

**APPENDIX 1**

**PAGE INTENTIONALLY BLANK**

## First 100 days report back from the **Communities Working Group**

### Background

This working group will focus on the council's Change Programme, supporting families with complex problems, enforcement, reducing crime and tackling key community safety issues within the City.

### Membership

- Cllr Rayment – Cabinet Member and lead on Families Matter
- Cllr Blatchford – lead on joined up enforcement
- Cllr McEwing – lead on Welfare Reforms
- Cllr Thomas – lead on Fuel Poverty
- Cllr Kaur – lead on StreetCRED
- Director of Environment and Economy
- Director of Children's Services
- Senior Manager, Customer and Business Improvement
- Lead Managers for different topics

### Top priorities for the first 100 days

- "Families Matter" (The government's Troubled Families programme)
- Joined Up Enforcement
- CREWs – on a monthly basis, in response to the feedback from residents
- Retention of ICE Bus and Street Pastors
- Fuel Poverty

### Key issues

- Perception is that the city is shabby and tired looking and may contribute to the "broken window syndrome"
- Improving awareness of what and how to recycle and which bins to use for what
- Perception that the city council is not tough enough on enforcement
- Strong and consistent messages through a range of modern communication channels
- Adequate funding for taxi marshals
- Interdependencies with police and enforcement services
- Work with partners to develop and launch a 'Southampton apprentice and intern initiative' to take on young people
- CCTV review of the outsourcing process
- Encourage meetings between Police and Councillors
- Understand the growing Organised Crime Groups in relation to how this affects Southampton and consider how we can work with the Police on this issue

### Work completed in the first 100 days

- Workshop sessions on the Environment and Joined Up Enforcement
- Night time economy visit to observe first hand the work being done by Street Pastors and the ICE Bus
- Council approval to invest modest sums in
  - helping the council to change the environment from "Shabby to Chic" through the introduction of 12 - 16 StreetCREDs and supporting local people to improve their physical environment
  - delivering joined up robust enforcement so that we can work towards a zero tolerance approach
  - continuing the critical, value for money scheme of taxi marshals
- Workshop sessions to explore how best to support families with complex problems that carry on from generation to generation and agreed the local work on the Troubled Families programme would be known as "*Families Matter*"
- Cabinet approval for drawing down the government funding for Troubled Families and to appoint a full time coordinator – recruitment has been agreed
- Organised four Night Time Economy (NTE) sessions in August with the Police for Councillors from all political groups

### Next steps

- Shared priorities through a single cross council lead for enforcement
  - Political lead - Cllr Rayment
  - Manager lead – Mitch Saunders
- Develop joint enforcement action plan and report quarterly to Cllr Rayment and Cllr Thorpe
- Promote successful enforcement and raise awareness of what the council expects
- Monthly meetings of enforcement teams to share intelligence and to decide enforcement priorities
- Identify legal barriers and restrictions relating to enforcement and how to overcome them
- Actions from the Night Time Economy visit
  - Support and recognition for the work of the Street Pastors and ICE Bus
  - Explore with South Central Ambulance Service how to reinstate the 'roaming' paramedic service to support Street Pastors and the ICE Bus
- Recruitment to the "Families Matter" team
- Agree and develop the "Families Matter" model

### Additional investment: £60k

StreetCRED	10k
Joined up Enforcement	30k
Taxi Marshal	10k
Community Cohesion / Diversity	10k

*Families Matter Government Funding* £750k

### Work Programme for the rest of the year (until April 2013)

- "Safer" Southampton joined up conference with partners to establish resident's priorities
- No Cold Calling Zone City
- Multi-skilling the street workforce to improve coordinated responses
- Set up and encourage participation in city-wide initiatives on volunteering and community links
- Impact of the Welfare Reforms on those who are living in poverty and on low incomes
- Sustainable, long term "Families Matter" model to help families with complex, multiple problems
- Consider how best to foster better relations between diverse and intergenerational communities
- Localism Act, particularly in relation to community right to challenge, community right to buy and community asset transfer
- Equality and safety impact assessments
- Consultation
- Fuel Poverty

## First 100 days report back from the **Housing Working Group**

### Background

This working group will focus on considering options with regard to housing issues in the city with a focus around developing and delivering new homes on council owned land.

### Membership

- Cllr Payne, Cabinet Member - Housing & Leisure Services
- Cllr Letts, Cabinet Member - Resources
- Cllr Noon, Cabinet Member - Efficiencies & Improvement
- Cllr Mintoff
- Director of Environment and Economy
- Deputy Director of Environment
- Senior Manager, Housing
- Lead managers for different topics

### Top priorities for the first 100 days

- 1,500 affordable homes by 2016
- Additional HMO Licensing
- Work with other local authorities and housing associations to exploring the delivery of green energy

### Key issues

- Housing Revenue Account (HRA) Buy Out implications
- Housing revenue finance including HRA, proposals for implementing national government changes in the most tenant friendly manner, and the housing rents strategy
- Estate regeneration
- Welfare reform implementation and the impacts upon housing
- Reviewing the Housing Allocations Policy

### Work completed in the first 100 days

- Consideration of the scale and constraints in the provision of affordable housing in the city including the reactivation of stalled sites. Explored the use of the council's role as an enabler to release sites and prepared launch of the Getting Southampton Building initiative
- Review of current housing position potentially established funding for 438 new affordable homes across the period 2011-15
- 725 affordable homes in the pipeline
- Developed proposals for a Southampton Licensing Scheme for houses in multiple occupation (HMOs) that will incorporate properties subject to mandatory HMO licensing and smaller properties through an additional licensing scheme
- Prepared for the consultation on the draft Tenancy Strategy 2012-16
- Ceased selling council houses on the open market as a matter of policy

### **Next steps**

- Launching the initiative Getting Southampton Building on the 23 August to explore measures to identify measures to 'Get Southampton Building'. This involves private developers and key stakeholders to explore collaboration to deliver more housing (of all tenures) and link this to providing more jobs and training opportunities with a strong focus on looking at stalled sites in the city
- Development of a comprehensive action plan to stimulate site development for affordable housing.
- Obtaining Cabinet approval on the 21 August for the consultation of the Southampton Licensing Scheme for Houses in Multiple Occupation (HMOs)
- Contributing to the work of the Leader's Group and with other local authorities and housing associations to set up an arms length company to deliver green energy
- Consulting on the draft Tenancy Strategy 2012-16

### **Additional investment: £20k**

£20k to support the HMO Licensing Scheme

### **Work Programme for the rest of the year (until April 2013)**

- 23 August 2012 'Get Southampton Building' outcomes collated and followed up to produce an action plan. Pursue work on stalled sites including individual meetings on specific sites
- HMO Licensing Public consultation, for twelve weeks from 3 September 2012 to 26 November 2012. Followed by Cabinet consideration of the outcome of the consultation at its meeting on 29 January 2013. As appropriate designating the entire city as being subject to additional licensing, which will come into effect on 1 April 2013 phased in over five years
- Completing the consultation exercise on the draft Tenancy Strategy and report to Cabinet on the proposals including the landlord tenancy policy and letting policy

## First 100 days report back from the **Resources & Improvement Working Group**

### Background

This working group will focus on exploring opportunities and challenges facing Southampton City Council, with regard to maximising its capital assets, asset disposal and transfer of assets to community groups, ensuring best use of capital assets, the future of the council's capital programme and how the council can generate efficiencies through the establishment. It will also seek to identify opportunities for improving the delivery of services in the most efficient and cost-effective way.

### Membership

- Cllr Letts, Cabinet Member - Resources
- Cllr Noon, Cabinet Member - Efficiencies & Improvement
- Cllr Keogh
- Cllr Chaloner
- Head of Finance
- Senior Manager, Finance
- Senior Manager, Property, Procurement and Contract Management
- Senior Manager, HR and OD

### Top priorities for the first 100 days

- Develop a Staff Retention Strategy based on Sunderland City Council's strategy, to fit the situation in Southampton.
- Establish a City Council apprenticeship scheme and encourage the participation of the private sector
- Discussions to achieve a settlement of the current industrial dispute
- Proposals to respond to localisation of council tax
- Offer minimum wage summer internships in the council to Southampton based undergraduates
- Public sector land ownership register

### Key issues

- Understand what assets we own and what is in the ownership of other public bodies. Decide on the criteria for disposal and retention
- Review the council's list of unlet properties and identify which could be used for our 'start-up business' initiative
- Review the services currently outsourced with contractors
- Investigate how the assets of the Local Government Pension Scheme could be invested to improve the city's economy
- Carry out an audit of current funding streams and investigate the possibility of adding new ones e.g. European Social Fund, Green Deal and Skills money
- Work with other 'Capita' local authorities to drive in value from contracts
- Deliver a Southampton Commercial Services entity to allow us to trade, profit and re-invest

### Work completed in the first 100 days

- Constructive discussions have taken place with the unions to achieve a resolution of the dispute
- Details of a Southampton Transition Employment Programme (STEP) developed for Cabinet and Council consideration in September 2012. Project manager identified
- 16-18 year olds agreed as priority group for apprenticeship recruitment. 24 full apprenticeship placement opportunities identified across the council
- Review of existing property ownership maps
- Cabinet consideration of proposals for localisation of council tax arrangements on 21<sup>st</sup> August 2012
- Approval of budget proposals to achieve savings
- Discussions held with Graduate Jobs South to identify placement opportunities for summer internships in the council

#### **Next steps**

- Appointment of Apprenticeship Training Agency. Marketing, recruitment and support of young people to undertake pre-apprenticeships and apprenticeships
- Fully engage with private sector employers to maximise employment and training opportunities for Southampton people
- Bring in an internship programme for Southampton based undergraduates with the aim of giving them increased chances of future graduate work
- Actively engage with other public sector partners to ensure we get maximum value from our combined capital assets including buildings and land

#### **Additional investment**

- £250,000 identified from external grant to the Council to support skills for local residents

#### **Work Programme for the rest of the year (until April 2013)**

- Introduce, with full employee engagement, the new redeployment policy based on skills assessment and staff retention
- Reach a full and complete settlement of the outstanding industrial dispute and ensure that in the future we fully engage with our staff on matters which affect them
- Carry out a full review of the current capital programme to ensure it fits with the administrations priorities
- Work with our private sector partners to drive out costs and make savings
- Set a balanced budget with a minimum number of redundancies and the maximum retention of services

## First 100 days report back from the Adults Services Working Group

### Background

This working group will seek to consider options with regard to some immediate issues within Adult Social Care.

### Membership

- Cllr Stevens, Cabinet Member - Adult Services
- Cllr Lewzey
- Cllr Cunio
- Cllr Laming
- Joint Director for Health and Adult Social Care
- Senior managers in Adult Social Care

### Top priorities for the first 100 days

- Alternative delivery options for Adult Social Care including Local Authority Trading Company
- Health and Wellbeing Board/Partnership bodies
- Audit of Adult Social Care structure and logistics
- One day conference for Health professionals
- Health and Wellbeing Strategy
- Transition Plan for 16+ into Adult Social Care
- Patient/user and public involvement scheme into trusts, providers and community health organisations

### Key issues

- Demand-led pressures – related to demography (85+/dementia services – increasing needs of older population)
- Impact of personalisation agenda (Deliver 60% customers with personal budgets – increase in personal budget advocacy)
- Adult Social Care cost and investment
- Family Nurse/Health Partnerships
- Health passport for all Southampton citizens
- Users and clients to feel safer in the city
- Better use/access to leisure provision in the city
- Data – health tracking in the city/region
- Health Champions
- Develop a realistic Health and Well Being Strategy (from conference)
- Early diagnosis, intervention and prevention programme for all areas of Adult Social Care

### Work completed in the first 100 days

- A programme of activities has been developed to establish a clearer picture of our public health responsibilities and to organise a one day conference, which will be held in October 2012.
- A further independent appraisal of the options for the future of Adult Social Care provider services has been undertaken and reported to the Change Programme Board. The Board determined that more assurance is required and has asked that an external appraisers' help be sought
- Work is being undertaken with a range of stakeholders to develop a specification for the new Healthwatch provider in the City
- Monitoring and review of the Blue Badge arrangements in the City is ongoing and the service has been significantly improved over the last 2 years
- The Health & Wellbeing Strategy is now out for consultation and will be attended in light of comments received



**Work completed in the first 100 days – continued.....**

- Health passport / records system is being designed to allow users better access to health and care providers in the city
- Investigation into improving transition arrangements for 16+ being led by Cllr Cunio
- Work has been started to develop a better working relationship between Community Safety services and Adult Services so that vulnerable people are more routinely identified as a specific focus in community safety work
- Patient involvement plan – development of Links, relationship with Health Overview and Scrutiny Panel and the Health and Wellbeing Board

**Next steps**

- An external check on the evidence already generated about future options for provider services in Adult Social Care will be sought
- Amendments will be made to the Health & Wellbeing Strategy as a result of the feedback from the consultation
- A process will be started for developing the new Healthwatch organisation
- Progress will be made towards developing a form of health passport once agreement has been reached on the scope of the work
- Proposals for improving arrangements for 16+ transition will be produced

**Additional investment:**

None at present

**Work Programme for the rest of the year (until April 2013)**

- A meeting is planned in September to consider how costs in Adult's and Children's Social Care can be managed
- Attention needs to be given to early intervention and prevention, assessing the value of existing work and identifying what might realistically be achieved in the future.
- Work will be undertaken to try to improve access to leisure provision in the City for people whose vulnerabilities make this access difficult

## First 100 days report back from the **Leader's Working Group (Future Economic Development, Commissioning and Cultural Services)**

### Background

This working group will seek to consider options with regard to the future of economic and cultural services within the City. Issues range from defining a strategic purpose and direction for culture in Southampton, to improving existing infrastructure and rolling out new services within the context of significant financial pressures.

### Membership

- Cllr Williams, Leader of the Council
- Cllr Letts - Cabinet Member for Resources
- Cllr Shields
- Cllr Burke
- Cllr Paffey
- Director of Environment and Economy
- Senior Managers from the Environment and Economy directorate as appropriate

### Key issues

- Communications review
- External funding opportunities for green investment
- Southampton New Arts Centre (SNAC)

### Work completed in the first 100 days

- "Referendum" - Motion put forward to the full council meeting in July which was agreed: "This council is in full support of local residents concerned by the proposals for a major biomass plant in the docks and therefore urges the Executive to undertake a referendum amongst those immediately affected in the Freemantle and Millbrook wards as soon as is practicably possible in order to influence the final decision of the Secretary of State and with minimal use of scarce council resources"
- 'Dragons Den' project plan developed and consulted internally
- Developed initial details for a Southampton Festival at the end of September
- Minimum wage summer internships in the council to Southampton based undergraduates - Discussions held with Graduate Jobs South and Council HR to identify placements
- Desk top research to learn from other councils that have set up Fairness Commissions was completed. A visit to Islington Council, which was the first council to set up a Fairness Commission, has assisted in the development of terms of reference for discussion by councillors
- City View is part of the budget proposals which is currently being consulted on
- Appointment of the Chief Scientific Adviser
- Administration formally confirms support for SNAC

### Top priorities for the first 100 days

- Southampton Festival every September
- Referendum on local priorities
- Offer spare capacity to young business people as part of a 'Dragons Den' style event
- Review of City View magazine
- Audit of all privately owned development sites and intervene where possible to get things moving
- Establish a 'Fairness Commission'
- Build strong relationships with both universities

### Next steps

- Arrangements for internships to be included as a strand in the People Plan being drafted by HR, as part of a wider policy of supporting paid and unpaid work experience within the Council
- Develop terms of reference to set up a Southampton Fairness Commission and to establish it by the New Year
- Confirm date of the Southampton Festival. Consultation programme to help shape potential future of the Festival
- Progress "Referendum" as soon as reasonably practicable on the basis of legal advice

### Additional investment: £50k

- £25k agreed for the Southampton Festival
- £10k agreed for the setting up of a Fairness Commission
- £10k agreed for 'Dragon's Den'
- £5k Referendum – indicative costs

### Work Programme for the rest of the year (until April 2013)

- Access EU funding for Green Deal and Skills agenda
- Skills training across the City
- Review of City View magazine
- Partnership approaches to energy policies and funding
- Develop Consultation programme for next year's Southampton Festival and a business case by April 2013
- Energy – how to promote all government initiatives and social tariffs
- Work with our local universities to launch an access into education initiative, bursaries, mentoring and support
- Implement a Work programme for the Fairness Commission

### Referendum

Attached, as Appendix 2, is a copy of the letter sent to the Minister of State for Housing and Local Government requesting that the Government acts to enable a referendum on the proposed new biomass plant to coincide with the Police and Crime Commissioner elections.

We are awaiting a response from the Minister.

## First 100 days report back from the Environment & Transport Working Group

### Background

This working group will consider options for improving the environment around our visitors, residents and businesses; delivering sustainability and a better public realm within the city.

### Membership

- Cllr Thorpe - Cabinet Member for Environment & Transport
- Cllr Furnell
- Cllr Jeffrey
- Cllr Whitbread
- Director of Environment and Economy
- Senior Managers in the Environment and Economy Directorate

### Key issues

- Street cleaning
- Waste management
- Planning
- Public transport
- Roads and pavements
- Street lighting
- Car Parking

### Top priorities for the first 100 days

- Review waste policies and measures for increasing recycling levels
- Local highway issues and future investment in roads and pavements
- Parking Review: Overall strategy in relation to LTP 3 and Parking Charging Strategy
- Marking on street parking bays

### Work completed in the first 100 days

- The first piece of work ordered by the Cabinet member was to re-examine the provision of buses across our city
- Review of our PFI street lighting contract including the level and process for consultation of residents, businesses and elected members
- Initiated a holistic evaluation of our income generation services; skip hire, bulk waste and trade recycling
- Begin assessing our arrangements for fly tipping, communication with the public, provision of recycling banks and the range of recyclables collected
- Commencement of the review of highway and structures maintenance policy, investment and defect intervention levels. Consideration of measures to minimise financial liabilities for structures and income opportunities
- Exploring options for the provision of locality based investment in resident prioritised highway improvements, using a preferendum model
- Initial review of car parking policies and charging structures, including the workplace parking levy and shared use of on-street parking for residents
- Initiated a trial for the increasing on street parking by marking individual bays

**Next steps**

- Finalise the refinement of new recycling models, reduced CO2 levels, improved recycling levels and reduced cost
- Complete the review of skip hire and bulky waste business/charges, develop commercial waste recycling, review of recycling banks and opportunities for more and a greater range of materials
- Conclude the review of highway and structures maintenance policy, investment and defect intervention levels. Finalise measures to minimise financial liabilities for structures and increase income opportunities
- Refine winter maintenance arrangements
- Improve communication channels
- Finish the locality based investment opportunities
- Finalise the strategic review of car parking policies and charging regimes
- Continue to explore opportunities for sponsorship

**Additional**

**investment: £50k**

£10k Parking Bay  
Marking Trial

£40k Parking Strategy

**Work Programme for the rest of the year (until April 2013)**

Finalise the refinement of two kerbside recycling options	Autumn 2012
Review highway intervention levels and communication strategy	Autumn 2012
Complete highway structures investment strategy	Autumn 2012
Complete highway investment review	Autumn 2012
Prepare detailed parking income options	Autumn 2012
Complete locality based highway investment opportunity review	Autumn 2012
Complete highway communication strategy review	Winter 2012
Identify an area for the marked car parking bays, survey and implement trial then provide feedback on the outcomes	Winter 2012
Complete individual waste service reviews	Spring 2013
Complete the highway winter maintenance review	Spring 2013
Complete car parking policies review and develop a document for adoption	Spring 2013
Further consideration of the workplace levy opportunities	Spring 2013

## First 100 days report back from the Children's Working Group

### Background

This working group will consider options with regard to some immediate issues within Children Services and Learning. This includes the financial pressures in Children's Services and Learning, implementation of Southampton Education Maintenance Allowance (EMA), improvements to educational achievement and the recruitment and retention of social workers.

### Membership

- Cllr Bogle, Cabinet Member - Children's Services
- Cllr Darren Paffey
- Cllr Andrew Pope
- Cllr Sally Spicer
- Cllr Mary Lloyd
- Director and Senior Managers - Children's Services and Learning
- Director of Environment & Economy

### Key issues

- Meeting demand for nursery place provision for 2 year-olds
- Short term primary place demand
- Sufficient long term secondary provision
- Partnership working with the education sector and education leaders
- Capacity challenges in Further Education
- Children's social workers retention and recruitment
- Response to the inspection of Safeguarding and Looked After Children

### Top priorities for the first 100 days

- Establish a childcare coalition to increase the quality and quantity of childcare in the city
- Parenting campaigns delivered through schools and sure start
- Greater support for young people via family support and frontline support
- Improving educational attainment
- Maintain a focus on school attendance
- Research why parents choose schools outside the city and identify actions to address this
- Ensure young people get advice to take the pathway that leads to jobs
- Southampton EMA – ensure transport costs are not a barrier to accessing to education
- Improve Skills/Training/Apprenticeship opportunities
- Launch an access into education initiative, bursaries, mentoring and support programme with local universities
- Pilot the concept of using a school as a community hub with a range of public services provided from the site
- Investigate the use of social enterprise companies and partners to operate children's services functions

### Work completed in the first 100 days

#### Early Years:

- Initial work taken place with Early Years Child Care Partnership Board to look at quality and quantity of childcare provision
- A review of Early Years teachers has taken place
- Successfully secured pilot services for Early Years services

#### Attainment:

- Early Years teachers and senior inspectors working together to address under performance in early years
- Phonics screening programme of support being delivered to develop phonics teaching
- Secondary head teachers and council have formed working groups to further improve attainment at KS4 including 1:1 tuition in English/Maths, English/Maths city wide access courses, tracking all young people
- Annual review of schools scheduled for September 2012

### Work completed in the first 100 days Continued ...

- Survey of parents who chose schools outside of Southampton City boundary. Collective approach agreed across secondary schools open days for Year 6 pupils and their parents.
- Southampton EMA - Launch event 7 September 2012. Provide subsidised bus transport for 16-19 year olds attending Southampton colleges, to offset the loss of EMA Agreement for 2012/13 scheme reached with bus companies, colleges and council to support reduced bus fares for any 16-19 year old attending a Southampton college, and free of charge to those who qualify for a bursary
- Youth Contracts: targeted work placement opportunity for 100 unemployed 16/17 year olds in the city. Placements supported via Wheatsheaf Trust and City Limits. Establishment of a 6 week 'hit squad' to achieve this target
- Pre-apprenticeship funding. Match bid of £35k to support 70 young people to access pre apprenticeship course to provide young people with necessary skill/support/confidence to apply for an apprenticeship
- Apprenticeship opportunities development and recruitment fayre held on 18 June attended by over 300 young people, parents and guardians
- Access into education initiatives, bursaries, mentoring and support with universities launched.
- Work on Special Educational Needs Pathfinder being shared nationally by Department for Education. Team giving evidence to the Minster for Children and Families
- New process for recruitment of social care staff refined to enhance the City's ability to recruit

### Next steps

- Re-launch of Early Years Child Care partnership to look at quantity and quality of childcare provision
- Parenting Campaigns: Communications campaign to be developed using City View, Tenants Link and review of promotional material encouraging use of parent support and better access. Build into workforce Induction plan
- Attainment and targeted work with schools
- In November 2012 a survey of all year 7 parents choosing a school outside of Southampton boundary to take place
- Information, Advice and Guidance: secure knowledge from schools, collate and analyse how schools are delivering the new responsibility. Exploration with employers on developing electronic hub
- Partnership working with schools and head teachers, encourage the inclusion of ward councillors
- School organisation policy
- Further Education: meeting convened for the autumn
- Widen access to transport funding for apprentices and other groups of young people
- Expansion of apprenticeships opportunities
- Consolidate and implement strategy that enables retention of social care staff
- Support a Community Hub at Lordshill Academy

### Additional investment: £100k

£65k – carry forward for Southampton EMA

£35k – match funding for pre apprenticeship funding

### Work Programme for the rest of the year (until April 2013)

- Review looking at maximising usage of Children's Centres – linked to Early Years & Families Matter
- Parenting support campaigns and greater intervention in young people's lives – Families Matter
- Attainment and attendance – continuation of programme to improve levels in line with South East and national average
- Apprenticeship Scrutiny Review
- Continual review of Safeguarding and Children Looked After
- Model and pilot approaches that enable shift of resources over time from 'high end crisis tier 3 and 4' to early intervention