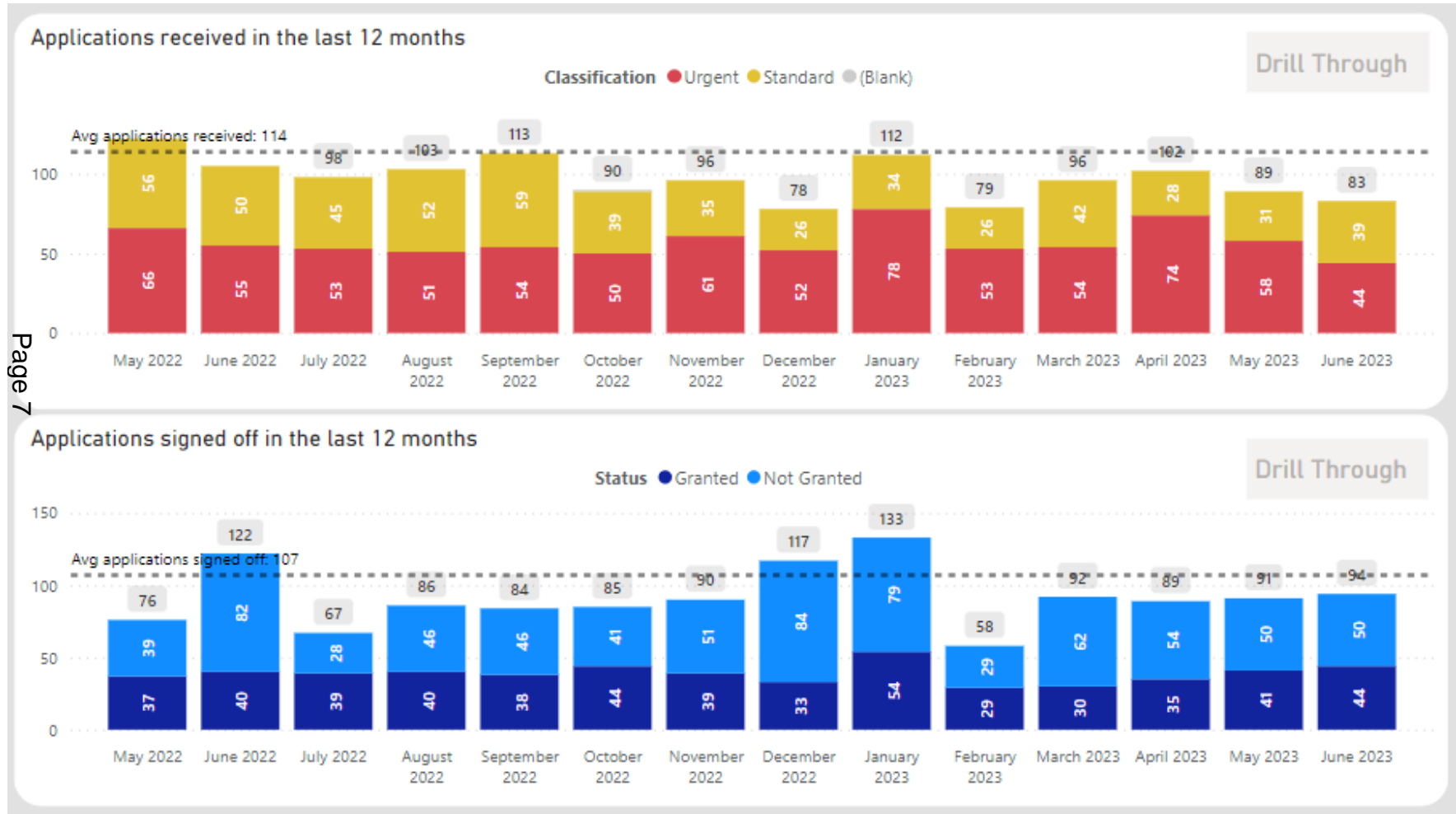
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Future scheduled topics

- Safeguarding
- Timeliness Overview
- Reviews
- Direct Payments

DoLS (Deprivation of Liberty Safeguards)

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DoLS

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	ENG	DIFF
Number of DoLS applications received during the month	90	96	78	112	79	96	102	89	83	146	-63
Number of DoLS applications signed off during the month	85	90	117	133	58	92	89	91	94	138	-44
The number of completed applications taking more than one year to complete	1	1	0	4	1	0	1	7	6		
The average time taken to complete a DoLS enquiry (cumulative average)*	100	102	106	108	109	108	174	195	201	153	-48

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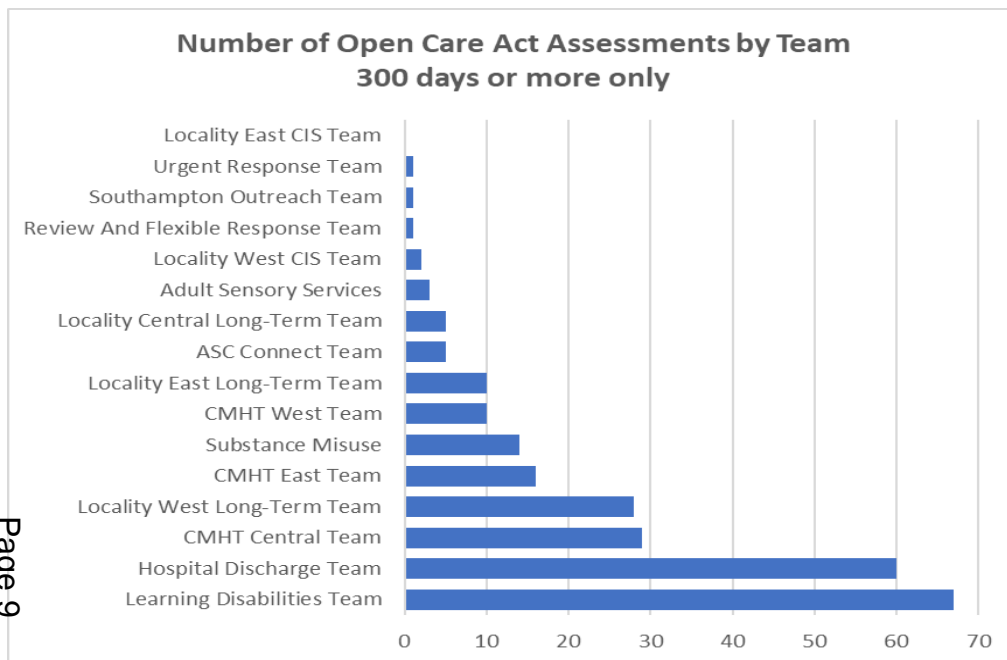
*Cumulative average restarts from April

Comments:

The DoLS team manager will be working with the CareDirector support team to bring the Best Interest Assessors (BIA) allocation process into CareDirector. This is currently tracked manually and is labour intensive and ineffectual. This will enable the overall time taken for DoLS applications to be broken down between the DoLS team period and the BIA process period. This should make it clearer for managers to see when their team have BIA work allocated and the reliable data will ensure ownership across adult social care managers for their staff's performance. Through the new Target Operating Model, more staff will be trained to complete Best Interest Assessments with a view to being able to evidence a reduction in completion times over the next 6 months.

England benchmarks from 21-22 year.

Open Assessments



Please note teams with three or less assessments assigned are excluded from this chart.

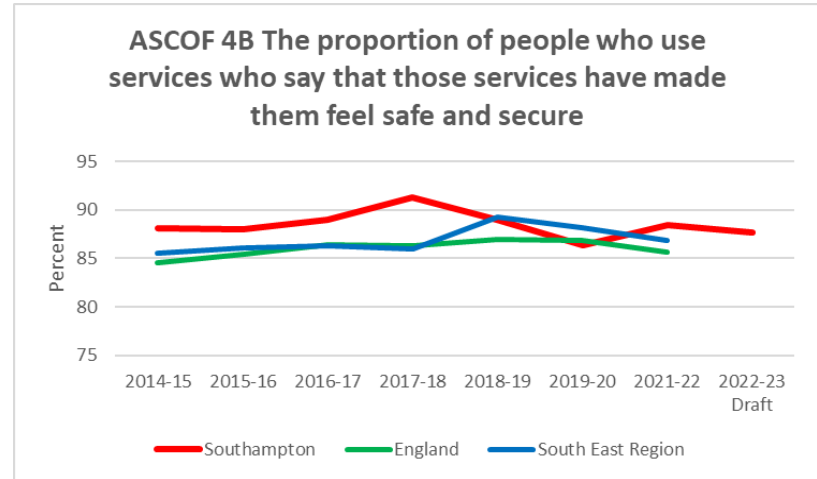
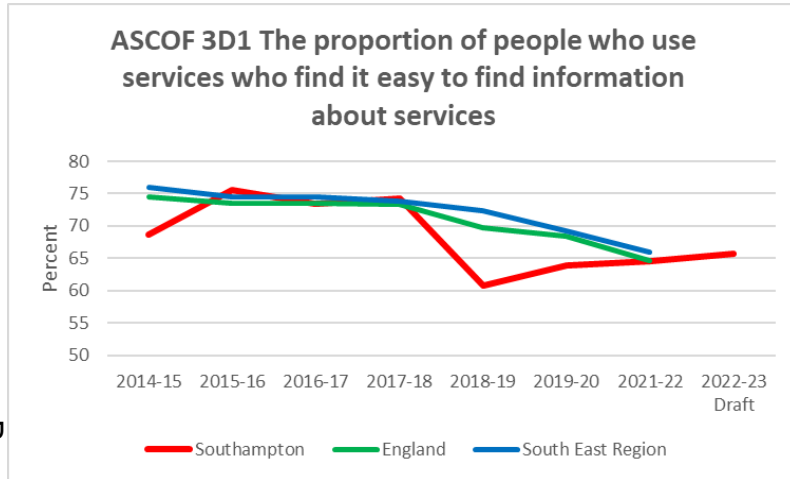
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Comments:

- The 'Open Assessment' issue is to be looked at in the CareDirector focus group; and service managers in the meeting agreed to review their assessments for cleansing, including 114 mental health cases to be compared to the RIO system.
- LD Assessments will be cleansed after allocated worker project is completed in CareDirector.
- It was noted that there are high numbers of cases for HDT to review which may be difficult due to their current capacity and demand but a three-month action plan will follow.
- 3 month target completion – Dec 2023

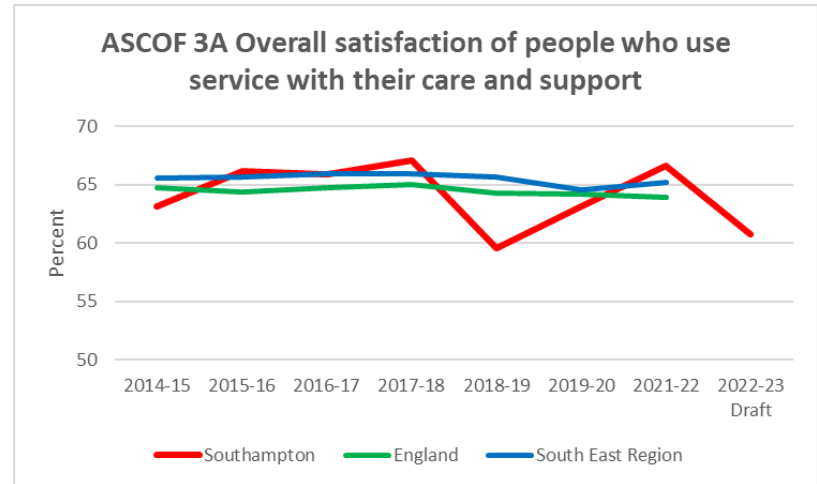
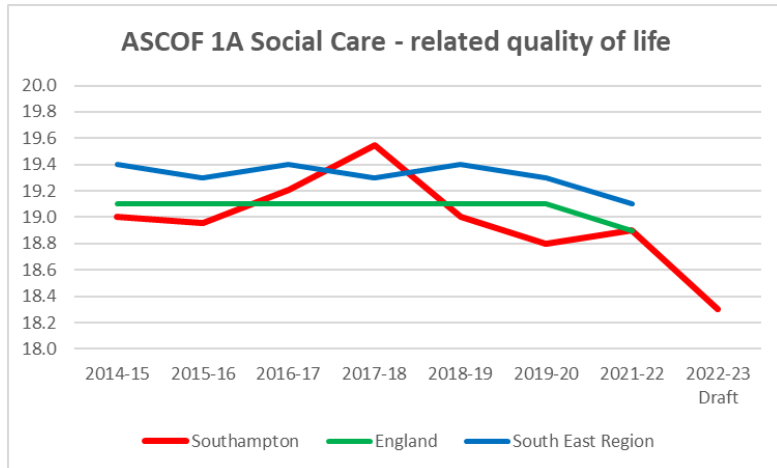
Adult Social Care Survey

Green Adult Social Care Outcome Framework (ASCOF) Measures



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Red ASCOF Measures

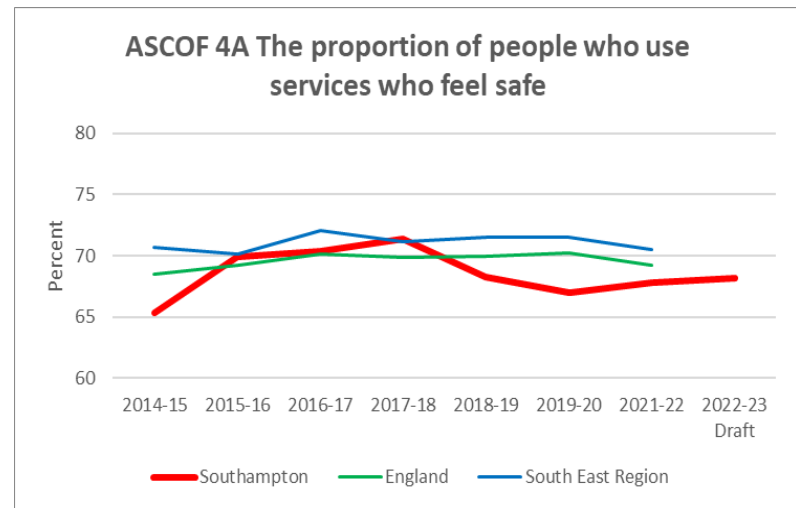
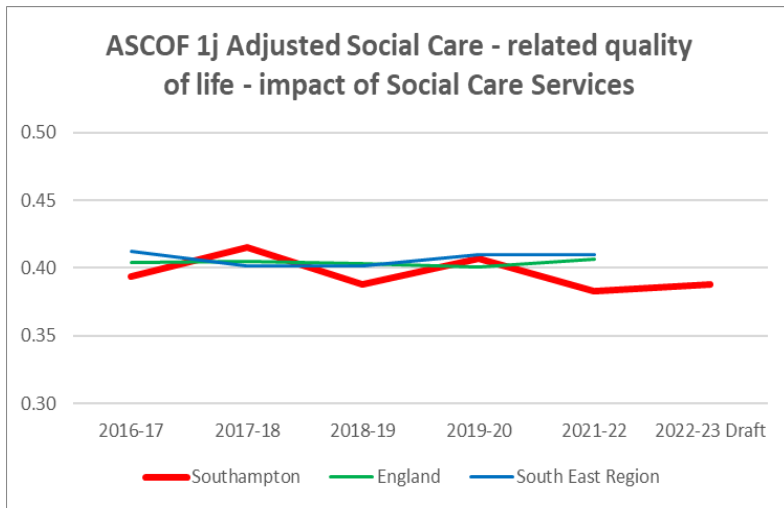
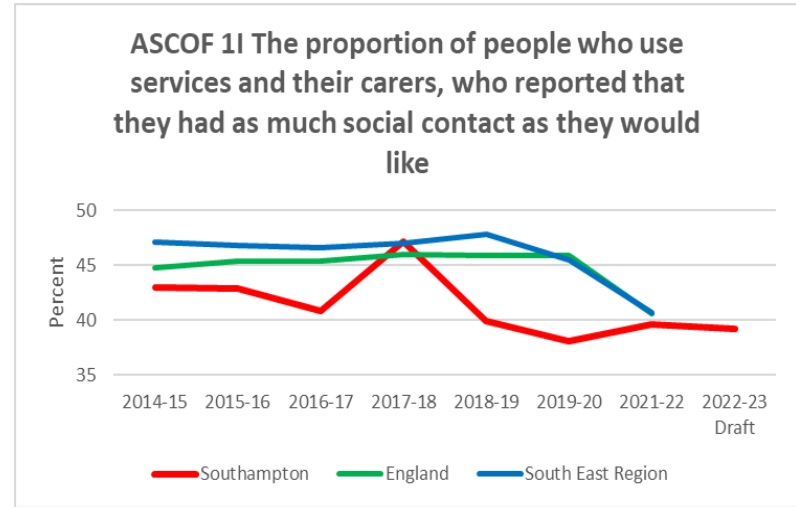
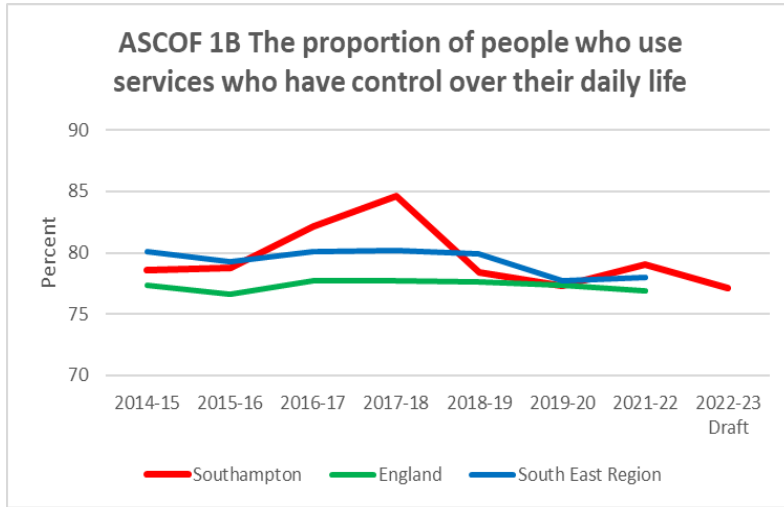


England/South East Region benchmarks from 21-22 year.

Adult Social Care Survey

Amber ASCOF Measures

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England/South East Region benchmarks from 21-22 year.

Adult Social Care Survey

Comments:

This survey was conducted in January and February 2023

- National comparisons will not be available until October
- 371 responses were received, representing 28.5 % of those surveyed
- Responses were mixed with 2 ASCOF measures improving, 4 amber and 2 red
- Finding information and advice, and services making people feel safe scored well
- Control over daily life, social contact, quality of life and feeling safe scored less well but about the same as the national averages for 2021-22

Social Care related Quality of Life and Overall Satisfaction declined and were worse than the national averages for 2021-22

- 86 % of respondents were extremely, very or quite satisfied with their care and support services, a figure that is comparable with earlier surveys
- 69 % of respondents agreed that their care professionals talk to each other
- 90 % of respondents said that support services help them have a better quality of life
- 64 % of community care service users said they had enough choice over care and support services but 31 % said they did not have enough choice
- The proposed targeting of performance issues in the performance and quality meetings will focus on red measures and those where there is a downturn in order to identify the steps required to improve.

Month-On-Month Measures

Measure	Description	Trend	Current Month	Previous Month	2 Months Ago	Target	RAG	DOT
1C(2a)	Proportion of people who use services who receive direct payments		13.30	13.45	13.44	26	●	▼
ASST-2	Proportion of people with eligible long term services reviewed during the past 12 months		62.59	60.02	59.20	90	●	▲
CAA-Completed	Number of completed Care Act Assessments		192.00	136.00	132.00		●	▲
N5	Proportion of completed safeguarding enquiries where the Adult at Risk achieved their desired outcomes		61.54	50.00	66.67	65	●	▲
LOC13A	% of contacts with an outcome of Information, Advice and Guidance		13.91	18.15	18.41		●	▼
LOC13E	% of contacts with an outcome of Request for Telecare, Housing Adaptations Required or Reablement Intervention Required		9.61	9.98	11.88		●	▼

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The Ambitious Futures Transformation programme will improve performance.

The next report will include:

- Number of Contacts received to Contact Centre and ASC Connect
- Number of Care Act Assessments Waiting List
- Average time to complete Care Act Assessments
- Permanent admissions for 18-65s and over 65s

Financial

Comments:

- Measures are in place to very closely monitor spending and encourage a shift from risk averse practice.
- Cost of Care meetings are taking place regularly to monitor and review the most expensive packages and propose alternative models of care.
- Work is ongoing to identify efficiency savings
- Cash limited budgets are being introduced and savings targets issued
- Cabinet and EMT have held deep dive and 'star chamber' style challenge sessions to identify and review cost control measures. Star Chambers will continue through the year to identify savings for next financial year. Intensive care meetings are in place to identify pressures and costs.
- Monitoring of savings proposals to ensure they are on track to deliver is taking place and progress throughout the year.
- The appointment of the Chartered Institute of Public Finance and Accountancy (CIPFA) to review the council's financial sustainability and financial management practices.

Financial – General Fund revenue outturn 2022/23

Portfolio	Final Budget £M	Outturn £M	Outturn Variance £M
Children & Learning	59.96	75.54	15.57 A
Communities & Customer Engagement	6.22	7.07	0.86 A
Economic Development	2.72	2.77	0.06 A
Finance & Change	39.93	40.88	0.95 A
Health, Adults & Leisure	85.72	91.59	5.86 A
Housing & the Green Environment	7.90	8.02	0.12 A
Leader	13.15	12.98	0.17 F
Safer City	1.47	1.30	0.18 F
Transport & District Regeneration	0.97	(1.58)	2.54 F
Total Portfolios	218.04	238.58	20.54 A
Levies & Contributions	0.09	0.09	0.00 A
Capital Asset Management	11.33	7.37	3.96 F
Net Housing Benefit Payments	0.00	0.52	0.52 A
Other Expenditure & Income	(36.17)	(39.36)	3.19 F
Net Revenue Expenditure	193.29	207.19	13.90 A
Council Tax	(111.24)	(111.24)	0.00
Business Rates	(32.78)	(32.78)	0.00
Non-Specific Government Grants	(49.27)	(51.79)	2.52 F
Total Financing	(193.29)	(195.81)	2.52 F
Deficit before transfer from reserves	0.00	11.38	11.38 A
Transfer from Reserves – Year End Deficit		(11.38)	11.38 F
(Surplus)/Deficit	0.00	0.00	0.00

Financial – directorate cash limited budget 2023/24 and 2024/25

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2023/24	Wellbeing & Housing
	£000
Working Budget - Base	91,891
Previously Agreed Adjustments to Base	
TOTAL BASE	91,891
Pay Award & Inflation Allocation	0
Pressures & Commitments	8,055
Funding Changes	
Use of Reserves	
Sub-Total	99,946
Savings required to meet pressures	(8,055)
Contribution to capital financing pressures	(90)
Contribution to other central pressures	(2)
Contribution to funding shortfall	
Replenishing reserves	
Cash Limited Budget	91,799

Note – savings required in 23/24 required to offset in year pressures

2024/25	Wellbeing & Housing
	£000
Working Budget - Base	91,891
Previously Agreed Adjustments to Base	(2,851)
TOTAL BASE	89,040
Pay Award & Inflation Allocation	5,823
Pressures & Commitments	8,998
Funding Changes	
Use of Reserves	
Sub-Total	103,861
Savings required to meet pressures	(8,998)
Contribution to capital financing pressures	(147)
Contribution to other central pressures	(751)
Contribution to funding shortfall	(5,999)
Replenishing reserves	
Cash Limited Budget	87,966

Note – savings required in 24/25 to offset pay award & inflation plus pressures and commitments

AMBITIOUS FUTURES

HOSP Update
August 2023

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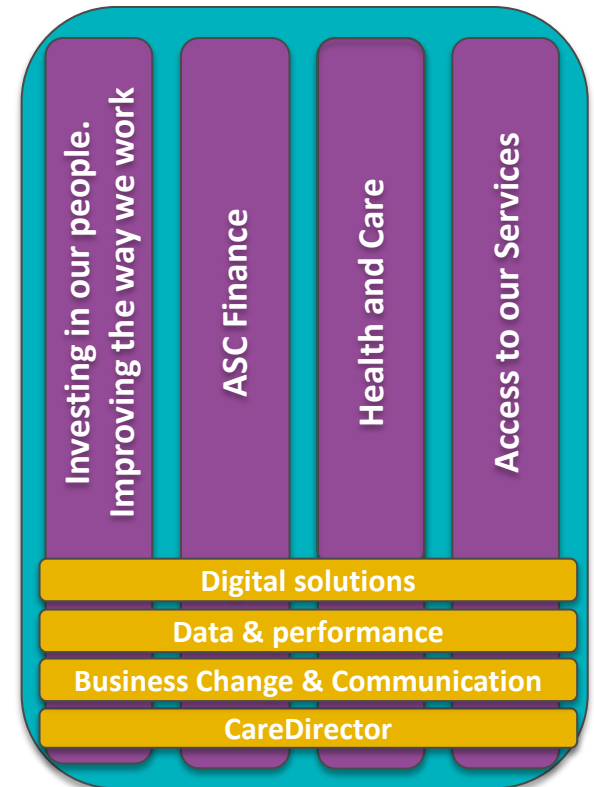
Why do we need to change?

- **More people** need our help, advice and support so they can leave hospital
- More young adults **with complex needs** require our services
- We have an **ageing population**
- **Rising costs** and the **lack of capacity continue to challenge** the health and care system
- We need to be ready **for national reform and changes to charging and funding**
- **Our Budget:** Southampton City Council spends significantly more on ASC compared to comparative authorities. We need to modernise our working practices to ensure we are providing the right care, at the right time. This will enable us to manage demand better, modernise and reduce costs.



What's happening now and what's next?

- Activity focussed on prevention and early intervention
 - Information Advice and Guidance relaunch
 - EquipMe
 - Trailing CareTEC
- Design of our future operating model
- Development of our SCC ASC Strategy
- Development of our Workforce Development strategy
- CQC inspection preparation
- Trailing allocated worker models



Designing our new operating model

Stakeholder Sessions

In-person and virtual stakeholder engagement events were facilitated to consult on the draft design principles and the draft Target Operating Model (TOM) which were co-designed as part of the Rapid Improvement Event and follow-up workshop:



60 people attended the virtual and in person engagement sessions between 4- 7 July

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Representing over 30 separate organisations



Over 400 unique comments were received using interactive boards



The draft design principles were supported across all stakeholder groups



The operating model was widely viewed as positive with opportunities for partnership working



Draft Principles of the new model

Design principles describe the overarching considerations that can be used to guide the development of a new operating model. One additional design principle was suggested as part of the consultation.

1. Every contact is strength-based

The operating model facilitates purposeful interaction with people that builds on their strengths and promotes positive risk taking and choice.

2. User experience is optimised

The operating model prioritises the experience of people who use services minimising “handoffs” and case transfers and maximising continuity and consistency.

3. Professional judgement is respected

The operating model enables people to use their professional judgement and skills.

4. Full range of staff skills are utilised

The operating model ensures that the right skill set is

used, at the right time and in the right place.

5. Ways of working are clear & transparent

The operating model provides clear accountability, responsibility and roles.

6. Community resources are maximised

The operating model promotes community resources by facilitating access to information, advice and guidance and sign-posting to appropriate universal/community services.

7. Assessment & response is proportionate

The operating model facilitates a responsive, flexible and timely approach that is proportionate to the demand.

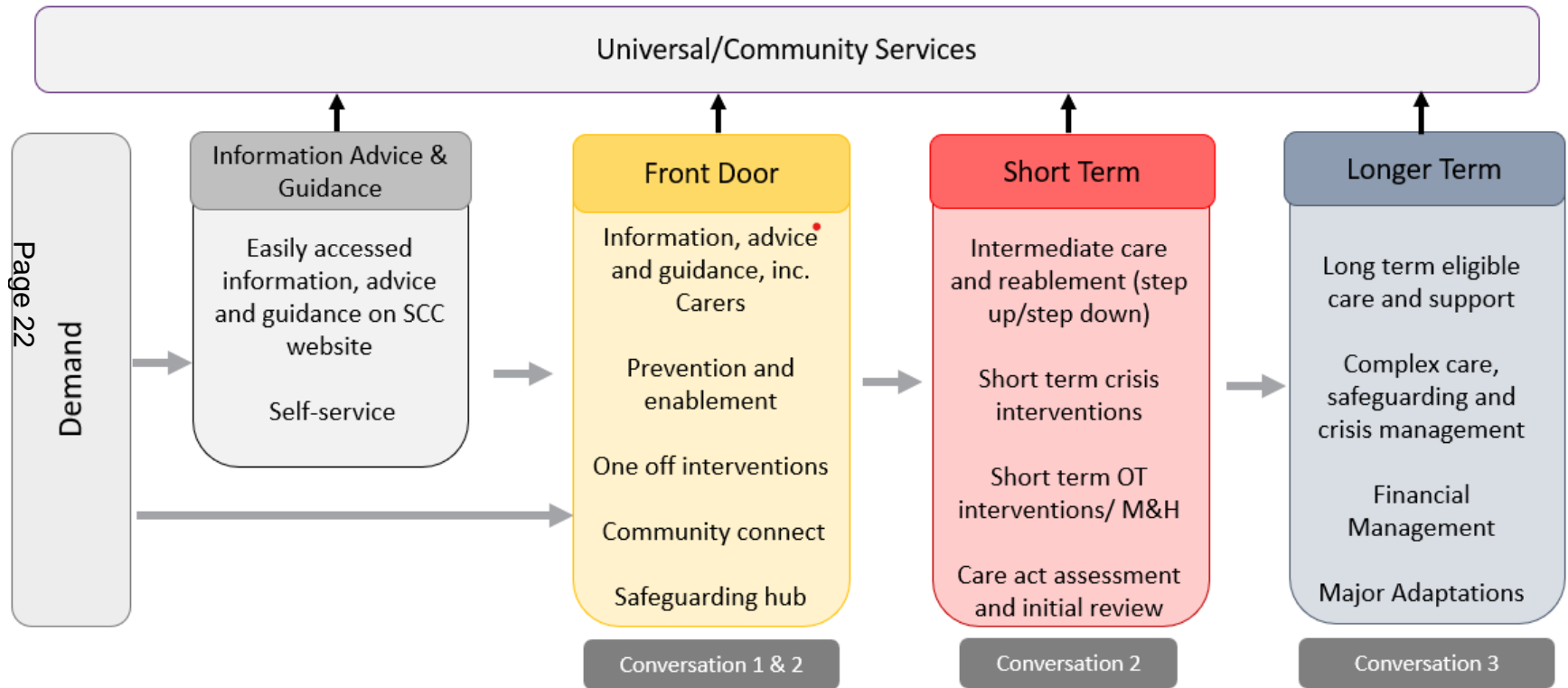
8. Partnership working is promoted

The operating model supports proactive partnership working that leads by example and encourages strength-based working.



Draft Target Operating Model

Participants in the follow-up workshop used the 3 Conversation approach as an organising structure for the new Target Operating Model



Agenda Item 8

DECISION-MAKER:	HEALTH OVERVIEW AND SCRUTINY PANEL
SUBJECT:	LEISURE AND HEALTH OUTCOMES
DATE OF DECISION:	17 AUGUST 2023
REPORT OF:	COUNCILLOR KATARIA CABINET MEMBER FOR COMMUNITIES & LEISURE

<u>CONTACT DETAILS</u>			
Executive Director	Title	Executive Director Wellbeing & Housing	
	Name:	Claire Edgar	Tel: 023 8083 3045
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Author:	Title	Director of Public Health	
	Name:	Debbie Chase	Tel: 023 8083 3694
	E-mail	Debbie.Chase@Southampton.gov.uk	

STATEMENT OF CONFIDENTIALITY

N/A

BRIEF SUMMARY

This report provides an overview of the current status of the Southampton City Council (SCC) leisure agenda, future strategic intentions, priorities, performance monitoring proposals and available resources.

A leisure mission, and draft strategic action plan, has been developed to improve health and reduce inequalities. Further development of the strategic action plan is needed to ensure that it represents all opportunities to achieve the leisure mission. A risk in delivery is resource capacity given the financial position of the Council and consequent focus on essential operations only.

RECOMMENDATIONS:

	(i)	That the Panel consider the Council's developing approach to utilising leisure to improve health and reduce inequalities in Southampton.
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REASONS FOR REPORT RECOMMENDATIONS

1.	This reflects the request from the Chair of the Panel to understand how the Council is utilising the leisure assets to support improving health outcomes.
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ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

2.	None, reflecting the request from the Chair of the Panel.
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DETAIL (Including consultation carried out)

	Background
3.	In Summer 2022, the Director of Public Health (DPH) took responsibility for the strategic leadership of the leisure agenda. This has provided a stronger opportunity to align the leisure agenda with the improvement of health and

	wellbeing and the reduction of health inequalities in Southampton. A cross council departmental leisure strategic group was established, chaired by the DPH, to develop a mission and plan for delivery. A Leisure Officer was appointed in September 2022 to coordinate delivery.
4.	In Spring 2023, Cabinet and the Council's Executive Management Board considered SCC's role and responsibilities on leisure. It was decided that, going forwards, SCC should ensure a minimum level of leisure service delivery and act as an enabler to support partnership working across the city to improve the overall leisure offer.
5.	The leisure mission was agreed in Winter 2022 and is attached as Appendix 1. Essentially, it is to: <ul style="list-style-type: none"> • Improve health and wellbeing and reduce health inequalities in Southampton through 'fit for purpose' leisure services and 'spaces'. • Provide leisure services and 'spaces' which support physical activity, sport, play and recreation. • Enable more leisure opportunities within the place of Southampton, with emphasis on: <ol style="list-style-type: none"> a. Local communities developing, adapting, and maintaining these opportunities to meet their needs b. Securing financial sustainability.
6.	The leisure strategic group undertook a review of council policies in Spring 2023 which found that the leisure mission aligned most strongly with the existing ' We Can Be Active strategy ' (WCBA). This is SCC's Physical Activity Strategy which was adopted by the Health and Wellbeing Board in March 2022. A draft Strategic Action Plan has recently been developed to set out how the aims of the WCBA Strategy can be achieved through leisure.
	Leisure Strategic Action Plan
7.	Members of the Leisure Strategic Group lead on implementing the Leisure Strategic Action Plan through collaboration with other SCC teams and external partners (such as leisure providers and the VSCE sector) taking account of Cabinet and Executive Officers' steer to provide a minimum level of leisure service provision and act as an enabler of the overall City leisure offer.
8.	Actions sit under the 5 broad aims of the WCBA Strategy: <p>(a) Positive early experiences for children and young people – this includes actions such as listening and engaging with children and young people to inform the development of leisure provision.</p> <p>(b) Opportunities that meet needs and interests and are accessible and easy to find – this covers actions such as making information on leisure activities open data so they can be included easily into the commonly used online directories in the city, offering affordable leisure activities and accepting cash to help with budgeting and promoting disability accessible leisure opportunities.</p> <p>(c) Places and travel routes where we feel safe and encourage people to be active – for example, encouraging active travel to leisure venues, developing</p>

	<p>urban, green and blue spaces as leisure opportunities, and increasing safety in and around leisure venues.</p> <p>(d) Support to help us get started or keep moving when we feel that we can't do it alone – this includes training for staff in how to support people who may find it challenging to use the facilities and forming partnerships with social prescribers.</p> <p>(e) Bold leaders working together to create healthier and happier communities – for instance, working towards financial sustainability of commissioned leisure services and forming partnerships with local NHS partners.</p>
	Opportunities
9.	<p>The draft strategic action plan sets out collaborative working across SCC departments as well as external collaborations, including with education providers, leisure providers, our health system and our local communities. Further development of the action plan, and engagement with external partners, is needed to ensure that it represents all opportunities to achieve the leisure mission. A risk in delivery is resource capacity given the financial position of the Council.</p>
	Key Programmes/Projects
10.	<p>Outdoor Sports Centre (OSC)</p> <ul style="list-style-type: none"> • Morgan Sindall have been appointed under a Pre-Construction Service Agreement (PCSA). Detailed design development is ongoing including cost plan reviews. • A detailed Programme is being developed which will require Full Council approval next June with an 18 month build duration. • The Football Foundation have recommended to their Board the award of funding towards the Project, which we anticipate will be confirmed by mid-August. Draft conditions of grant are awaited. • Full Planning permission (with conditions) should be announced during August following resolution of Flood Risk conditions. • SCC have commenced reporting to the LUF (Levelling Up Fund) team following the £20m award towards the OSC Masterplan Project (entitled “Inclusive Access to Sport and Physical Activity”). • The process and content of the measurement and reporting of outcomes and impacts is under review, supported by Leisure and Public Health colleagues and also taking into account the requirements of funders. • The Project Team continue to work closely with Supplier Management Services concerning implications for the management contract. • The project will provide a real opportunity to align SCC strategic objectives, including the Leisure Mission statement such as tackling inequalities and achieving health improvements.

	<ul style="list-style-type: none"> • The project continues to work closely with stakeholders (such as resident clubs) and National Governing Bodies of Sport, Sport England and Energise Me. • A detailed Communications Plan is drafted, awaiting the formal planning permission announcement and the Football Foundation Award.
11.	<p>St Mary's Leisure Centre (SMLC)</p> <p>SMLC was re-opened in Summer 2022 and a public consultation on its future was held between December 2022 and March 2023. This concluded that SMLC should remain as a leisure facility and be available for hire for one off community events. The centre is currently being operated by Active Nation.</p>
12.	<p>The Invitation to tender for the SMLC operation and maintenance went live on 30th June 2023 and will close on 15th August. If the tender is successful a report will be presented to Cabinet in October with the contract proposed to start in time for January 2024.</p>
13.	<p>Cricket Non-Turf Cricket Pitch funding</p> <p>The Council have received funding from the English Cricket Board (ECB) and the Hampshire Cricket Board (HCB) who are going to provide funding to install 6 x Non-Turf Cricket Pitches (NTP) across the city in the following locations as part of the Hundred competition:</p> <ul style="list-style-type: none"> • Riverside Park x 2 • The Outdoor Sports Centre x 2 • Milbrook Rec x 1 • Green Park x 1
14.	<p>These are replacing grass cricket pitches at the site in four locations and refurbishing an old NTP at the Outdoor Sports Centre and a new pitch at Green Park. The funding is also likely to fund a 5-year maintenance plan. We are aware that there may be some concerns around ASB, and we have discussed this with parties, however, this is an opportunity for Southampton to improve park cricket facilities across the city and enhance community engagement.</p>
15.	<p>Park Tennis improvements Funding</p> <p>The Council are currently consulting on improvements to park tennis across the city. This involves funding from the LTA, part of the funding requirements for improved surfaces, nets, line painting and fencing will be enclosed courts with bookable sessions. This will be to ensure a sinking fund moving forward and that the courts can remain at a good standard moving forward. The consultation is live until 22nd August. Following this the Leisure Officer will review the feedback and propose the most suitable way forward.</p>
16.	<p>Sport England Swimming Pool Fund</p> <p>Sport England recently unveiled the £23m Swimming Pool Fund which is supporting public swimming pools with the increased cost of utilities and chemical costs.</p>

17.	The requirements are that local authorities provide one application to the fund for all public swimming pools within their boundaries. Officers are working with operators at The Quays, Bitterne Leisure Centre, Shirley Swimming Pool, Oaklands Pool, Red Lodge and Regents Park as the public swimming pools in the city. Whilst funding is not guaranteed each application can be between £10k and £500k. It is likely that the fund will be over subscribed. The fund is open now and closes on 11th August.
18.	<p>PlayZones</p> <p>The Football Foundation are hosting a fund to build/refurbish Multi Use Game Areas (MUGA), working with partners to create activities for the 4 target groups (Long term illness and disability, woman and girls, ethnic minority communities and lower socio-economic groups). 75% of the projects will be Football Foundation funded, with 25% match funding required.</p>
19.	Areas identified include Millbrook/Redbridge, Coxford, Bevois and Weston. Community engagement will take place to decide locations and community needs for a MUGA site. Subject to confirmation of local funding, a bid will be submitted in January 2024.
RESOURCE IMPLICATIONS	
<u>Capital/Revenue</u>	
20.	Finances are held by procurement and monitored through the Finance Directorate. Expenditure for the contracts below is via the General Fund. The Strategic Outcomes Planning Model (SOPM) referenced in Paragraph 26 is being funded from the Public Health Grant.
21.	Previously small amounts of the Public Health Grant have been used for projects that support the aims of the WCBA Strategy. For instance, in December 2021, £20K was made available through an 'Active Communities Fund' with voluntary and community groups invited to apply for up to £5k towards projects that would support our target groups to become more active. Funding was distributed in Feb/March 2022 to 7 projects which included social climbing sessions for new mums and swimming lessons for African men.
<u>Property/Other</u>	
22.	<p>Maps are attached as Appendix 2 showing leisure provision across the city. SCC provides one leisure service delivery contract, and this is with Places for People (who subcontract operations to Active Nation).</p> <p>In terms of buildings for leisure facilities, SCC owns and maintains the following:</p> <p>The seven sites under the main leisure contract are as follows,</p> <ul style="list-style-type: none"> • The Quays Swimming and Diving Complex • Bitterne Leisure Centre • Chamberlayne Leisure Centre • Southampton Outdoor Sports Centre • Southampton Water Activity Centre (SWAC)

	<ul style="list-style-type: none"> • Woodmill Activity Centre • Alpine Ski Slope <p>Through the contract Active Nation also operate seven green sports pitch facilities.</p> <p>There are other leisure facilities owned and maintained by SCC but operated by external providers, including Testlands Wellbeing Hub and St Marys Leisure Centre.</p>
LEGAL IMPLICATIONS	
<u>Statutory power to undertake proposals in the report:</u>	
23.	The Council has the necessary statutory powers in s.1 Localism Act 2011 (General Power of Competence) to proceed with recommendations of this report.
24.	The Council must act in accordance with the UK Procurement legislation.
<u>Other Legal Implications:</u>	
25.	The strategy is fully compliant with the requirements of the Equalities Act 2010, Human Rights Act 1998 and other relevant pervasive legislation.
RISK MANAGEMENT IMPLICATIONS	
26.	The biggest risks in leisure service delivery are related to the age and condition of the buildings that SCC leisure services are provided within and the associated energy costs. For the future of leisure business planning, commissioning of a Strategic Outcomes Planning Model (SOPM) Stage 4 is required. The SOPM is a Sport England tool and informs investment decisions into facilities and services. A fixed financial contribution from the Public Health Grant in 2023/24 has been confirmed to enable delivery of the SOPM.
27.	<p>Specifically, the SOPM Stage 4 will include.</p> <ul style="list-style-type: none"> • A review of all the delivery options available to SCC for its leisure facilities across the city. This will include workshops to evaluate the criteria required. There will be a review of the advantages and disadvantages of each management option along with a financial analysis of each one. It is anticipated that this work will take circa 12 weeks from appointment of the consultant. • A review of the three core sites (The Quays, Bitterne and Chamberlayne) which will include site visits, associated latent demand report and a competition analysis for each of these sites. • A report detailing a site analysis of existing sites and accompanied suggested facility mix for each of the potentially new centres. • Development of a draft layout plan of what the new facilities could look like at Bitterne and the Quays alongside the plans for a potential refurbishment at Chamberlayne. This will be accompanied by an indicative capital cost for the options at each centre. This will be in the form of a feasibility report with an OBC and assumptions for each venue. This work will take circa 3 months. • A Feasibility Study undertaken on both Woodmill and Southampton Water Activity Centre (“SWAC”) which would follow a process like the feasibility

	<p>studies undertaken on the indoor leisure facilities. This process would take circa two months to complete and</p> <ul style="list-style-type: none"> • Further market consultation and interaction with National Governing Bodies and Sport England.
28.	Once the draft Stage 4 has been produced, it would allow for the commencement of conversations with Sport England and National Governing Bodies with the objective of applying for funding. If the process and steps are completed as detailed above, SCC would have a vision for leisure facilities in Southampton for review in March 2024 and commence formal decision-making on basis of available financial resource in May-June 2024.
POLICY FRAMEWORK IMPLICATIONS	
29.	The proposals support and contribute to the Council's Policy Framework Plans and corporate priorities.

KEY DECISION?	NO
WARDS/COMMUNITIES AFFECTED:	ALL WARDS
<u>SUPPORTING DOCUMENTATION</u>	
Appendices	
1.	SCC Leisure Vision
2.	Leisure Map

Documents In Members' Rooms

1.	N/A
Equality Impact Assessment	
Do the implications/subject of the report require an Equality and Safety Impact Assessment (ESIA) to be carried out?	No
Data Protection Impact Assessment	
Do the implications/subject of the report require a Data Protection Impact Assessment (DPIA) to be carried out?	No
Other Background Documents	
Other Background documents available for inspection at:	
Title of Background Paper(s)	Relevant Paragraph of the Access to Information Procedure Rules / Schedule 12A allowing document to be Exempt/Confidential (if applicable)
1.	We Can Be Active Strategy (southampton.gov.uk)

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Leisure Vision Context

Debbie Chase, Director of Public Health
Becky Wilkinson, Consultant in Public Health

September 2021

Mission

To improve health and wellbeing and reduce health inequalities in Southampton through 'fit for purpose' leisure services and 'spaces'

To provide leisure services and 'spaces' which support physical activity, sport, play and recreation

To enable more leisure opportunities within the place of Southampton, with emphasis on (1) local communities developing, adapting and maintaining these opportunities to meet their needs and (2) securing financial sustainability

Defining Leisure

Dictionary definition

Activities you do to relax or enjoy yourself; time when you are not working or occupied.

Broad definition

- cultural activities
- socialising
- watching TV
- going for a drink or a meal
- sport
- being in nature
- hobbies
- chilling out

Our definition

- sport
- physical activity
- Movement

Within certain contexts:

- Play
- Recreation

We define leisure as **physical activity, movement, sport, play and recreation.**

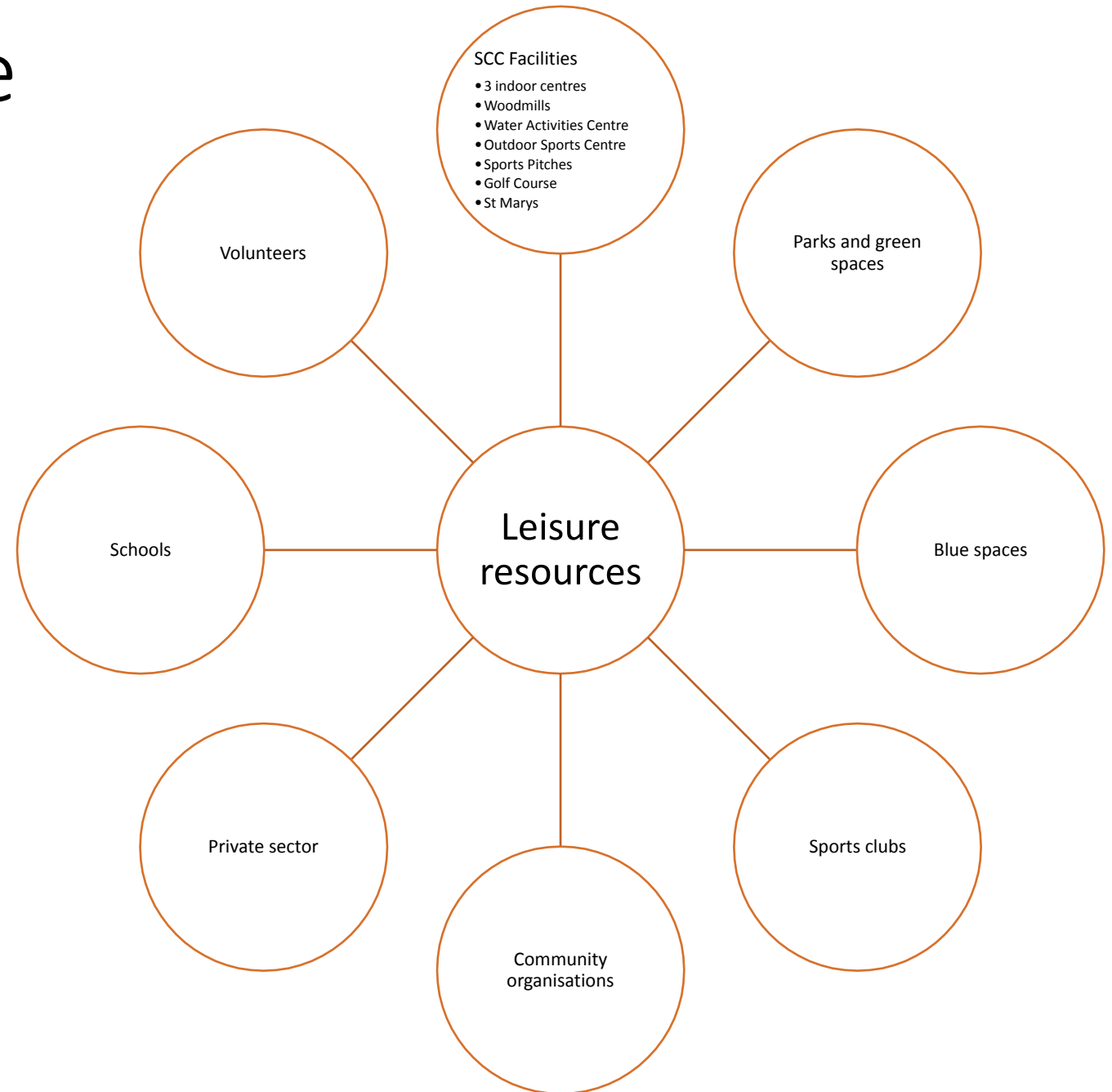
Note our scope does not include the broader definition of leisure (for example, leisure pursuits such as cultural activities, watching TV and eating/drinking). ■

Leisure Vision Scope

Our vision should set out our intent that Southampton's **leisure resources** enable all residents to access opportunities for **movement, physical activity, sport, play and recreation.**

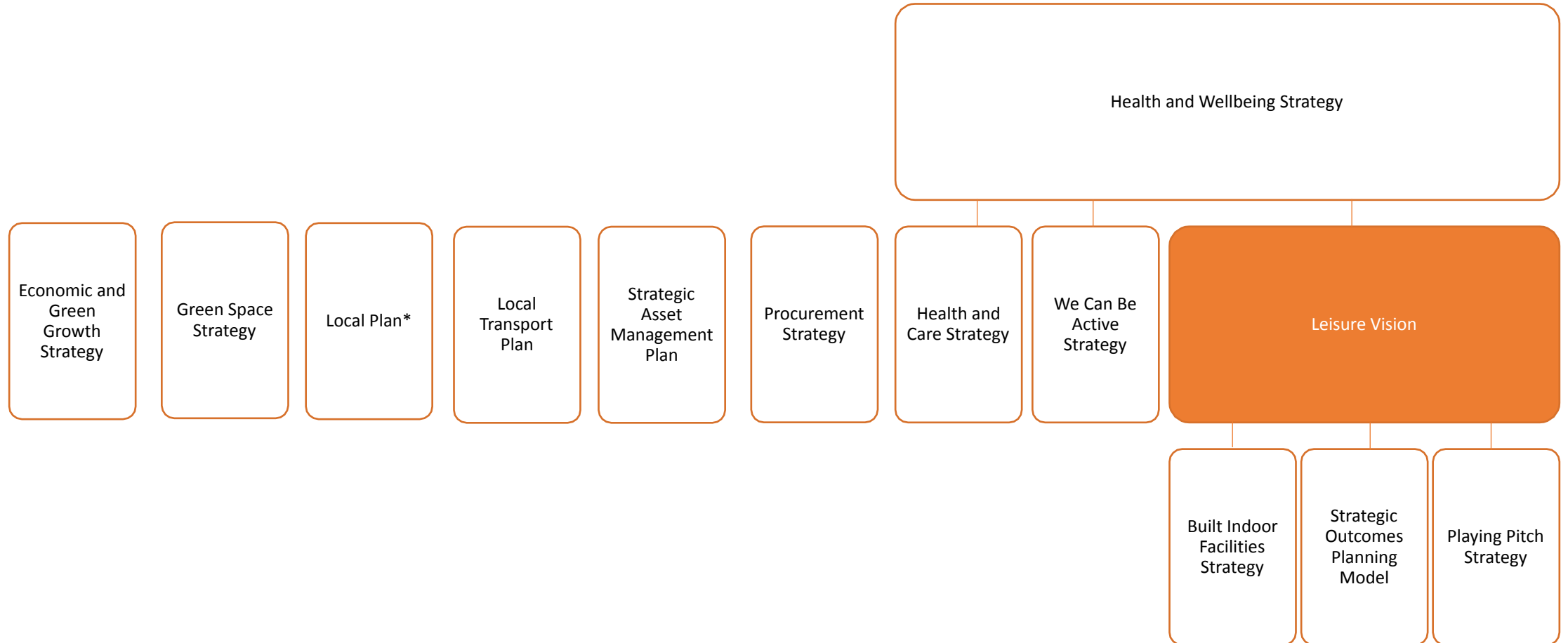
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Southampton's leisure resources encompass more than just SCC owned facilities. Therefore, the strategy should cover resources owned and managed by partner organisations as well as private facilities, natural resources and community assets such as sports clubs and volunteers.



Links with other strategies and plans

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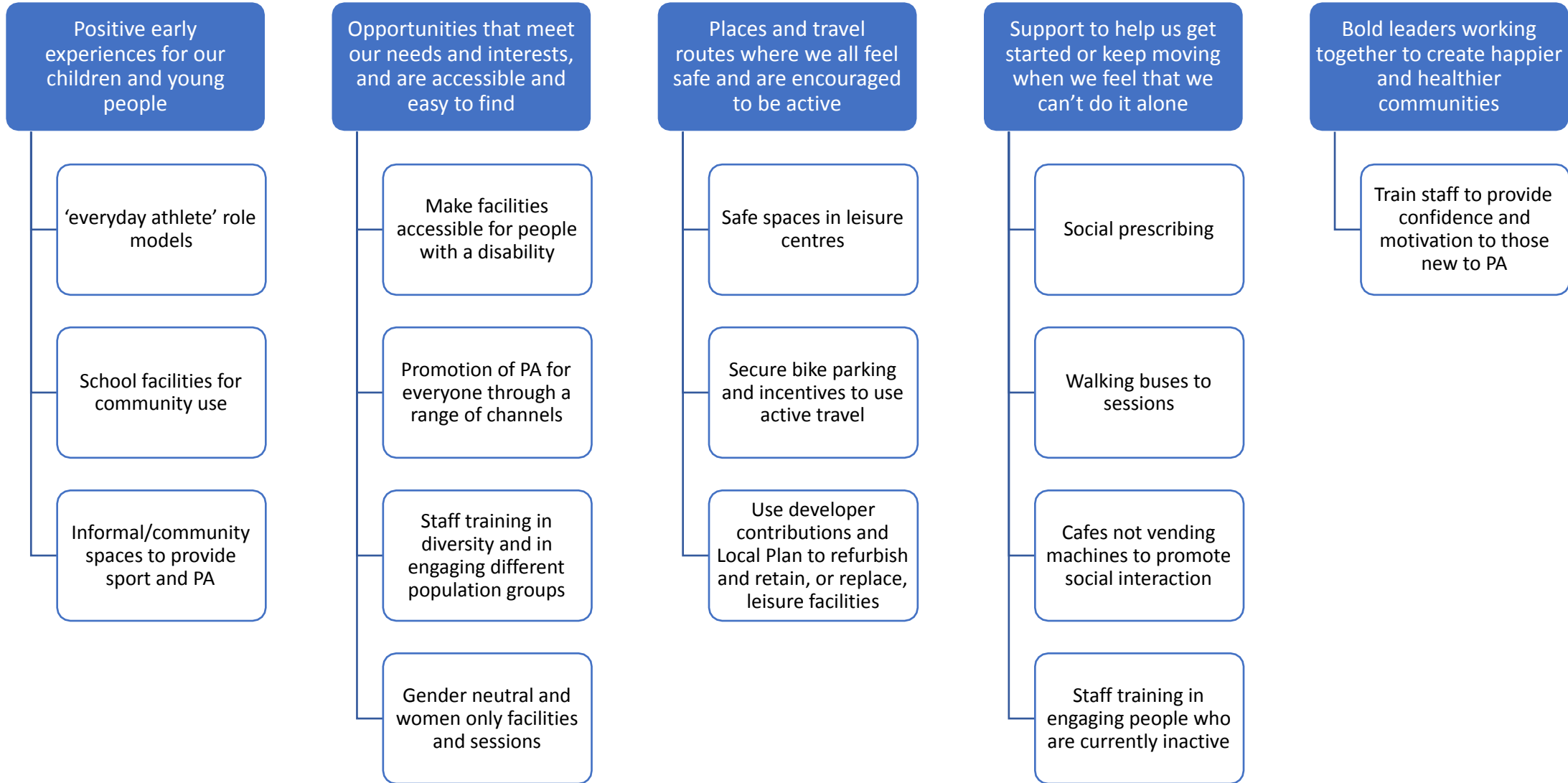
*Note that the new Local Plan is currently being drafted and is due to go out to public consultation November 2022

Mapping a selection of the interventions identified in SOPM to We Can Be Active themes:

We Can Be Active themes

Interventions identified in SOPM

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Leisure Vision - principles

To ensure Southampton's leisure resources enable all residents to access opportunities for movement, physical activity, sport, play and recreation

To co-produce the vision with the public

To protect community places/spaces

Support inclusive involvement of the wider community in specialist sports

Keep all relevant Cabinet members briefed at appropriate time points

Leisure Vision - principles

Focus on **outcomes** – including health and wellbeing, social and economic:

- Make movement and physical activity a part of everyday life
- Increased movement and physical activity leading to improvements in physical and mental health
- Reduction in health inequalities by prioritising certain population groups (e.g. more deprived, Black and minority ethnic, people with long term illness or disability)
- Economic benefits – income from use of facilities, bringing investment and tourism into city etc
- Community benefits – from improved recreation facilities leading to safer spaces, more opportunities for social interaction etc

To support 'Pride in the City' 'Feeling safe'

Leisure Vision – approach

The policy team undertook a review of the strategies that sit beneath the Health and Wellbeing Strategy which showed that existing strategies (in particular the WCBA Strategy) cover the proposed leisure vision.

The review did identify a gap around mental health, however, a mental health strategy is already in development so would cover this gap.

Our approach is to develop a **strategic action plan for leisure** which draws on the existing action plans of relevant strategies – primarily the WCBA Action Plan and the SOPM.

As there was no SCC consultation on the WCBA Strategy, any specific actions that would affect residents in Southampton should be consulted on.

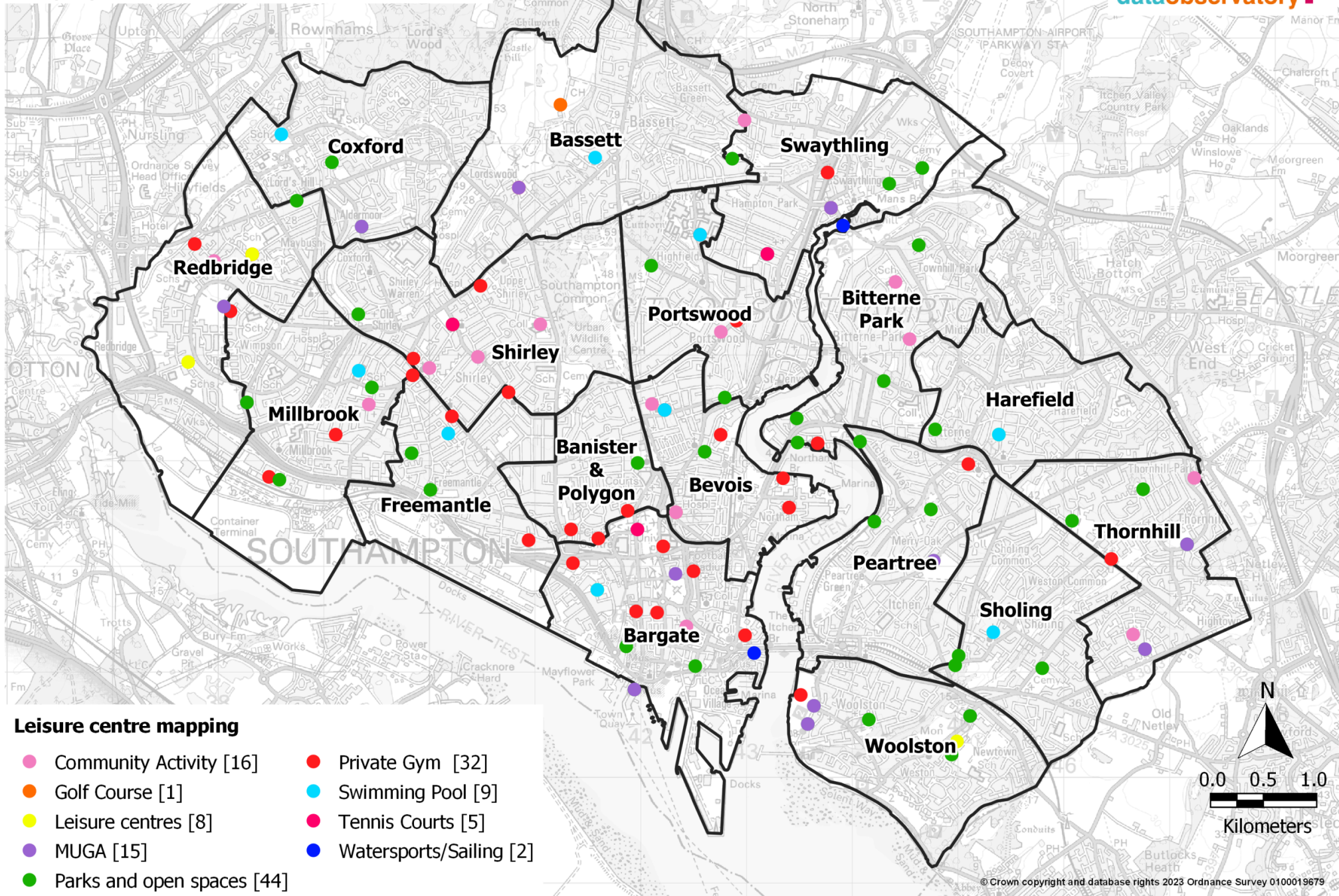
The Strategic Action Plan will be reviewed regularly, particularly in relation to new strategies and plans – especially the new Local Plan which will be out for consultation in Autumn 2022.

The new Leisure Services Officer (due to start 03/10/2022) will play a key role in developing and implementing the strategic action plan.

Tactics – to help shape the ToR for strategic group

- In relation to the Strategic Action Plan, agree set of outcomes and performance targets, ?how will we know if we are making a difference – link to residents survey...
- Strategic group – ensure we have the skills and breadth of understanding across strategies and council intent to better align agendas strategically
- Clarify leisure definition – in particular the distinction with the city’s cultural offer
- Governance? – EMB, Link to HWBB, Cllr Fielker CMB – Policy Team are exploring governance.
- Securing grants/bidding opportunities, sponsorship opportunities – need to align to strategic intent
- With HWB as primary intent – need strong link with social prescribing, solinked....?CCG and PCNs going forwards
- Policy Team will regularly review SCC strategies to ensure our vision for leisure aligns – particularly the new Local Plan and Corporate Plan for Building
- Intelligence-driven leisure services provision e.g. data collected by leisure providers is used to better understand the impact on communities
- Work to reduce process delays e.g. when community organisations apply to develop underutilised spaces

All leisure venues in Southampton by postcode as of 03/03/2023



DECISION-MAKER:		HEALTH OVERVIEW AND SCRUTINY PANEL	
SUBJECT:		MONITORING SCRUTINY RECOMMENDATIONS	
DATE OF DECISION:		17 AUGUST 2023	
REPORT OF:		SCRUTINY MANAGER	
<u>CONTACT DETAILS</u>			
Executive Director	Title	Executive Director – Corporate Resources	
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Author:	Title	Scrutiny Manager	
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STATEMENT OF CONFIDENTIALITY			
None			
BRIEF SUMMARY			
This item enables the Health Overview and Scrutiny Panel to monitor and track progress on recommendations made at previous meetings.			
RECOMMENDATIONS:			
	(i)	That the Panel considers the responses to recommendations from previous meetings and provides feedback.	
REASONS FOR REPORT RECOMMENDATIONS			
1.	To assist the Panel in assessing the impact and consequence of recommendations made at previous meetings.		
ALTERNATIVE OPTIONS CONSIDERED AND REJECTED			
2.	None.		
DETAIL (Including consultation carried out)			
3.	Appendix 1 of the report sets out the recommendations made at previous meetings of the Health Overview and Scrutiny Panel (HOSP). It also contains a summary of action taken in response to the recommendations.		
4.	The progress status for each recommendation is indicated and if the HOSP confirms acceptance of the items marked as completed they will be removed from the list. In cases where action on the recommendation is outstanding or the Panel does not accept the matter has been adequately completed, it will be kept on the list and reported back to the next meeting. It will remain on the list until such time as the Panel accepts the recommendation as completed. Rejected recommendations will only be removed from the list after being reported to the HOSP.		
RESOURCE IMPLICATIONS			
<u>Capital/Revenue</u>			

5.	None.
<u>Property/Other</u>	
6.	None.
LEGAL IMPLICATIONS	
<u>Statutory power to undertake proposals in the report:</u>	
7.	The duty to undertake overview and scrutiny is set out in Part 1A Section 9 of the Local Government Act 2000.
<u>Other Legal Implications:</u>	
8.	None
RISK MANAGEMENT IMPLICATIONS	
9.	None.
POLICY FRAMEWORK IMPLICATIONS	
10.	None
KEY DECISION	No
WARDS/COMMUNITIES AFFECTED:	None directly as a result of this report
<u>SUPPORTING DOCUMENTATION</u>	
Appendices	
1.	Monitoring Scrutiny Recommendations – 17 August 2023
Documents In Members' Rooms	
1.	None
Equality Impact Assessment	
Do the implications/subject of the report require an Equality and Safety Impact Assessments (ESIA) to be carried out?	No
Data Protection Impact Assessment	
Do the implications/subject of the report require a Data Protection Impact Assessment (DPIA) to be carried out?	No
Other Background Documents	
Equality Impact Assessment and Other Background documents available for inspection at:	
Title of Background Paper(s)	Relevant Paragraph of the Access to Information Procedure Rules / Schedule 12A allowing document to be Exempt/Confidential (if applicable)
1.	None

Health Overview and Scrutiny Panel (HOSP)

Scrutiny Monitoring – 17 August 2023

Date	Title	Action proposed	Action Taken	Progress Status
29/06/23	ICB Financial Update	1) That the ICB undertake timely engagement with stakeholders, including the HOSP, as they develop proposals to address the financial constraints facing the NHS across Hampshire and the IOW.	The ICB will be keeping the panel and stakeholders informed of proposals to address financial constraints.	
26/06/23	Proposals to redesign OPMH services	1) That the list of organisations that have been contacted by Southern Health NHS Foundation Trust about the OPMH proposals is circulated to the Panel.	Response to be provided in advance of the 17 August meeting of the Panel.	
		2) That the issue returns to the 19 October HOSP agenda for consideration by the Panel. Southern Health are requested to undertake additional engagement with stakeholders on the proposals relating to Beaulieu Ward at Western Community Hospital, details on engagement to be agreed by the Scrutiny Manager and the Associate Director of Communications. The report to the 19 October meeting should detail the outcomes of the engagement activity and clarify the actions to be taken to mitigate the impact of the proposals.	Item added to the 19 th October HOSP agenda.	

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