

Overview and Scrutiny Management Committee

Thursday, 16th December, 2021
at 4.00 pm

PLEASE NOTE: this will be a 'virtual meeting', a link to which will be available on Southampton City Council's website at least 24hrs before the meeting.

In light of the current Covid Omicron variant surge this meeting will now be held virtually via Microsoft Teams. As a matter of law to be a legally constituted meeting it must be held physically. As it is not considered reasonable to do that at the moment it is being treated as a consultation meeting. Council officers will then take decisions under delegated powers to decide on the matters on the committee's agenda after having due regard to the committee's views and recommendations.

Members

Councillor Fielker (Chair)
Councillor Savage (Vice-Chair)
Councillor Chaloner
Councillor Cooper
Councillor Fuller
Councillor Guthrie
Councillor Kaur
Councillor Stead
Councillor Vaughan

Appointed Members

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

Contacts

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PUBLIC INFORMATION

Overview and Scrutiny Management Committee

The Overview and Scrutiny Management Committee holds the Executive to account, exercises the call-in process, and sets and monitors standards for scrutiny. It formulates a programme of scrutiny inquiries and appoints Scrutiny Panels to undertake them. Members of the Executive cannot serve on this Committee.

Role of Overview and Scrutiny

Overview and Scrutiny includes the following three functions:

- Holding the Executive to account by questioning and evaluating the Executive's actions, both before and after decisions taken.
- Developing and reviewing Council policies, including the Policy Framework and Budget Strategy.
- Making reports and recommendations on any aspect of Council business and other matters that affect the City and its citizens.

Overview and Scrutiny can ask the Executive to reconsider a decision, but they do not have the power to change the decision themselves.

Use of Social Media:- The Council supports the video or audio recording of meetings open to the public, for either live or subsequent broadcast. However, if, in the Chair's opinion, a person filming or recording a meeting or taking photographs is interrupting proceedings or causing a disturbance, under the Council's Standing Orders the person can be ordered to stop their activity, or to leave the meeting. By entering the meeting room you are consenting to being recorded and to the use of those images and recordings for broadcasting and or/training purposes. The meeting may be recorded by the press or members of the public. Any person or organisation filming, recording or broadcasting any meeting of the Council is responsible for any claims or other liability resulting from them doing so. Details of the Council's Guidance on the recording of meetings is available on the Council's website.

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

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

Procedure / Public Representations

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

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

Mobile Telephones:- Please switch your mobile telephones to silent whilst in the meeting

Fire Procedure:-

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

Access is available for disabled people. Please contact the Democratic Support Officer who will help to make any necessary arrangements.

Dates of Meetings: Municipal Year 2019/20

2021	2022
10 June	13 January
15 July	3 February
12 August	10 March
9 September	14 April
14 October	
11 November	
16 December	

CONDUCT OF MEETING

TERMS OF REFERENCE

The general role and terms of reference for the Overview and Scrutiny Management Committee, together with those for all Scrutiny Panels, are set out in Part 2 (Article 6) of the Council's Constitution, and their particular roles are set out in Part 4 (Overview and Scrutiny Procedure Rules – paragraph 5) of the Constitution.

RULES OF PROCEDURE

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

BUSINESS TO BE DISCUSSED

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

QUORUM

The minimum number of appointed Members required to be in attendance to hold the meeting is 4.

DISCLOSURE OF INTERESTS

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

DISCLOSABLE PECUNIARY INTERESTS

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

- (i) Any employment, office, trade, profession or vocation carried on for profit or gain.
- (ii) Sponsorship:

Any payment or provision of any other financial benefit (other than from Southampton City Council) made or provided within the relevant period in respect of any expense incurred by you in carrying out duties as a member, or towards your election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.

- (iii) Any contract which is made between you / your spouse etc (or a body in which the you / your spouse etc has a beneficial interest) and Southampton City Council under which goods or services are to be provided or works are to be executed, and which has not been fully discharged.

- (iv) Any beneficial interest in land which is within the area of Southampton.

- (v) Any license (held alone or jointly with others) to occupy land in the area of Southampton for a month or longer.

- (vi) Any tenancy where (to your knowledge) the landlord is Southampton City Council and the tenant is a body in which you / your spouse etc has a beneficial interests.

- (vii) Any beneficial interest in securities of a body where that body (to your knowledge) has a place of business or land in the area of Southampton, and either:

- a) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body, or
- b) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you / your spouse etc has a beneficial interest that exceeds one hundredth of the total issued share capital of that class.

Other Interests

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

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

Any public authority or body exercising functions of a public nature

Any body directed to charitable purposes

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

Principles of Decision Making

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

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

In exercising discretion, the decision maker must:

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

AGENDA

1 APOLOGIES AND CHANGES IN PANEL MEMBERSHIP (IF ANY)

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

2 DISCLOSURE OF PERSONAL AND PECUNIARY INTERESTS

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

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

3 DECLARATIONS OF SCRUTINY INTEREST

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

4 DECLARATION OF PARTY POLITICAL WHIP

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

5 STATEMENT FROM THE CHAIR

6 MINUTES OF THE PREVIOUS MEETING (INCLUDING MATTERS ARISING)

(Pages 1 - 16)

To approve and sign as a correct record the Minutes of the meetings held on 12th August, 9th September, 22nd September, 14th October, 9th November and 11th November, 2021 and to deal with any matters arising.

7 MONITORING SCRUTINY RECOMMENDATIONS TO THE EXECUTIVE

(Pages 17 - 24)

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

8 FORWARD PLAN (Pages 25 - 28)

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

- a) Update on budget forecast for 2022/23 onwards and savings plans
(Pages 29 - 30)
- b) Strategy for the Provision of Support in Safe Accommodation (Pages 31 - 82)
- c) Customer Access Strategy (Pages 83 - 98)
- d) IT Strategy (Pages 99 - 114)

Wednesday, 8 December 2021

Service Director – Legal and Business Operations

SOUTHAMPTON CITY COUNCIL
OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE
MINUTES OF THE MEETING HELD ON 12 AUGUST 2021

Present: Councillors Fielker (Chair), Fuller, Guthrie, Savage (Vice-Chair), Stead, J Payne, Mitchell and Windle

Apologies: Councillors Chaloner, Cooper, Renyard and Vaughan
Appointed Member Rob Sanders

Also in attendance: Councillor Harwood, Cabinet Member for Customer Service and Transformation

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

RESOLVED that the minutes of the meeting held on 15 July 2021 be approved and signed as a correct record.

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

It was noted that following receipt of the temporary resignations of Councillors Cooper, Renyard, Vaughan and Chaloner from the Committee the Service Director – Legal and Business Operations, acting under delegated powers, had appointed Councillor Windle to replace Councillor Cooper, Councillor Mitchell to replace Councillor Renyard and Councillor J Payne to replace Councillor Vaughan for the purposes of this meeting. The Committee also noted the apologies of Appointed Member Rob Sanders.

In addition, following discussion with Group Leaders it was agreed to amend the proportionality on sets by increasing the number of seats by two, one for each group on Overview and Scrutiny Management Committee. The appointment of Councillors Chaloner and Stead were duly approved at full Council meeting on 21st July, 2021.

13. **FORWARD PLAN**

The Committee considered the report of the Service Director – Legal and Business Operations which detailed the issues requested for discussion from the current Forward Plan. The Chair had requested a discussion regarding the forthcoming Cabinet Decision Energy Procurement Contract Renewal which was within the portfolio of the Cabinet Member for Environment.

The Committee noted that the Cabinet Member for Environment, Councillor S Galton, was not in attendance due to reasons which related to the incidence or transmission of coronavirus and that Cabinet Member Councillor Harwood had attended instead.

Cabinet Member, Councillor Harwood; Green City Lead Officer, Steve Guppy; and Procurement Business Partnering Officer, Jane Habgood; were present and with the consent of the Chair addressed the Committee.

In discussions with the Cabinet Member and officers, the Committee noted the following:

- A new procurement strategy had been required when the option to contract with Citizen Energy ended
- The LASER prices contract would expire on 31 August 2021 and these prices that had been negotiated two years ago and were lower than current energy prices.
- Many local authorities were members of the LASER consortium which had a public sector proprietary board
- Consideration should be given to how the LASER contract compared with alternative frameworks
- The value of investing in REGO's needed to be explored further
- A longer-term contract would provide financial certainty as energy prices would be fixed for the duration of the contract
- A shorter-term contract would provide flexibility to invest in the emerging renewable energy market which was a commitment of the Green City Charter.

RESOLVED:

- (i) on consideration of the briefing paper relating to the forthcoming Cabinet Decision Energy Procurement Contract Renewal the Committee recommended that the Cabinet Member for Environment:
 - i. Provided an explanation of the variations in the annual REGO cost distribution between Corporate and Housing, in particular the discrepancy in percentage of total costs identified in Table 1 of the briefing paper, would be circulated to the Committee.
 - ii. Provided in the Energy Contract Procurement Renewal decision report additional information on the perceived advantages of the LASER framework compared to alternative frameworks.
 - iii. indicated when the Administration would be in a position to outline their approach to the Green City Charter at a meeting of the Committee.

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

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

The Committee noted that the response provided to the question about the opportunity cost of the Destination Management Plan did not answer the question.

RESOLVED that further detail on the question about the opportunity cost of the Destination Management Plan would be required.

SOUTHAMPTON CITY COUNCIL
OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE
MINUTES OF THE MEETING HELD ON 9 SEPTEMBER 2021

Present: Councillors Fielker (Chair), Savage (Vice-Chair), Chaloner, Cooper, Fuller, Guthrie, Stead and Kaur

Apologies: Councillors Renyard and Vaughan and Appointed Member Rob Sanders

Also in attendance: Councillor Moulton, Cabinet Member for Growth
Councillor J Baillie, Cabinet Member for Education

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

It was noted that following receipt of the temporary resignation of Councillor Renyard from the Committee the Service Director – Legal and Business Operations, acting under delegated powers, had appointed Councillor Kaur to replace him for the purposes of this meeting. The Committee also noted the apologies of Appointed Member Rob Sanders.

16. **ACCESSIBLE CITY - SCRUTINY INQUIRY TERMS OF REFERENCE**

The Committee considered the report of the Service Director, Legal and Business Operations requesting that the Committee agree the terms of reference for a scrutiny inquiry looking at accessibility in Southampton.

RESOLVED:

- (i) that the draft terms of reference for the scrutiny inquiry be approved; and
- (ii) that authority be delegated to the Service Director, Legal and Business Operations, in consultation with the Chair of the Scrutiny Inquiry Panel, to finalise the inquiry plan.

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

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

18. **EXCLUSION OF THE PRESS AND PUBLIC - CONFIDENTIAL PAPERS INCLUDED IN THE FOLLOWING ITEM**

The Chair moved that in accordance with the Council's Constitution, specifically the Access to Information Procedure Rules contained within the Constitution, the press and public be excluded from the meeting in respect of any consideration of the confidential

appendices to the following Item.

Confidential appendices contain information deemed to be exempt from general publication based on Category 3 of paragraph 10.4 of the Council's Access to Information Procedure Rules.

19. **FORWARD PLAN**

(a) Leisure World Commercial Terms

The Committee considered the confidential briefing paper and Cabinet report of the Cabinet Member for Growth detailing the principal commercial and financial terms for granting a new head lease over the Leisure World development site.

Councillor Moulton, Cabinet Member Growth was in attendance and with the consent of the Chair addressed the meeting.

RESOLVED:

- i) that officers confirm for the Committee which key city developments had a 999 year lease;
- ii) that clarification was provided on the position with regards to whether the proposed financial terms included an 'unequivocal commitment' to develop beyond Phase 1;
- iii) that the Committee were provided with indicative details on the proposals within the development for electric car charging facilities
- iv) that the Administration explores all opportunities to develop affordable housing units across the planned city centre developments, including the Leisure World development; and
- v) that, when discussing opportunities with developers, the Administration advocates for an arena/conference centre to be developed in Southampton.

(b) Land at the Corner of Lime Street and Evans Street

The Committee noted the confidential briefing paper and Cabinet report of the Cabinet Member for Finance and Capital Assets and the Cabinet Member for Education relating to the provision of land at the corner of Lime Street and Evans Street.

Councillor J Baillie, Cabinet Member for Education and Councillor Moulton, Cabinet Member Growth were in attendance and with the consent of the Chair addressed the meeting.

SOUTHAMPTON CITY COUNCIL
OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE
MINUTES OF THE MEETING HELD ON 22 SEPTEMBER 2021

Present: Councillors Fielker (Chair), Savage (Vice-Chair), Chaloner, Stead, Vaughan, Kaur and Mitchell and Appointed Member Rob Sanders

Apologies: Councillors Fuller and Guthrie

Also in attendance: Councillor Fitzhenry, Leader of the Council
Councillor Moulton, Cabinet Member for Growth

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

It was noted that following receipt of the temporary resignation of Councillors Cooper and Renyard from the Committee the Service Director – Legal and Business Operations, acting under delegated powers, had appointed Councillors Mitchell and Kaur to replace them for the purposes of this meeting. The Committee also noted the apologies of Councillors Fuller and Guthrie.

21. **EXCLUSION OF THE PRESS AND PUBLIC - CONFIDENTIAL PAPERS INCLUDED IN THE FOLLOWING ITEM**

The Chair moved in accordance with the Council's Constitution, specifically the Access to Information Procedure Rules contained within the Constitution, the press and public be excluded from the meeting in respect of any consideration of the confidential appendices to the following Item.

Confidential appendices 2 and 4 contain information deemed to be exempt from general publication based on Category 3 of paragraph 10.4 of the Council's Access to Information Procedure Rules.

22. **CALL-IN OF EXECUTIVE DECISION CAB21/22 32353**

The Committee considered the report of the Service Director for Legal and Business Operations concerning the Call-in of Executive Decision CAB 21/22 32353, Land at the corner of Lime Street and Evans Street – proposed disposal of site for school use.

Councillor Fitzhenry, Leader of the Council and Councillor Moulton, Cabinet Member Growth were in attendance and with the consent of the Chair addressed the meeting.

Also in attendance were Councillor Noon (ward councillor) John Draper – Chair of Southampton Schools Forum, Kirsten Buist – Chair of Southampton Primary Headteacher Conference and Kate Vincent – Headteacher, Banister School whom with the consent of the Chair also addressed the meeting.

The Committee discussed the following:

- Emerging need for SEND provision across the City and how this can be provided;
- The effects of creating additional places at the school whilst dealing with current surplus places at other schools;
- The need for school places prior to housing development taking place;
- The type and number of dwellings being planned for future housing developments;
- Lack of consultation with schools; and
- Transparency of risks prior to any decisions being taken.

RESOLVED that Cabinet reconsider the called in decision at the next decision meeting.

The following recommendations were made to be addressed by Cabinet:

- (i) That Cabinet postpone the decision on the sale of land to the Secretary of State for Housing, Communities and Local Government whilst it gathers and analyses the data required to evidence the demand for an increase in primary school places in the city.
- (ii) If analysis identifies that the evidence is not available to support the increase in demand for primary school places in the city, that Cabinet postpone the decision on the sale of land to the Secretary of State for Housing, Communities and Local Government to negotiate an agreement, as a condition of sale, that the school significantly contributes to meeting the Special Educational Needs within the city.

If Cabinet is not minded to postpone the decision:

- (i) Cabinet work to reach a binding agreement between Hope School governors and Southampton City Council that commits the new school to meaningfully contribute to meeting the need for additional SEND provision in the city.
- (ii) That Cabinet report back to this Committee on the meaningful support which will be provided to mitigate the negative impact the expansion of Hope School to a two form of entry school is forecast to have on the wider primary school community in Southampton.

That Cabinet commits to meaningfully consult and engage with stakeholders when making decisions and that these consultations are reflected in the decision-making reports presented to Cabinet and Council and the pre-decision briefing papers considered by scrutiny committees.

SOUTHAMPTON CITY COUNCIL
OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE
MINUTES OF THE MEETING HELD ON 14 OCTOBER 2021

Present: Councillors Fielker (Chair), Savage (Vice-Chair), Chaloner, Cooper, Guthrie, Vaughan and Rayment

Apologies: Councillors Fuller, Renyard and Stead and Appointed Member Rob Sanders

Also in attendance: Councillor P Baillie, Cabinet Member for Children's Social Care
Councillor Moulton, Cabinet Member for Growth
Councillor Galton, Cabinet Member for Environment

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

The Committee noted, following approval by Council that Councillor Kaur had permanently replaced Councillor Renyard as a Member of this Committee.

It was noted that following receipt of the temporary resignation of Councillors Fuller and Kaur from the Committee the Service Director – Legal and Business Operations, acting under delegated powers, had appointed Councillor Rayment to replace Councillor Kaur, for the purposes of this meeting. The Committee also noted the apologies of Appointed Member Rob Sanders.

24. **CHILDHOOD OBESITY - UPDATE ON PROGRESS**

The Committee considered the report of the Cabinet Member for Children's Social Care which provided an update on progress against each of the recommendations of the Childhood Obesity Scrutiny Inquiry.

Councillor P Baillie, Cabinet Member for Children's Social Care and Debbie Chase, Director of Public Health were present and with the consent of the Chair addressed the Committee.

Discussions took place with the Cabinet Member and officers with regards to how the pandemic had affected the aspirations of the reports recommendations and how the Council would be dealing with timescales and milestones as we are now in a stage of living with COVID.

RESOLVED to note the progress made implementing the approved recommendations emanating from the Tackling Childhood Obesity Scrutiny Inquiry.

25. **EXCLUSION OF THE PRESS AND PUBLIC - CONFIDENTIAL PAPERS INCLUDED IN THE FOLLOWING ITEM**

The Chair moved that in accordance with the Council's Constitution, specifically the Access to Information Procedure Rules contained within the Constitution, the press and public be excluded from the meeting in respect of any consideration of the confidential appendices to the following Item.

Confidential appendix 1 contains information deemed to be exempt from general publication based on Category 3 of paragraph 10.4 of the Council's Access to Information Procedure Rules. It is not in the public interest to disclose this because doing so would prejudice the Authority's ability to achieve best consideration.

Confidential appendix 2 contains information deemed to be exempt from general publication based on Categories 3 and 7a of paragraph 10.4 of the Council's Access to Information Procedure Rules. It is not considered to be in the public interest to disclose the information because doing so would put the Council or other parties at a commercial disadvantage and prejudice the Council's negotiating position and its ability to achieve best consideration.

26. **FORWARD PLAN**

(a) Southampton Bus Service Improvement Plan

The Committee considered the briefing paper of the Cabinet Member for Growth which summarised the draft Southampton Bus Service Improvement Plan (BSIP), a requirement of the Department for Transport's National Bus Strategy. The BSIP is the first phase towards Southampton City Council establishing an Enhanced Partnership with the local bus operators

Councillor Moulton, Cabinet Member for Growth was in attendance and with the consent of the Chair addressed the meeting.

RESOLVED that:

- i) the Council would work with Xelabus to encourage and support them to modernise their fleet;
- ii) the Cabinet Member gave consideration to the support that the Council could provide to the Southampton Bus User Group to ensure that it was both active and effective;
- iii) a summary of the consultation findings that informed the Bus Service Improvement Plan was circulated to the Committee;
- iv) to encourage feedback, future consultation on plans and proposals relating to bus services was publicised and promoted more widely, across various platforms and channels;
- v) to enable oversight, the Committee were provided with an update on the current status of the various bus service improvement schemes included within the Transforming Cities Fund programme;
- vi) the Committee were provided with outline timescales for the delivery of the key ambitions and actions contained within the Bus Service Improvement Plan.

(b) Provision of a Litter Enforcement Service

The Committee considered the confidential briefing paper of the Cabinet Member for Environment regarding the provision of a Litter Enforcement Service.

Councillor Galton, Cabinet Member for Environment was in attendance and with the consent of the Chair addressed the meeting.

RESOLVED:

- i) that the Administration reflected on the application of the Council's Access to Information Procedure Rules and discouraged the use of reports that were entirely confidential, unless absolutely necessary;
- ii) that the Council promoted the use of data to develop an intelligence led approach to littering enforcement activity;
- iii) that officers obtain littering enforcement performance data from, and benchmark against other local authorities, to identify if Southampton was an outlier, particularly with regards to the non-payment of fines; and
- iv) that the service developed alternative criteria by which the effectiveness and success of the littering enforcement service was measured.

(c) Northern Above Bar Properties

The Committee considered the confidential briefing paper of the Cabinet Member for Finance and Capital Assets concerning the Council's strategy regarding Northern Above Bar Properties.

Councillor Hannides, Cabinet Member for Finance and Capital Assets was in attendance and with the consent of the Chair addressed the meeting.

Following discussion the Committee made recommendations to the Cabinet Member in confidential session.

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

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

SOUTHAMPTON CITY COUNCIL
SPECIAL OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE
MINUTES OF THE MEETING HELD ON 9 NOVEMBER 2021

Present: Councillors Fielker (Chair), Savage (Vice-Chair), Chaloner, Cooper, Fuller, Guthrie, Stead and Vaughan

Apologies: Councillor Kaur and Appointed Member Rob Sanders

Also in attendance: Councillor Fitzhenry, Leader of the Council

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

It was noted that following receipt of the temporary resignation of Councillor Kaur from the Committee, the Head of Legal and Democratic Services, acting under delegated powers, had appointed Councillor Rayment to replace them for the purposes of this meeting.

The Committee also noted the apologies of Appointed Member Rob Sanders for the meeting and the resignation of Appointed Member Clare Rogers from the Committee.

29. **EXCLUSION OF THE PRESS AND PUBLIC - CONFIDENTIAL PAPERS INCLUDED IN THE FOLLOWING ITEM**

In accordance with the Council's Constitution, specifically the Access to Information Procedure Rules contained within the Constitution, the Chair moved the press and public be excluded from the meeting in respect of any consideration of the confidential appendices 2 – 5 to the following item.

Confidential appendices 2 – 5 contain information deemed to be exempt from general publication based on Categories 3 and 7A of paragraph 10.4 of the Council's Access to Information Procedure Rules. It is not considered to be in the public interest to disclose the information because doing so would put the Council or other parties at a commercial disadvantage and prejudice the Council's negotiating position and its ability to achieve best consideration.

30. **CALL-IN OF EXECUTIVE DECISION CAB 21/22 32527**

The Committee considered the report of the Director - Legal and Business Operations, detailing the Call-In of Executive Decision CAB 21/22 32527 – Northern Above Bar Properties.

Councillor Fitzhenry – Leader of the Council, was in attendance and with the consent of the Chair addressed the meeting.

RESOLVED that Cabinet reconsider the called in decision at the next decision meeting.

The following recommendations were made to be addressed by Cabinet:

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

If Cabinet is not minded to postpone the decision:

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

If Cabinet is not minded to authorise a full appraisal of the site:

- (i) That, on receipt of the Section 123 best consideration report, the Executive return to the Overview and Scrutiny Management Committee to discuss the Administration's intentions with regards to 176-202 Northern Above Bar Properties.
- (ii) That the Cabinet Member for Finance and Capital Assets provides the Overview and Scrutiny Management Committee with an explanation of the comments he made at the 14 October 2021 meeting of the Committee relating to the marketing of properties on Northern Above Bar (176-202) when subsequent enquiries have revealed that this has not happened.

SOUTHAMPTON CITY COUNCIL
OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE
MINUTES OF THE MEETING HELD ON 11 NOVEMBER 2021

Present: Councillors Fielker (Chair), Savage (Vice-Chair), Cooper, Fuller, Guthrie, Kaur, Stead and Mitchell and Appointed Member Rob Sanders

Apologies: Councillors Chaloner and Vaughan

Also in attendance: Councillor Vassiliou, Cabinet Member for Communities, Culture and Heritage
Councillor White, Cabinet Member for Health and Adult Social Care
Councillor Fitzhenry, Leader of the Council
Councillor Moulton, Cabinet Member for Growth

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

It was noted that following receipt of the temporary resignation of Councillor Chaloner from the Committee the Service Director – Legal and Business Operations, acting under delegated powers, had appointed Councillor Mitchell to replace him for the purposes of this meeting. The Committee also noted the apologies from Councillor Vaughan.

32. **TOWNHILL PARK ESTATE REGENERATION – UPDATE**

The Committee considered a report from the Cabinet Member for Communities, Culture and Heritage detailing progress on the Townhill Park Estate Regeneration.

Councillor Vassiliou, Cabinet Member for Communities, Culture and Heritage, Steve Gibbs Governor at Townhill Park School, Kim Ayling Chair of SO18 Big Local and Barbara Hancock a volunteer at SO18 Big Local were in attendance and with the consent of the Chair, addressed the meeting.

RESOLVED that:

- i) the Committee are provided with information relating to:
 - a. The number of people on Southampton’s housing waiting list who have indicated that they are interested in Shared Ownership.
 - b. Whether the increase in Shared Ownership tenure properties at Townhill Park will decrease the overall number of Affordable Rent properties in Southampton.
 - c. How the number and percentage of family homes (3 bedrooms +) for plots 2,9 and 10 has changed from the original proposals.
- ii) the Administration re-invigorates engagement with schools in the locality of Townhill Park and ensures that it gives due consideration to proposals to support the maintenance and growth of the schools moving forward.

- iii) the Cabinet Member looks at Hinkler Parade estate regeneration, and the tenure mix within the development, to help inform the approach at Townhill Park
- iv) for the benefit of the local community, the Administration:
 - a. Publishes an indicative timetable for the future development of Townhill Park as soon as possible.
 - b. Improves engagement with the local community.

33. **ADDITIONAL PARKING SPACES IN SOUTHAMPTON'S HOUSING ESTATES**

The Committee considered a report from the Cabinet Member for Communities, Culture and Heritage detailing the proposed additional 1000 parking spaces in Southampton's housing estates.

Councillor Vassiliou, Cabinet Member for Communities, Culture and Heritage, was in attendance and with the consent of the Chair addressed the meeting.

RESOLVED:

- i) That the Administration does not release information within the public domain on the siting of additional parking spaces until the list of sites are confirmed and shared with all Members;
- ii) That the Administration engages with local communities on greening and place making measures for the confirmed sites;
- iii) That the Committee are provided with an indicative timetable for the installation of electric vehicle charging infrastructure for the confirmed sites for additional car parking spaces;
- iv) That the Committee are provided with details on the schemes that have been slipped in the HRA Capital Programme to fund the additional parking spaces programme; and
- v) That the financial assumptions upon which the overall budget for the programme is based are circulated to the Committee (para 16).

34. **EXCLUSION OF THE PRESS AND PUBLIC - CONFIDENTIAL PAPERS INCLUDED IN THE FOLLOWING ITEM**

The Chair moved that in accordance with the Council's Constitution, specifically the Access to Information Procedure Rules contained within the Constitution, the press and public be excluded from the meeting in respect of any consideration of the confidential Annex in Appendix 4 to the following Item.

Confidential Annex in Appendix 4 contains information deemed to be exempt from general publication based on Category 3 of paragraph 10.4 of the Council's Access to Information Procedure Rules. This includes details of a proposed transaction which, if disclosed prior to contract, could put the Council or other parties at a commercial disadvantage.

35. **FORWARD PLAN**

(a) **Carer Friendly Southampton**

The Committee considered the briefing paper of the Cabinet Member for Health and Adult Social Care setting out the Administration's response to the Carer Friendly Southampton Scrutiny Inquiry's recommendations.

Councillor White, Cabinet Member for Health and Adult Social Care was in attendance and with the consent of the Chair addressed the meeting.

RESOLVED:

- i) That the Cabinet Member informs the Committee when the plans for unplanned breaks for carers would be finalised; and
- ii) That the issue returns to this Committee agenda in 6 months' time to enable the Committee to scrutinise progress.

(b) **Joint Municipal Waste Strategy**

The Committee considered the briefing paper of the Cabinet Member for Customer Service and Transformation providing information on the proposal for a twin-stream collection service for dry mixed recyclables and the reasons for its recommendation. The paper also detailed the likely timeframe for SCC to begin collecting food waste for recycling

Councillor Fitzhenry, Leader of the Council was in attendance and with the consent of the Chair addressed the meeting.

RESOLVED:

- i) That the Administration explores opportunities to pilot a food waste collection service in advance of the expected 2024 statutory duty;
- ii) That, when it was available, the Committee were provided with an overview of the communications plan that would support the proposed waste collection changes and the aspiration to transform recycling rates in the City;
- iii) That the Joint Municipal Waste Strategy returns to this Committee agenda in 6 months' time to enable the Committee to review progress.

c) **Integrated Transport and Highways Programme 2021/22 – approval to spend**

The Committee considered the briefing paper of the Cabinet Member for Growth detailing projects and additional funding requirements set out in the integrated Transport and Highways Programme 2021/22.

Councillor Moulton, Cabinet Member for Growth was present and with the consent of the Chair, addressed the meeting.

The Committee discussed, in particular, an additional allocation of money to repair and improve Lordswood Close (unadopted road), how the decision to carry out this work was arrived at and how other unadopted roads across the City could be considered for such improvements. It was agreed that the policy relating to such works should be taken to full Council for approval.

d) Former Toys R Us Site – Commercial Terms

The Committee considered the briefing paper of the Cabinet Member for Growth detailing principal, commercial and financial terms and entering into a new head lease over the former Toys R Us site on Western Esplanade.

In confidential session Councillor Moulton, Cabinet Member for Growth was present and with the consent of the Chair, addressed the meeting.

During the discussion it was agreed that the Cabinet Member presents to the Committee the Administration's vision for the Mayflower Quarter when it was developed.

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

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

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Agenda Item 7

DECISION-MAKER:	OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE		
SUBJECT:	MONITORING SCRUTINY RECOMMENDATIONS TO THE EXECUTIVE		
DATE OF DECISION:	16 DECEMBER 2021		
REPORT OF:	SERVICE DIRECTOR - LEGAL AND BUSINESS OPERATIONS		
<u>CONTACT DETAILS</u>			
Executive Director	Title	Deputy Chief Executive	
	Name:	Mike Harris	Tel: 023 8083 2882
	E-mail	Mike.harris@southampton.gov.uk	
Author:	Title	Scrutiny Manager	
	Name:	Mark Pirnie	Tel: 023 8083 3886
	E-mail	Mark.pirnie@southampton.gov.uk	
STATEMENT OF CONFIDENTIALITY			
None			
BRIEF SUMMARY			
This item enables the Overview and Scrutiny Management Committee to monitor and track progress on recommendations made to the Executive at previous meetings.			
RECOMMENDATIONS:			
	(i)	That the Committee considers the responses from the Executive to recommendations from previous meetings and provides feedback.	
REASONS FOR REPORT RECOMMENDATIONS			
1.	To assist the Committee in assessing the impact and consequence of recommendations made at previous meetings.		
ALTERNATIVE OPTIONS CONSIDERED AND REJECTED			
2.	None.		
DETAIL (Including consultation carried out)			
3.	Appendix 1 of the report sets out the recommendations made to the Executive at previous meetings of the Overview and Scrutiny Management Committee (OSMC). It also contains a summary of action taken by the Executive in response to the recommendations.		
4.	The progress status for each recommendation is indicated and if the OSMC confirms acceptance of the items marked as completed they will be removed from the list. In cases where action on the recommendation is outstanding or the Committee does not accept the matter has been adequately completed, it will be kept on the list and reported back to the next meeting. It will remain on the list until such time as the Committee accepts the recommendation as		

	completed. Rejected recommendations will only be removed from the list after being reported to the OSMC.	
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 – 16 December 2021	
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	

Date	Portfolio	Title	Action proposed	Action Taken	Progress Status																								
Page 20				<p>c) Total numbers of all homes proposed for plots 2, 9 and 10</p> <table border="1" data-bbox="1339 331 1872 568"> <thead> <tr> <th>Plot</th> <th>Previous Proposals</th> <th>Current Proposals</th> </tr> </thead> <tbody> <tr> <td>Plot 2</td> <td>213</td> <td>202</td> </tr> <tr> <td>Plot 9</td> <td>48</td> <td>53</td> </tr> <tr> <td>Plot 10</td> <td>20</td> <td>20</td> </tr> </tbody> </table> <p>All homes are now National Design Space Standards which are larger than previously designed.</p> <table border="1" data-bbox="1339 740 1872 976"> <thead> <tr> <th>Plot</th> <th>Previous number & %</th> <th>Current numbers & %</th> </tr> </thead> <tbody> <tr> <td>P2</td> <td>37 No = 17%</td> <td>27 = 13%</td> </tr> <tr> <td>P9</td> <td>39 No = 81%</td> <td>21 No = 40%</td> </tr> <tr> <td>P10</td> <td>20 No = 100%</td> <td>20 No = 100%</td> </tr> </tbody> </table> <p>The total % of 3 bed + has changed previous 96 No = 34% current 68 No = 25%</p>	Plot	Previous Proposals	Current Proposals	Plot 2	213	202	Plot 9	48	53	Plot 10	20	20	Plot	Previous number & %	Current numbers & %	P2	37 No = 17%	27 = 13%	P9	39 No = 81%	21 No = 40%	P10	20 No = 100%	20 No = 100%	
			Plot	Previous Proposals	Current Proposals																								
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			2) That the Administration re-invigorates engagement with schools in the locality of Townhill Park and ensures that it gives due consideration to proposals to support the maintenance and growth of the schools moving forward.	Contact with the schools will continue. Currently, we have been waiting to receive the new draft design proposals confirming the numbers of homes and the programme for Plots 2, 9 & 10 before the next meeting with the schools. This will be scheduled in the near future.																									

Date	Portfolio	Title	Action proposed	Action Taken	Progress Status
Page 21			3) That the Cabinet Member looks at Hinkler Parade estate regeneration, and the tenure mix within the development, to help inform the approach at Townhill Park.	Information is being gathered on Hinkler Parade to be sent to the Cabinet Member.	
	4) That, for the benefit of the local community, the Administration: a. Publishes an indicative timetable for the future development of Townhill Park as soon as possible. b. Improves engagement with the local community.	a) A review of options for the future sites in Townhill Park is underway and further information will be made available when this has been more fully developed. b) There has been a significant improvement in the engagement with the local community in Townhill Park over the last two years with the involvement of a dedicated Property Communications officer. This has resulted in a wide range of communication routes including bulletins, consultation surveys, Facebook groups and press releases. This is kept under review and the council is always looking to find ways of improvement.			
11/11/21	Communities, Culture & Heritage	1,000 Additional Parking Spaces	1) That the Administration does not release information within the public domain on the siting of additional parking spaces until the list of sites is confirmed and shared with all Members.	A provisional list will be shared with all members before it is shared with the public.	
			2) That the Administration engages with local communities on greening and place making measures for the confirmed sites.	This will happen as sites are progressed.	
			3) That the Committee are provided with an indicative timetable for the installation of electric vehicle charging infrastructure for the confirmed sites for additional car parking spaces.	To be reviewed with Place colleagues as the sites are agreed	

Date	Portfolio	Title	Action proposed	Action Taken	Progress Status
Page 22			<p>4) That the Committee are provided with details on the schemes that have been slipped in the HRA Capital Programme to fund the additional parking spaces programme.</p>	<p>For the 2021/22 year there were a number of lines in the capital programme that were showing an underspend, largely because of difficulties completing this work due to COVID19, therefore funds from those lines have been used to fund the parking spaces that will be delivered in this year.</p> <p>The funding for the remaining parking spaces for programme to be delivered in 2022/23 have been built into the capital programme.</p>	
			<p>5) That the financial assumptions upon which the overall budget for the programme is based are circulated to the Committee (para 16).</p>	<p>The assumptions that have been used are:</p> <ol style="list-style-type: none"> 1. HRA vs GF - The split of cost between the HRA and the GF was based on an initial list of possible sites across the city. From the outset it was known that this was an 'assumption' that would need to be reviewed as the project progressed and sites were assessed for deliverability. 2. The timing of the project was assumed for delivery across 2021/22 and 2022/23. Initially an estimated split of cost across the 2 years was made, and has been revised as sites have been assessed and a likely delivery schedule is developed. 3. The average cost was assumed to be £5k per space, based on previous costs of delivering parking spaces by the housing team. Again, this was an assumption made at a time when individual sites had not been visited or worked up, procurement had not been 	

Date	Portfolio	Title	Action proposed	Action Taken	Progress Status
				<p>undertaken, nor had any environmental impact assessments or mitigation measures been agreed.</p> <p>The budgets will be kept under constant review as part of the project.</p>	
11/11/21	Health & Adult Social Care	Carer Friendly Southampton	<p>1) That the Cabinet Member informs the Committee when the plans for unplanned breaks for carers will be finalised.</p>	Agreed, this is complex project. The current timescales is for an update on this in 6 months' time alongside the wider Carer Friendly Southampton actions.	
			<p>2) That the issue returns to the OSMC agenda in 6 months' time to enable the Committee to scrutinise progress.</p>	Agreed	
11/11/21 Page 23	Customer Service & Transformation	Joint Municipal Waste Management Strategy	<p>1) That the Administration explores opportunities to pilot a food waste collection service in advance of the expected 2024 statutory duty.</p>	The potential implementation of a food-waste trial will be considered in 2022 following the implementation of the Waste Improvement and Transformation Plan (WITP).	
			<p>2) That, when it is available, the Committee are provided with an overview of the communications plan that will support the proposed waste collection changes and the aspiration to transform recycling rates in the city.</p>	<p>Strategic work on communications is being progressed by the WITP. In particular, work has begun to improve:</p> <ul style="list-style-type: none"> • the reliability of data; • the analysis of data to identify barriers to effective waste management by households; and, • the use of data analysis in targeting communications. 	
			<p>3) That the Joint Municipal Waste Strategy returns to the OSMC agenda in 6 months' time to enable the Committee to review progress.</p>	The decision to adopt the JMWMS was approved by Cabinet on 15 November 2021. Approval was obtained from the Change Authority Board on 24 November 2021 to add £2.92M capital expenditure for the proposed Eastleigh MRF to the capital programme.	

Date	Portfolio	Title	Action proposed	Action Taken	Progress Status
11/11/21	Growth	Toys R Us – Commercial Terms	1) That the Cabinet Member presents to the Committee the Administration’s vision for the Mayflower Quarter when it is developed.	AR Urbanism will be carrying out changes to the plan following a further review. There will be an opportunity to share a revised approach once this is finalised in the spring of 2022.	

Agenda Item 8

DECISION-MAKER:	OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE		
SUBJECT:	FORWARD PLAN		
DATE OF DECISION:	16 DECEMBER 2021		
REPORT OF:	SERVICE DIRECTOR - LEGAL AND BUSINESS OPERATIONS		
<u>CONTACT DETAILS</u>			
Executive Director	Title	Deputy Chief Executive	
	Name:	Mike Harris	Tel: 023 8083 2882
	E-mail	Mike.harris@southampton.gov.uk	
Author:	Title	Scrutiny Manager	
	Name:	Mark Pirnie	Tel: 023 8083 3886
	E-mail	Mark.pirnie@southampton.gov.uk	
STATEMENT OF CONFIDENTIALITY			
None			
BRIEF SUMMARY			
This item enables the Overview and Scrutiny Management Committee (OSMC) to examine the content of the Forward Plan and to discuss issues of interest or concern with the Executive to ensure that forthcoming decisions made by the Executive benefit local residents.			
RECOMMENDATIONS:			
	(i)	That the Committee discuss the items listed in paragraph 3 of the report to highlight any matters which Members feel should be taken into account by the Executive when reaching a decision.	
REASONS FOR REPORT RECOMMENDATIONS			
1.	To enable Members to identify any matters which they feel Cabinet should take into account when reaching a decision.		
ALTERNATIVE OPTIONS CONSIDERED AND REJECTED			
2.	None.		
DETAIL (Including consultation carried out)			
3.	The Council's Forward Plan for Executive Decisions from 20 December 2021 has been published. The following issues were identified for discussion with the Decision Maker:		
	Portfolio	Decision	Requested By
	Finance & Capital Assets	Update on budget forecast for 2022/23 onwards and savings plans	Cllr Fielker

	Communities, Culture & Heritage	Strategy for the Provision of Support in Safe Accommodation	Cllr Fielker
	Cabinet Member for Customer Service & Transformation	Customer Access Strategy	Cllr Fielker
	Cabinet Member for Customer Service & Transformation	IT Strategy	Cllr Fielker
4.	Briefing papers responding to the items identified by members of the Committee are appended to this report. Members are invited to use the papers to explore the issues with the decision maker.		
RESOURCE IMPLICATIONS			
<u>Capital/Revenue</u>			
5.	The details for the items identified in paragraph 3 are set out in the Executive decision making report issued prior to the decision being taken.		
<u>Property/Other</u>			
6.	The details for the items identified in paragraph 3 are set out in the Executive decision making report issued prior to the decision being taken.		
LEGAL IMPLICATIONS			
<u>Statutory power to undertake proposals in the report:</u>			
7.	The 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.	The details for the items identified in paragraph 3 are set out in the Executive decision making report issued prior to the decision being taken.		
RISK MANAGEMENT IMPLICATIONS			
9.	The details for the items identified in paragraph 3 are set out in the Executive decision making report issued prior to the decision being taken.		
POLICY FRAMEWORK IMPLICATIONS			
10.	The details for the items identified in paragraph 3 are set out in the Executive decision making report issued prior to the decision being taken.		
KEY DECISION		No	
WARDS/COMMUNITIES AFFECTED:		None directly as a result of this report	
<u>SUPPORTING DOCUMENTATION</u>			
Appendices			
1.	Briefing Paper - Update on budget forecast for 2022/23 onwards and savings plans		
2.	Briefing Paper - Strategy for the Provision of Support in Safe Accommodation		

3.	Briefing Paper - Customer Access Strategy	
4.	Briefing Paper – IT Strategy	
Documents In Members' Rooms		
1.	None	
Equality Impact Assessment		
Do the implications/subject of the report require an Equality and Safety Impact Assessments (ESIA) to be carried out?		Identified in Executive report
Data Protection Impact Assessment		
Do the implications/subject of the report require a Data Protection Impact Assessment (DPIA) to be carried out?		Identified in Executive report
Other Background Documents Equality Impact Assessment and Other Background documents available for inspection at:		
Title of Background Paper(s)	Relevant Paragraph of the Access to Information Procedure Rules / Schedule 12A allowing document to be Exempt/Confidential (if applicable)	
1.	None	

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BRIEFING PAPER

SUBJECT: UPDATE ON BUDGET FORECAST FOR 2022/23 ONWARDS AND SAVINGS PLANS

DATE: 16 DECEMBER 2021

RECIPIENT: OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

THIS IS NOT A DECISION PAPER

SUMMARY:

At the meeting on 20 December 2021 Cabinet will consider a report of the Cabinet Member for Finance and Capital Assets providing an update on the budget forecast for 2022/23 onwards and savings plans. The Cabinet report and appendices will be published on 10 December 2021.

BACKGROUND and BRIEFING DETAILS:

1. The update on budget forecast for 2022/23 onwards and savings plans Cabinet report will be published on 10 December 2021. The report will provide the Committee with details of the proposals to be considered by Cabinet at their meeting on 20 December 2021.

RESOURCE/POLICY/FINANCIAL/LEGAL/RISK MANAGEMENT IMPLICATIONS:

2. Details will be set out in the Executive decision making report published on 10 December 2021.

Appendices/Supporting Information:

3. Details will be set out in the Executive decision making report published on 10 December 2021.

Further Information Available From:	Name:	Steve Harrison
	Tel:	023 8083 4153
	E-mail:	Steve.harrison@southampton.gov.uk

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BRIEFING PAPER

SUBJECT: STRATEGY FOR THE PROVISION OF SUPPORT IN SAFE ACCOMMODATION

DATE: 16 DECEMBER 2021

RECIPIENT: OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

THIS IS NOT A DECISION PAPER

SUMMARY:

The Domestic Abuse Act 2021 (“the Act”) places new duties on local authorities to assess the need for accommodation-based support and prepare strategies to provide such support for survivors of domestic abuse and their children. The Council has carried out a local needs assessment to determine the level of need for support in safe accommodation in Southampton. The Strategy for the Provision of Support in Safe Accommodation (“the Strategy”) sets out the actions the Council will take (working together with relevant partners) to adequately address the needs identified over the next three years. The Council is required by law to publish the Strategy before 5 January 2022.

A report to approve the Strategy for the Provision of Support in Safe Accommodation will be considered at Cabinet in December 2021. It will be recommended that Cabinet approve the Strategy and approve the delegation of authority to the Director Communities, Culture and Homes, following consultation with the Cabinet Member for Communities, Culture and Heritage, to make minor changes to the Strategy during its period of effect.

BACKGROUND and BRIEFING DETAILS:

1. The Council is required by s 57 of the Domestic Abuse Act 2021 to prepare and publish a strategy for the provision of support to victims of domestic abuse, or their children, resulting in them being able to reside in safe accommodation, be it their own or new accommodation.
2. The Strategy will facilitate the work of the Council, in partnership with the Southampton Domestic Abuse Strategic Partnership Board (“the Board”), in tackling domestic abuse in Southampton. This will be achieved through the Coordinated Community Response model (adopted by the Strategy), which shifts responsibility for safety away from individual survivors to the community and services existing to support them.
3. Section 57(1) of the Act provides that the Council must carry out the following functions:
 - A. assess, or make arrangements for the assessment of, the need for accommodation-based support in its area;
 - B. prepare and publish a strategy for the provision of such support in its area; and,
 - C. monitor and evaluate the effectiveness of the strategy.

BRIEFING PAPER

4. In October 2020, the Council received £50k to help prepare for the duties in the Act, through which it obtained the services of specialist domestic abuse charity Stranding Together to:
 - A. carry out the needs assessment required by s 57(1)(a) of the Act; and,
 - B. prepare a draft of the Strategy.
5. The development of the Strategy has been informed by a review of jointly-commissioned Domestic and Sexual Abuse services, carried out by the Integrated Commissioning Unit (“ICU”) between October 2020 and June 2021 (“the Domestic Violence and Sexual Abuse (DVSA) service review”).
6. In August 2021, Cabinet approved the appointment of the Board, the purpose of which is to provide advice to the Council about the exercise of its duties under s 57 of the Act. The first meeting of the Board took place on 5 October 2021, during which:
 - The Director Communities, Culture and Homes was appointed as chairperson of the Board; and,
 - The Council consulted the Board on the draft Strategy in accordance with s 57(4)(a) of the Act.
7. Further to the decision to appoint the Board, in August 2021 Cabinet approved relevant delegations of authority to the Director Communities, Culture and Homes, in consultation with the Cabinet Member for Communities, Culture and Heritage. These delegations include the authority to:
 - carry out any functions required to give effect to the Strategy; and,
 - do anything considered necessary to fulfil the Council’s legal obligations pursuant to the Act.
8. The Domestic Abuse Support (Local Authority Strategies and Annual Reports) Regulations 2021 (“the Strategy Regulations”) require the Council to publish a s 57 strategy before 5 January 2022. The Strategy Regulations further require a draft s 57 strategy to be published at least 10 weeks prior to this. The Council met the latter requirement by publishing the Strategy in draft form on its public website on 11 October 2022.
9. Safe accommodation for the purposes of s 57 of the Act is defined by the Domestic Abuse Support (Relevant Accommodation and Housing Benefit and Universal Credit Sanctuary Schemes) (Amendment) Regulations 2021 (“the Relevant Accommodation Regulations”). It includes accommodation provided by a local housing authority, a private registered provider of social housing, or a registered charity whose objects include the provision of support to victims of domestic abuse; which is:
 - refuge accommodation;
 - specialist safe accommodation;
 - dispersed accommodation;
 - second stage accommodation;
 - part of a sanctuary scheme; or,
 - other accommodation designated by the local housing authority, private registered provider of social housing or registered charity as domestic abuse emergency accommodation.

BRIEFING PAPER

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

10. Support within safe accommodation is described by statutory guidance as:

- the overall management of services within safe accommodation;
- support with the day-to-day running of the service;
- advocacy support;
- domestic abuse prevention advice;
- specialist support for victims with relevant protected characteristics and with additional and/or complex needs;
- children's support
- housing-related support;
- advice service; and,
- counselling and therapy.

The list is non-exhaustive and other relevant support services can be put in place based on victims' needs.

11. The Strategy identifies the following seven priorities in addressing the need for support in safe accommodation in Southampton:

- i. Early identification, intervention and prevention.
- ii. Survivors have access to a range of appropriate housing options and support services, which increase safety and prevent homelessness/ loss of tenure.
- iii. The needs of children and young people (CYP) are understood and supported.
- iv. Domestic abuse responses are survivor-led.
- v. Effective perpetrator management.
- vi. Develop and embed Coordinated Community Response to Domestic Abuse.

The Strategy sets out the actions the Council and its partners will take to address each priority. Performance indicators are provided, against which the success of the actions may be measured. The Council is required by s 59 of the Act to provide annual reports to the Government on its performance in giving effect to the Strategy.

12. The Council undertook public consultation on the Strategy in draft form between 23 September 2021 and 3 November 2021. The aims of the consultation were to:

- A. communicate the strategic proposals clearly to residents and stakeholders;
- B. ensure any resident, business or stakeholder who wished to comment on the proposals had the opportunity to do so, enabling them to raise any impacts the proposals may have; and,
- C. allow participants to propose alternative suggestions for consideration which they feel could achieve the objective in a different way.

13. The consultation used an online questionnaire as the main route for feedback. Responses by letter and email were also accepted. The consultation was actively promoted by the Council through the Board, stakeholder groups and other relevant channels. Overall, there were 26 separate responses to the consultation. A full summary of the methodology and

BRIEFING PAPER

results of the public consultation, produced by the Council's Data, Intelligence, and Insight Team, is appended to this report.

14. The Council has taken the consultation responses into account in the development of the Strategy by:
 - A. reviewing and responding to the comments made by consultees about the priorities and actions in the Strategy.
 - B. making amendments to the Strategy based on the consultation responses, where appropriate.

The Council's actions in response to the consultation have been recorded and appended to this report.

RESOURCE/POLICY/FINANCIAL/LEGAL IMPLICATIONS:

15. The Government has allocated £125m of New Burdens funding to local authorities to cover the cost of funding the duties which relate to the provision of support in safe accommodation. The Council's allocation for 2021/22 is £587,012 ("the 2021/22 allocation"). The Council, using delegated powers, approved the following expenditures of the 2021/22 allocation in June 2021:

- Domestic Abuse Partnership Lead/Coordinator - £65,785 (Appointed)
- Data & Intelligence Analyst - £50,122 (Appointed)
- Lived Experience and Engagement Officer - £50,122
- DAS+ (intensive support for women victims identified with complex needs) extension to March 2022 - £35,000

Plans for spending the remaining 2021/22 allocation (£385,983) in giving effect to the Strategy are under development and will be finalised following Cabinet's consideration of the decision to approve the Strategy. Decisions to approve spending will be taken by the Director Communities, Culture and Homes in consultation with the Cabinet Member for Communities, Culture and Heritage. New Burdens funding for 2022/23 and 2023/24 is yet to be announced by the Government.

16. The Strategy impacts upon the jointly commissioned DVSA service because this service includes the provision of refuge accommodation (a type of safe accommodation within the meaning of the Accommodation Regulations). The current DVSA contracts will end in March 2022. In August 2021, the Leader of the Council, following consultation with the Joint Commissioning Board, decided to support the further procurement of DVSA services for a period of 7 years (5+2) from March 2022. The total value of the services to be procured is up to £3,340,000 ("the service value").

The Council's contribution per annum is £344,000. Because the service value was finalised through the DVSA service review before the safe accommodation needs assessment was carried out, it has been approved that the new DVSA contracts will include the potential to vary the service value by up to 45% of the Council's contribution (£154,800) to ensure needs relating to safe accommodation can be met through the DVSA service, if required. It is anticipated that any increase in the Council's contribution for this purpose would be met through the New Burdens funding.

17. The Strategy provides for the following actions with potential property implications:
 - A review of the suitability and capacity of existing refuge provision, with the potential to increase refuge funding by 20%.

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- Exploration of the expansion of sanctuary schemes (in registered social housing) whereby survivors of domestic abuse are enabled to remain their own home through the installation of additional security to the property or its perimeter where they reside.
 - The exploration/development of safe accommodation pathways for women with complex needs and for children and young people.
 - The maintenance by the Council of its Domestic Abuse Housing Alliance accreditation.
18. Part 7 of the Act requires the Council to grant a new lifetime tenancy to a tenant or a member of their household when re-housing an existing lifetime social tenant or offering an existing lifetime tenant a new sole tenancy in their home if the Council is satisfied that the tenant or member of their household has been a victim of domestic abuse and the new tenancy is granted in connection with that abuse. The Council's Housing policies and strategies will be reviewed against this new requirement and amended as required.
19. The statutory power to undertake the proposals in this report arises from the functions set out in Part 4 of the Domestic Abuse Act 2021.
20. Statutory requirements relevant to those functions, include (but are not limited to) those set out in:
- The Human Rights Act 1998.
 - The Housing Act 1996.
 - The Homelessness Act 2002.
 - The Crime and Disorder Act 1998.
21. In exercising its duties, the Council will pay regard to its obligations pursuant to the Equality Act 2010, in particular, the Public Sector Equality Duty set out in s 149 of that Act. A detailed Equality and Safety Impact Assessment has been carried out to support the proposals in the Strategy and appended to this report.

RISK MANAGEMENT IMPLICATIONS:

22. Failure to publish the Strategy before 5 January 2021 would contravene regulation 3 of the Strategy Regulations. Pursuant to s 4 of those regulations, the Council must ensure that it reviews the Strategy within the period of three years beginning with the date of its first publication, and within each three-year period thereafter.
23. Failure to effectively support survivors of domestic abuse and/or their children by failing to provide access to services within the scope of Part 4 of the Act and as identified in the needs assessment will result in contravention of the Act and associated legislation.

POLICY FRAMEWORK IMPLICATIONS:

24. In implementing the Strategy, the Council will act fully and wholly in accordance with relevant Policy Framework Plans, in particular the Safe City Strategy (Crime and Disorder Reduction Strategy) and the Health and Wellbeing Strategy. In accordance with its Terms of Reference, the Board reports bi-annually to the Safe City

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Partnership and provides advice and support to the Health and Wellbeing Board in relation to domestic abuse.

Appendices / Supporting information:

1. Annex 1 - Strategy for the Provision of Support in Safe Accommodation.
2. Annex 2 - Public Consultation Summary Report.
3. Annex 3 - Record of actions taken by the Council in response to the public consultation.
4. Annex 4 - Equality and safety impact assessment.

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Strategy for the Provision of Support within Safe Accommodation - DRAFT

Southampton City Council

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Introduction

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

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

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

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

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

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

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

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

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

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

Key facts and figures

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

*local data sources

Successes and Challenges for the City

Successes	Challenges
<p>There are two refuges in Southampton, one commissioned by the Southampton Integrated Commissioning Unit and the other independently funded. Both show examples of good practice, positive outcomes for survivors and risk reduction.</p>	<p>Current refuge provision cannot meet demand, with over 66% of referrals declined. Lack of space was the most common reason (20%). There are gaps in specialist refuge provision for survivors with protected characteristics, but there was a lack data and intelligence to properly define this need. Disabled survivors and those with No Recourse to Public Funds (NRPF) and 'complex needs' face barriers to access services. Women in employment face barriers to accessing refuge support due to high rental rates. Women with teenage sons also face barriers accessing refuges.</p>
<p>Sanctuary schemes provide victims of domestic violence and hate crime with a way to stay safe in their home and stop them from becoming homeless. It does this by providing improved home security. There are two sanctuary schemes in Southampton. Dove is managed by SCC Housing and is for SCC tenants. Blue Lamp Trust covers all tenure types, is Hampshire-wide and independently funded. Evidence shows that these schemes are under-utilised but required.</p>	<p>Survivors who are not SCC tenants may face barriers to accessing Sanctuary Schemes, especially where works are required quickly. Wait times for Blue Lamp Trust and Registered Providers to carry out works are anecdotally high and responses variable. Sanctuary is not currently offered as a homelessness prevention solution to survivors who present to the Housing Needs team and who do not have a council tenancy.</p>
<p>There are a range of community DA services, including: the prevention, intervention and public protection alliance (PIPPA), a dedicated helpline, Independent Domestic Violence Advocacy (IDVA) for high-risk survivors, community based early intervention and prevention support for medium risk victims including some therapeutic support. There is a dedicated 'floating support' service for women who experience multiple disadvantages. Services are overstretched but extremely committed and engaged. Staff show high levels of skill and expertise in responding to DA.</p>	<p>There is evidence that survivors are not being supported early enough. The burden of interventions across the city are at the high-risk / high-harm end, rather than prevention / early intervention. The 'floating support' service (which is a form of Mobile Advocacy) is not available to all survivors. Research showed lower than expected numbers of survivors with protected characteristics are accessing services. There was a lack of evidence around staff expertise and confidence in supporting these groups.</p>

Evidence shows the importance of these services in supporting survivors to access safety.	
There are a range of SCC-managed funds that can provide financial support to survivors and evidence shows these are utilised and required.	A dedicated Flexible Fund for survivors is not available locally and some survivors are excluded from accessing existing funds.
SCC Housing is Domestic Abuse Housing Alliance (DAHA) ⁸ accredited and shows examples of good practice and positive partnership working. SCC Housing frequently uses processes such as Management Transfers to increase safety for survivors. Available evidence shows examples of pathways into settled accommodation (e.g. social tenancies) from refuge and survivors retaining secure tenure. Professionals regard SCC Housing positively. There is a range of Registered Providers in Southampton, some of which are also DAHA accredited.	There are no reciprocal arrangements with other local authorities, meaning survivors are reliant on in-city managed transfers, which may not be safe for some. Engagement with Registered Providers / privately owned housing (POH) / private rented sectors (PRS) could be built upon further but little information about current DA responses in these settings was available. There was limited data available on pathways into settled accommodation, retention of tenure and outcomes for survivors accessing social housing or PRS in response to a homelessness intervention.
There is a range of supported housing options in the city, including extra care, sheltered housing, supported living and hostels.	Hostel settings report that a high proportion of female residents have experienced DA, and that in some cases DA is a contributory factor in them accessing hostel accommodation. There is no dedicated supported housing provision for women. Little information about current responses to DA in these settings was available.
There is a specialist community DA service for the Children and Young People's (CYP) service, providing a range of interventions. Both refuges provide dedicated support for CYP. There are several supported accommodation services for CYP in the city.	Little information was available on the DA-related accommodation needs of CYP, how these are currently being met and whether provision is adequate. Limited information was available about DA responses in supported accommodation settings for CYP.
Most services responded positively to data and intelligence requests, with some providing case studies and survivor experiences. Prevalence data is very robust. There are opportunities to develop local data and intelligence	Limitations in data and intelligence impacted on the ability to accurately identify barriers, gaps and provision required in the needs assessment. Some case management systems require development to capture

<p>through new systems, such as Care Director and the appointment of a dedicated DA Data Lead post. Contributing to regional and national data is being explored.</p>	<p>recommended data. The ability to track journeys of survivors through accommodation was limited. There needs to be an embedded approach to survivor engagement / consultation / co-production to ensure the voice of the survivor is heard.</p>
<p>There are established structures in place for responding to DA locally, both strategically and operationally. The Domestic and Sexual Abuse (DSA) Strategic Group was closed down to create the new Domestic Abuse Strategic Partnership Board. A DSA Operational Group will be developed to support the new Board. The appointment of a DA Coordinator has been agreed and will be of significant benefit to the partnership. There are opportunities to develop the approach to DA through the DSA strategy refresh.</p>	<p>The Coordinated Community Response (CCR) 9 is not yet fully embedded locally, which impacts on the ability to respond to DA strategically and operationally and effectively coordinate the implementation of the Act, including Part Four.</p>

Priority One: Early identification, intervention and prevention

Why is this important?

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

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

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

Domestic Abuse Strategic Partnership Board – 3 year focus	When
Continue to deliver and seek to expand awareness raising campaigns about the signs of DA and where to access support. To address low representation of survivors with protected characteristics in services, targeted awareness raising campaigns will be delivered.	2022-2024
Map registered and supported housing providers' and work with them to develop shared approaches to identifying and responding to DA.	2022/23
Ensure, through contract requirements, staff working in commissioned specialist DA services (including refuge) have access to training on: housing law, Destitution Domestic Violence Concession (DDVC), the domestic violence rule in immigration law, economic abuse and home ownership and providing services to survivors with protected characteristics, such as, Black and minority ethnic communities, LGBT+, and people who are disabled or experience multiple disadvantage.	2022-2024
Work with the Office of the Police and Crime Commissioner (OPCC) and other Local Authorities in Hampshire to explore the potential to develop training that is accessible to staff working in supported housing settings and private rental sector (PRS) landlords.	2022-2024
Work with the OPCC and other local authorities in Hampshire to further explore how to enhance safeguarding conditions and standards within the PRS HMO Licensing Regulatory Schemes to include explicit requirements regarding DA.	TBC
Explore the with the OPCC, police and other local authorities in Hampshire the potential for engagement opportunities with local Privately Owned Housing (POH) stakeholders.	2022/23
Seek to raise awareness about DA (including referral pathways) with local PRS and POH stakeholders to improve identification / interventions.	2022/23

<p>SCC Housing will maintain DAHA Accreditation and enhance the existing DA Champions initiative via the DAHA Champions training programme. Locally / in partnership with other local authorities in Hampshire, Registered Providers / supported housing providers will be encouraged / required (e.g. in future contracts) to attain or be working towards accreditation.</p>	2022-2024
<p>Across supported housing provision (prioritising those most likely to be working with survivors), start to map / develop current approaches to supporting DA survivors (e.g. routine enquiry, referral practices and trauma informed approaches).</p>	2022/23
<p>Priority Two: Survivors have access to a range of appropriate housing options and support services, which increase safety and prevent homelessness / loss of tenure</p>	
<p style="text-align: center;">Why is this important?</p> <p>Survivors should not have to choose between having to sell or move home to achieve safety. Many survivors experience secondary victimisation due to having to move or sell their property (rather than the perpetrator) and / or through losing security of tenure.</p> <p>A Whole Housing Approach (WHA) provides a framework for DA and housing sectors to work together to address the immediate and longer-term housing needs of survivors. A WHA considers the complex realities and needs of diverse communities of survivors across all housing tenure types (social, private rented, privately owned and supported accommodation) to increase survivor accommodation sustainment and reduce homelessness. A properly coordinated WHA increases housing options and support for survivors. Increased options help remove barriers to safety and reduce inequalities for marginalised survivors.</p> <p>Refuge is a vital and lifesaving crisis resource, but is not suitable for or accessible to all. Additional security measures (Sanctuary) at home can increase safety for some survivors, but others will be unable to remain in accommodation due to risk. It is crucial that there are other local options to complement these provisions. Many survivors will be in other forms accommodation-based services, such as supported housing, and it is vital these services are DA informed. Settled, secure housing, particularly after survivors have been required to move due to DA, is a critical need.</p>	

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

Working together with neighbouring authorities enables pooling of resources and a proportionate approach to meeting needs of diverse survivors. It has the potential to provide funding opportunities for the 'by and for' sector, often at a disadvantage when tendering.

Domestic Abuse Strategic Partnership Board – 3 year focus

When

Review the current refuge offer of women-only services with no locality caps or restrictions and explore:

- the introduction of a requirement for providers to work towards WAFE ¹¹ / Imkaan Quality Standards; ¹²
- reviewing the suitability and capacity of existing refuge properties, within the scope of the provisions of the Act;
- the opportunities and funding to increase the current offer by a further 20%; and,
- the potential for inclusion of advocacy, therapeutic and resettlement support.

2022-24

New DA Coordinator to scope regional and local approaches to establishing specialist safe accommodation for survivors with protected characteristics (LGBT+, Black and minority ethnic communities etc.) as well as men and boys.

2022-24

Explore opportunities to expand the offer of Sanctuary as part of homelessness prevention for survivors presenting at Housing Needs (e.g. offer of Sanctuary made with the purpose of enabling a survivor to remain in existing accommodation).

2022-24

Start to map / develop pathways for additional security measures in Registered Provider stock, including waiting times and other barriers / challenges.

2022-24

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

Domestic Abuse Strategic Partnership Board – 3 year focus	When
Ensure commissioned refuge services continue to include specialist CYP provision and where possible explore scope to expand the offer.	2021/22
Commission a review of our High-Risk Domestic Abuse Arrangements (within the Children’s MASH) and explore potential for a single, shared front door to domestic abuse support and interventions.	2021/22
Work with CAFCAS, Family Court, Children’s Services and IDVA’s to explore potential to create dedicated Family Court IDVA support.	2021-23
Ensure commissioned Community DA services continue to provide current levels of support for CYP and explore how additional funding can enhance the existing limited offer of specialist CYP service, including advocacy, therapeutic support and education.	2021/22
Utilise learning from internal audits of children’s services and IDVA case work to improve practice. Ensure workforce is aware and understands implications of children of families experiencing domestic abuse, being assessed as victims in their own right.	2021/22
Provide perpetrator focused training to develop professional champions within our children’s workforce, including health, housing and commissioned services.	2021-2022
Provide training to practitioners working with children and families to understand the high harm pathways of abuse and violence for perpetrators of domestic abuse.	2022-2023
Start to map / develop accommodation-based services and pathways in and out of services for young people, including the domestic abuse support available within services and where relevant, explore funding options to meet identified gaps.	2022/23

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

Start to map / develop perpetrator management approaches in all housing settings.	2022/23
Seek to develop / enhance the multiagency approach to perpetrator management, including housing providers, criminal justice system agencies and DA services.	2022/23
Priority Six: Improve data and intelligence	
Why is this important?	
Data and intelligence are vital to the commissioning cycle, understanding need and developing strategic and operational responses. Because this is the first Strategy for the Provision of Support in Safe Accommodation for Southampton, it was expected there would be data and intelligence gaps as there has been no requirement to record some metrics previously. The ability to track survivors' journeys through accommodation and capture lived experiences is crucial. There is a commitment to improve local data and intelligence for future needs assessments and strategies. There are local, regional and national opportunities to develop and share data to begin to build a comprehensive picture of safe accommodation need. By creating a regional dataset, monitored centrally, tracking survivors' journeys, outcome and unmet need becomes more robust. The power to influence central government increases. By harnessing the power of 'Big Data' on safe accommodation across the country, it will be possible to gain greater insights into patterns, trends, and associations. It will evidence the need for future funding for safe accommodation services.	
Domestic Abuse Strategic Partnership Board – 3 year focus	When
Supported by a dedicated DA Data Lead, establish a partnership minimum dataset, including standardised baseline metrics for safe accommodation and Key Performance Indicators. Monitored by the Domestic Abuse Strategic Partnership Board.	2021/22
DA Coordinator and data lead to explore potential for shared case management system for internally and externally provided domestic abuse services to support single point of view, case work flow and data reporting.	2022-24
SCC Housing Management and Needs Case Management System(s) reviewed / developed to ensure relevant data can be provided.	2021/22

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

Undertake a refresh of the partnership shared vision and DSA wider strategy to take a gender informed approach underpinned by CCR principles. 9	2021/22
Consider whether SCC's Homelessness Prevention Strategy 15 should include specific reference to DA / the Act.	2023 (date strategy expires)
Utilising the newly appointed DA Coordinator, seek to embed coordination of DA responses across the partnership.	2021-2024
Seek effective implementation and coordination of the Whole Housing Approach (WHA), including coordination of responses to / implementation of Part Four and Seven duties. Develop pan-Hampshire approaches.	2021-2024
Develop the Domestic Abuse Strategic Partnership Board and DSA Operational Group to ensure they provide appropriate strategic / operational leadership for the partnership, including local Act implementation.	2021/22

Potential Indicators of Success

% increase in survivors nationally, regionally or locally who report they were able to access the right support, at the right time*

% increase in survivors with protected characteristics / those underrepresented accessing services*

% decrease in risk for survivors accessing accommodation related support*

% increase of housing providers who are DAHA accredited

% staff report increased confidence in areas of their practice as a result of training, improved communications and increased awareness*

% increase in identification of DA within housing settings*

% increase in referrals to DA services from housing settings*

% reduction in waiting times for Sanctuary (where not provided by SCC) 6 to 12 months after involvement with the service*

% increase provision to survivors by up to 20% of Sanctuary support as part of homelessness prevention*

% reduction in declined referrals to refuge due to lack of space**

% increase in survivors supported via Managed Reciprocal*

% Accommodation providers prioritise the maintenance of accommodation for survivors*

% reduction in multiple moves / waiting times for settled accommodation*

% increase in number of survivors who retain security of tenure as a result of seeking safety*

% increase in the number of perpetrators engaged in services*

% increase in survivors successfully maintaining settled accommodation*

*baseline data required

** baseline data currently available from Home Group only

How does this link to our other strategies and structures?

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

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

Full results summary

Data, Intelligence & Insight Team – November 2021

❖ Introduction and Methodology

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

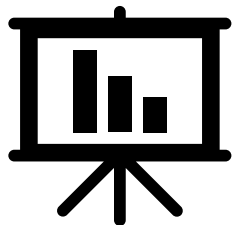
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❖ Priorities outlines as part of the provision of support within Safe Accommodation

❖ Impact of the priorities

❖ Priorities and Actions – free text responses

❖ Priorities and Action – unique points and suggestions





Introduction and Methodology



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

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



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

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



New Conversations 2.0
LGA guide to engagement



Rules: The Gunning Principles

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

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

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

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

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

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

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



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



Interpreting this report

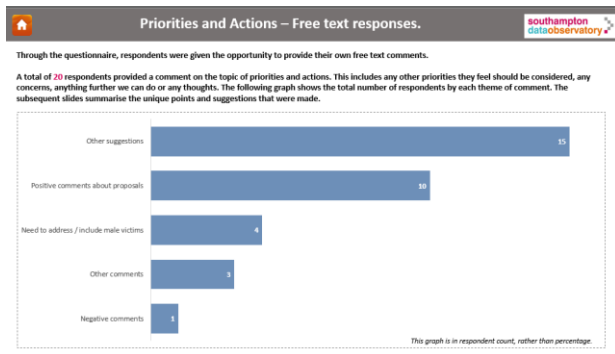
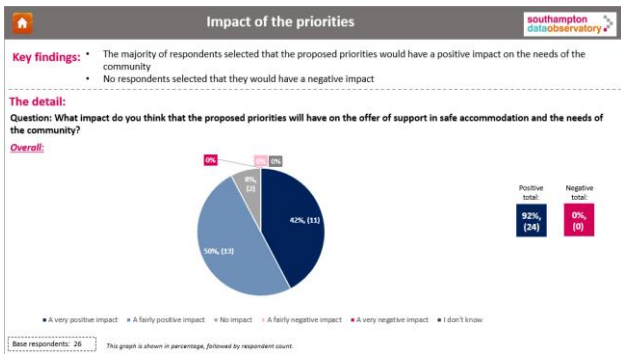
- It is not the purpose of this report to make recommendations. It is intended to provide an accurate and objective reflection of the feedback received as part of the consultation, which can be used by decision makers as part of the decision making process.
- For each section and proposal, the following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

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Quantitative analysis

Thematic analysis

Unique points / quotes



Priorities and Actions - Free text responses.

The detail:

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

Other comments (11)

Refugees and other groups of safety outside their usual home often have other concerns for DA survivors - e.g. single/leaver users sharing their accommodation - this is a potentially problematic issue for DA survivors here in children. Also, the issue of housing for their children. DA survivors very often just everyone else's needs ahead of their own, so if the refuge is not far away from schools etc. they are unlikely to accept it.

There is still a focus by professionals on victims and children moving out of the family home rather than involving the perpetrator. There is an increase both adult and children are often replaced by such an actor rather than increasing the risk. Lack of refuge spaces and lack of specific emergency accommodation for DA survivors are also factors in this situation. Victims who are just removed of a home with a perpetrator and victims who have a job are particularly impacted in their options for safe accommodation for themselves and their children. The support of reciprocal exchange agreements with other LAs is extremely important in helping victims move to safety when MFL within Southampton have not been sufficient to ensure safety for victims.

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

Positive comments (10)

as a survivor myself I can tell you all these things are a must we cant escape it alone. They are all vitally needed.

I do find the actions you are proposing are very good. The victims need to know where to turn, instead of not knowing where would a safe place for them to go. There are victims who cannot act on their own because they can't cope with it any longer. I personally know of a friend who's daughter is the victim one to her Dad, screaming & shouting & punching her. It's the best we can do. I've been in a refuge for a while now & I can't take any more from my Dad as a safe house, as he can't take any more from his daughter. He was going to take his (16, but I said to him to come round to me, which he did. He has since let me know that it still goes on. It tells me that he can deal with it & cope, but why should a victim have to try & cope & deal with the awful atmosphere & mental cruelty.

They took very comprehensive notes on every experience you will achieve any of this.

The priorities sound good.

We welcome this much needed focus on safe accommodation for victims and survivors of domestic abuse. We greatly welcome those actions that seek to increase access to safe accommodation where there is domestic abuse. We particularly welcome the actions that look to work across local borders in Hampshire. We would be underpinned by engagement with those impacted by DA and VAWG issues including survivors, their children, perpetrators and specialist local service providers such as Helpline DASH and refuge providers.

These strategies are long overdue!

Use the recognition that refuge (st) going to be the only option for victims.

A survivor-led approach which also manages perpetrators better has to be the greatest priority.

The emphasis on perpetrator management is helpful, as simply moving the victim is not always sustainable. Perpetrator victims often have nowhere safe to move to in the city and with school-age children it can be too much to see victims to disrupt their education.

Responses (4)

Council staff are supposedly trained to DV are absolutely culture towards female victims of male violence for the most part with victims being gone. You don't even deal properly with anti-social behaviour so what an irony makes you think you'll achieve any of this in relation to DV? Lots of nice words but your record in dealing with violence against women so even confidence you will achieve any of this.

Items to address / include male victims (4)

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



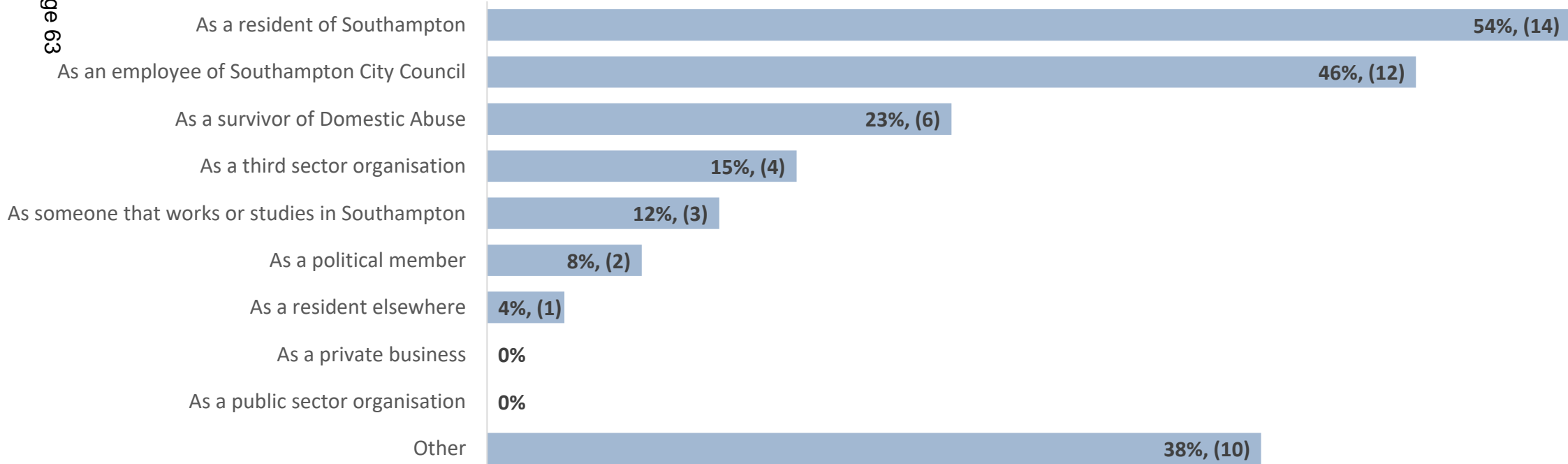
Who are the respondents?

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

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

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

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

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



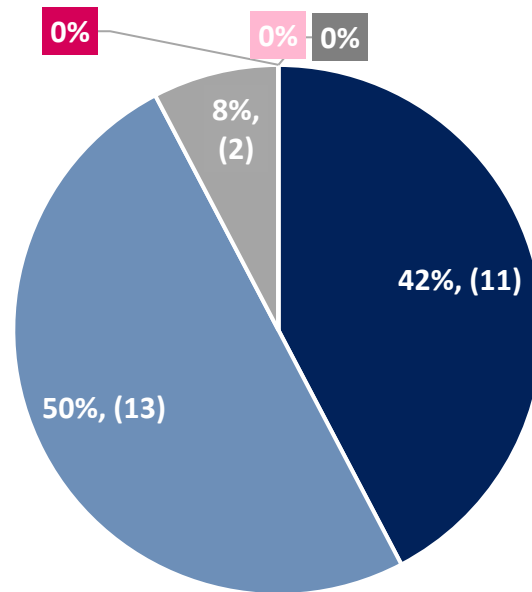
- Key findings:**
- The majority of respondents selected that the proposed priorities would have a positive impact on the needs of the community
 - No respondents selected that they would have a negative impact

The detail:

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

Overall:

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Positive total:

**92%,
(24)**

Negative total:

**0%,
(0)**

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

Base respondents: 26

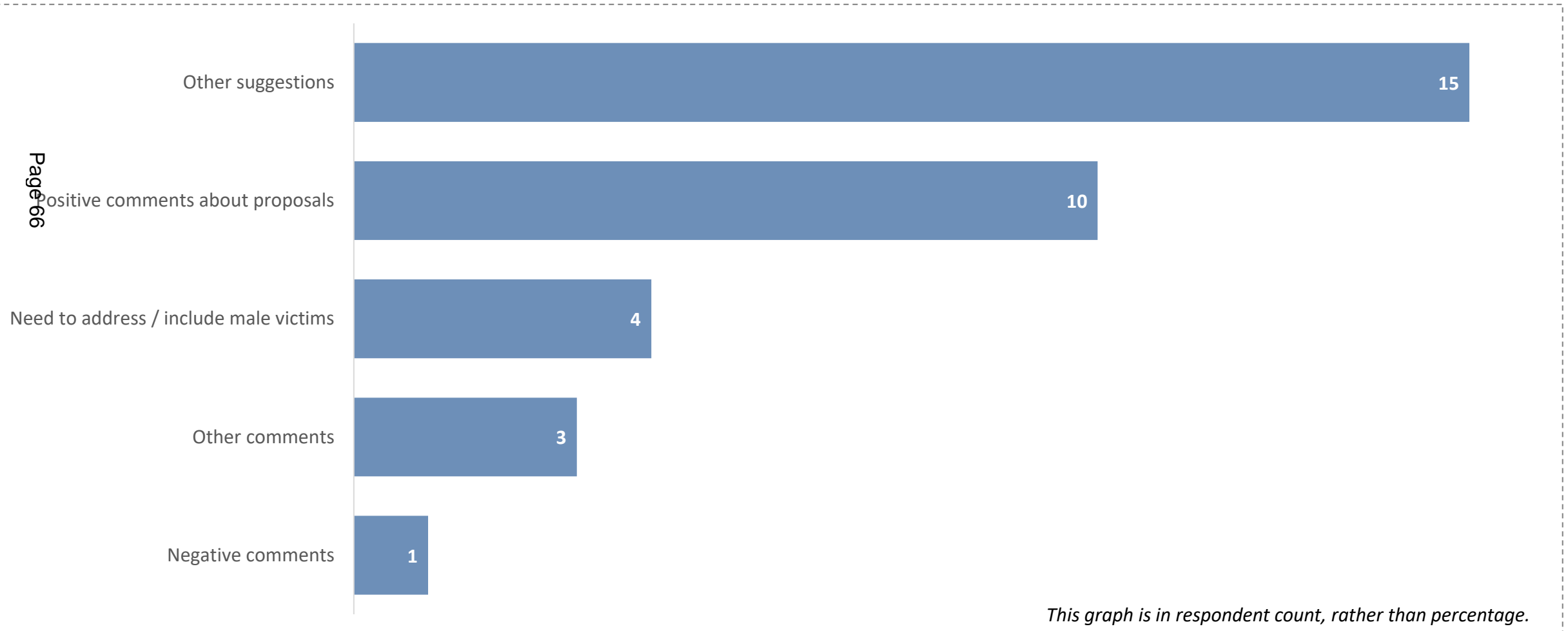
This graph is shown in percentage, followed by respondent count.



Priorities and Actions – Free text responses.

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

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





Priorities and Actions – unique points and suggestions.

The detail:

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

Other comments (3)

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

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

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

Negative comments (1)

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

Need to address / include male victims (4)

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

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

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



Priorities and Actions – unique points and suggestions.

The detail:

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

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



Priorities and Actions – unique points and suggestions.

The detail:

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

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



Priorities and Actions – unique points and suggestions.

The detail:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Summary of Impact and Issues

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

Potential Positive Impacts

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

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

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

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

Potential Negative Impacts

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

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

BRIEFING PAPER

SUBJECT: CUSTOMER ACCESS STRATEGY
DATE: 16 DECEMBER 2021
RECIPIENT: OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

THIS IS NOT A DECISION PAPER

SUMMARY:

The Customer Access Strategy 2022-2026 is intended to replace the current Customer Strategy 2018-2022. It outlines the council's strategic vision to put customers at the heart of everything it does, and sets out how it intends to deliver services going forwards in an ever changing digital world. It will contribute towards achieving the outcomes detailed in the Corporate Plan 2021-2025. It links closely to, and is supported by, the IT Strategy, which is also being presented to Cabinet in December 2021.

BACKGROUND and BRIEFING DETAILS:

1. The Customer Access Strategy 2022-2026 will set out how we will improve access to our services for our customers. We want to make dealing with the council as quick and easy as possible, making the best use of technology whilst working in a cost-effective way. We want customers to have the best possible experience when they use our services, and we recognise that people contact us in many ways – one size does not fit all. This strategy will outline how we will develop a variety of access channels for our customers and continue to improve the quality and consistency of our services, outlining principles which will guide the design and delivery of services.
2. The strategy sets out the context for the current work intended to make us easier to deal with for residents, visitors, businesses and other stakeholders. We want to put our customers at the heart of everything we do, reflecting their feedback in the design and delivery of services, and to provide appropriate support to those who need it, ensuring that customer experiences are easy, effective and convenient.
3. The strategy outlines the council's commitment to customers through three key customer service principles which will direct activity, and deliver improvements while reducing costs and creating efficiencies:
 - **1. Keep the customer central** – when designing changes use customer data and test with users, understand the experiences from the users perspective and collect regular user feedback to support continuous improvement.
 - **2. Aim to resolve things in one contact** – first time resolution should always be the aim, reducing the amount of times people need to tell their story and gathering all the information needed to resolve their issue.
 - **3. Always be clear about expectations and keep customers in the loop** – letting a customer know how long things will take to complete and keeping them up to date

BRIEFING PAPER

throughout reduces unnecessary contact and ensures the customer is clear about what is happening at every point.

4. The strategy also sets out a plan for each channel the council uses to enable customer contact so that the organisation can be consistent and work towards an improved position.

RESOURCE/POLICY/FINANCIAL/LEGAL IMPLICATIONS:

5. The work to deliver the aims and objectives of the strategy are principally covered in the Customer Experience Programme with the rest being picked up as business as usual.

OPTIONS and TIMESCALES:

6. To approve and implement the strategy which will set out the vision and direction of travel for customer focused changes for the next five years.

RISK MANAGEMENT IMPLICATIONS

7. None

Appendices/Supporting Information:

1. Annex 1 – Draft Customer Access Strategy

Further Information Available From:	Name:	James Marshall - Head of Customer and Communications
	Tel:	023 8083 3015
	E-mail:	james.marshall@southampton.gov.uk

CUSTOMER ACCESS STRATEGY 2022-2026 - DRAFT

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

Foreword

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

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

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

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

Cllr Robert Harwood, Cabinet Member for Customer and Transformation

Executive Summary

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

Our customers

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

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

Categorisation of customers:

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

How do customers access services?

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

Below are the councils access channels and usage levels:

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

Types of access

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

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

Principles

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

Access principles

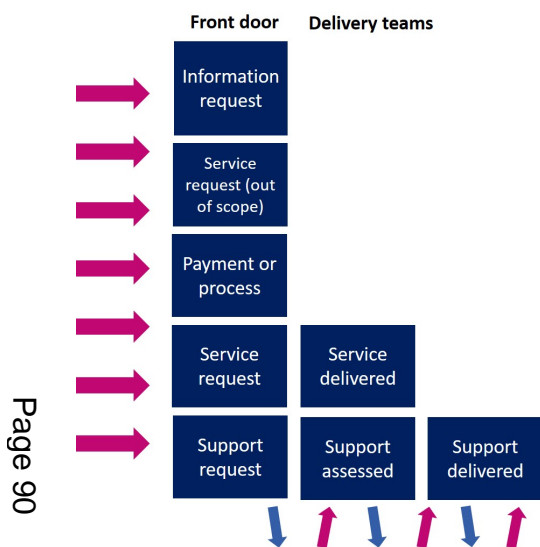
1. **Centralised front door** – initial contact is funnelled through a central point where requests can be filtered and assessed so only cases which need to, are put through to delivery teams. This approach can maintain a strategic overview of customers and the services they use/need.
2. **Triage and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

Customer service principles

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

Centralised front door / triage and signpost

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



Access principles outside the front door

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

Systems

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

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

Choice of channel and location

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

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

Channel approach

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

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

Reducing unnecessary contact

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

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

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

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

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

Every interaction matters

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

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

Action plan

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

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

Delivering our strategy

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

Link in with existing plans and strategies

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

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BRIEFING PAPER

SUBJECT: ADOPTION OF THE IT STRATEGY 2021-2025
DATE: 16 DECEMBER 2021
RECIPIENT: OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

THIS IS NOT A DECISION PAPER

SUMMARY:

1. The IT Strategy 2021-2025 has been created following the agreement of the IT Investment plan in November 2020. It will replace the current Digital Strategy and links close with the Customer Access Strategy 2022-2025 which is also being presented to Cabinet in December 2021. It outlines the council's strategic vision for Technology and Digital enabled services as well as the technology aspirations for the city in the future. It will contribute towards achieving the outcomes detailed in the Corporate Plan 2021-2025.

BACKGROUND and BRIEFING DETAILS:

2. The IT Strategy 2021-2025 sets out how we will continue on our journey of improvement of IT Services, to implement a modern IT Infrastructure and IT enable services as well as ensuring we have the right skills and knowledge in place across staff, councillors and users.
3. There was an urgent need to address certain IT issues which meant the IT Investment plan for 2021-2025 was created and agreed in November 2020 to assist with this and the financial planning of the authority. It was always intended that the IT Strategy would follow to ensure there was a vision and structure in place to deliver the outcomes enabled by the financial investments.
4. The deliverables for the strategy have been grouped into themes around Infrastructure, Tools, Skills, Future technology and Partnerships. Underpinning the strategy and all the deliverable themes are key principles:
 - That the services provided by IT will support a digital first culture and acting as an enabler so that services can confidently build digital capability into their service plans.
 - To adopt an agile mindset and agile practices to ensure rapid continual development. To continue to move away from legacy IT systems and projects approaches.
 - To continue to move towards a modern IT Infrastructure that supports customer focussed digital services. The most appropriate technologies will be adopted to meet business need with an increasing use of cloud and software as a service (SaaS) products.
 - To be forward thinking and sector leading as an authority the creation of digital services and use of IT and technology for delivering innovative and ground-breaking services.

BRIEFING PAPER

5. For each of the themes of work identified a set of deliverables have been identified, timescales added where known and some recommended KPI's for each theme identified.

RESOURCE/POLICY/FINANCIAL/LEGAL IMPLICATIONS:

6. The work to deliver the aims and objectives of the strategy are principally covered in the IT Strategy and departmental plans will be aligned to this. The financial investment required for identified projects was detailed in the IT Investment plan 2021-2025 agreed at full council in November 2020.

OPTIONS and TIMESCALES:

7. To approve and implement the strategy which will set out the vision and direction of travel for customer focused changes through to 2025.

RISK MANAGEMENT IMPLICATIONS

8. None

Appendices/Supporting Information:

1. Annex 1 - Draft IT Strategy 2021-2025

Further Information Available From:	Name:	Gavin Muncaster – Head of IT
	Tel:	023 8083 2082
	E-mail:	gavin.muncaster@southampton.gov.uk

Draft IT Strategy 2021-2025

Foreword

Councillor Rob Harwood

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

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

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

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

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

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

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

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

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

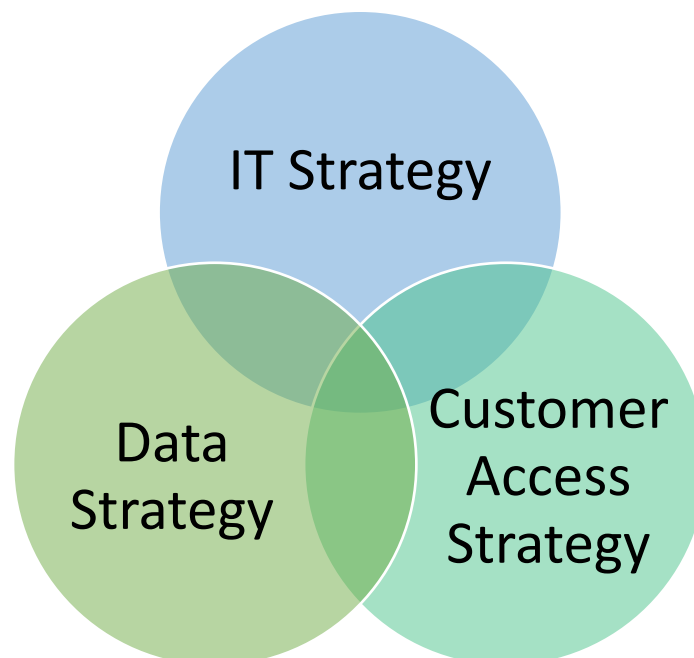
Core Themes

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

The deliverables of the IT Strategy consist of five themes:

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

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



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

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

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

Facts and Figures



3,600 Users of IT



3,200 Smartphones and 250 Smart Tablets in use.



3,500 Laptops issued



40+ Buildings connected to the corporate network



12 Petabytes of data



1.7m e-mails received in a typical month.



15,000 meetings on teams monthly



18,000 messages sent a month on Teams

Theme 1 - IT Capability and Infrastructure - Strong Foundations

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

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

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

How will we measure success?

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

Theme 2 – IT Tools and services - The Right Tools

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

What are we doing?	Why this?	When?
Implement the full suite of tools available through M365	SCC has invested in the M365 suite of tools and they have been invaluable in supporting flexible and remote working. As well as the core office products there are many tools available including PowerBI, PowerApps, InTune, Defender and many others. Ensuring the full suite is implemented will maximise the functionality available, and gain the	On-going work as new tools are enabled. Specific items: - Teams Telephony by September 2021 - InTune for MDM by July 2021 - MS Defender deployment by March 2022

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

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

How will we measure success?

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

Theme 3 - Smarter working - Skilled workforce

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

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

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

How will we measure success?

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

Theme 4 - A Culture of Innovation - Future technologies

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

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

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

How will we measure success?

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

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

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

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

How will we measure success?

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

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

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