

<b>DECISION-MAKER:</b>	<b>COUNCIL</b>		
<b>SUBJECT:</b>	<b>EXECUTIVE BUSINESS REPORT</b>		
<b>DATE OF DECISION:</b>	<b>20 SEPTEMBER 2017</b>		
<b>REPORT OF:</b>	<b>LEADER OF THE COUNCIL</b>		
<b><u>CONTACT DETAILS</u></b>			
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<b>STATEMENT OF CONFIDENTIALITY</b>			
<b>None</b>			
<b>BRIEF SUMMARY</b>			
This report outlines the executive business conducted since the last Executive Business Report to Full Council on 19 July 2017.			
<b>RECOMMENDATIONS:</b>			
	<b>(i)</b>	That the report be noted.	
<b>REASONS FOR REPORT RECOMMENDATIONS</b>			
1.	This report is presented in accordance with Part 4 of the Council's Constitution.		
<b>ALTERNATIVE OPTIONS CONSIDERED AND REJECTED</b>			
2.	Not applicable.		
<b>DETAIL (Including consultation carried out)</b>			
3.	I am pleased to announce that we have invited the LGA to visit us and undertake a peer review during 11 <sup>th</sup> – 14 <sup>th</sup> September 2017. The council's last peer review was in 2013 and it helped us set our priorities for improvement. During the peer review, experienced Members and officers from other councils will visit us, review our performance and provide feedback to help us continue to improve. It is important to highlight that peer reviews are not inspections, but tools for improvement as part of an industry recognised commitment to improving our performance. In particular, the peer review team will be looking at understanding the local context and priority setting, financial planning, political and managerial leadership, governance and decision making and organisational capacity.		
4.	I am delighted to report that the city of Southampton won five awards at the annual South Coast Property Awards which was held on 13 <sup>th</sup> July 2017 and was attended by businesses, organisations and individuals from across the		

	<p>region. Our accolades include:</p> <ul style="list-style-type: none"> <li>• Development of the Year – Watermark Westquay</li> <li>• Regeneration Project of the Year – Meridian Waterfront</li> <li>• Deal of the Year – Ford site</li> <li>• Workplace of the Year – Southampton Science Park</li> <li>• Individual Outstanding Contribution Award – Dawn Baxendale, Chief Executive, Southampton City Council.</li> </ul>
	<b>STRONG AND SUSTAINABLE ECONOMIC GROWTH</b>
5.	<p>In July 2017, I announced that the council would be taking its first steps towards setting up a local Energy Services Company (ESCO). Initial market testing has recently been completed and a public survey was open 1<sup>st</sup> – 20<sup>th</sup> August 2017. The survey aimed to assess public opinion on the creation of Southampton's own energy supply brand as well as resident's' use of and attitudes towards gas and electricity in order to understand how Southampton's energy supply brand could meet local residents' needs. The survey received over 1,300 responses of which 83% stated they would be likely to consider buying their gas or electricity through the council.</p>
6.	<p>There was also a good level of engagement with the consultation on the establishment of a Local Authority Trading Company (LATCo). In total there were 923 written responses. Alongside the written consultation there were face to face and online sessions where consultees could ask questions and find out more about the proposals. There was particular interest among those employed by Southampton City Council. In total, 63% of responders agreed with the creation of a LATCo, and 57% also noted that they preferred the option of setting up a LATCo without external improvement partners. Based on this feedback, we will continue work to establish a trading company and now do this without external partners. More detailed plans will be developed over the coming months, with further consultation likely to take place early in 2018.</p>
7.	<p>I am pleased to report on the successful work to support improved employment opportunities for people across the city. More than 500 local residents have engaged with the Solent Jobs Programme, established through City Deal, to provide employment support for individuals with health conditions who have experienced long term unemployment. Approximately 26% of those who have engaged with the programme have now progressed into employment, which is significantly higher than the national Work Programme performance for this cohort which stands at 5%. I am also pleased to report that the programme is integrating well with other services, including housing, Families Matter, primary care, mental health and the NHS who are also delivering an innovative occupational health service for participants.</p>
8.	<p>I am also very pleased to report that 41 previously unemployed residents have been supported into jobs through Employment and Skills Plans for major developments in the first quarter of 2017/18. The jobs are varied and include positions on major construction sites and in new businesses such as the Westquay restaurants and Lidl Retail &amp; Regional Distribution Centre. In addition to this, 24 apprentices have been engaged and 72 current staff have completed accredited skills training.</p>
9.	<p>I was delighted to welcome the second Southampton Jobs Fair Local to the Civic Centre on 27<sup>th</sup> July 2017. This initiative is led by the successful Southampton Jobs Fair Partnership and aims to provide engagement between</p>

	<p>job seekers and employers. The employers were selected by the council because they can offer bespoke support into employment. I am pleased to be able to report that there were over 300 vacancies advertised, including employment, training and volunteering from a wide range of local employers.</p>
10.	<p>I am pleased to report that Southampton City Council was invited by the LGA to be part of a select group of local authorities to support the LGA and the Learning Work Institute develop proposals for integrated and devolved arrangements for employment and skills. The LGA report outlines a vision and framework and the Solent Jobs Programme is given as an example of good practice.</p>
11.	<p>It was a pleasure to visit the Woolston-based Centenary Quay development and to hear about the exciting progress being made at the site from Crest Nicholson Sales and Marketing Director, Marcus Evans. It is clear that the commercial units at Centenary Quay are fast transforming the area into a destination for local residents who are looking to relax on the waterfront. Crest Nicholson's development at Centenary Quay incorporates business outlets and residential apartments on the one site. It is also wonderful to see waterfront rejuvenation across the city, particularly when new waterside access sites are created along the River Itchen.</p>
	<p><b>CHILDREN AND YOUNG PEOPLE GET A GOOD START IN LIFE</b></p>
12.	<p>I am proud to report some of the highlights and achievements from our schools and pupils this summer term:</p> <ul style="list-style-type: none"> <li>• Swaythling Primary School has been awarded School of Sanctuary status. The school are now looking to roll this out across their cluster of local schools.</li> <li>• A talented young chef at Compass School won the Jamie Oliver award for their remarkable culinary skills.</li> <li>• St. Denys Primary School received lottery funding for community events and held a Spanish fiesta which included a procession through the community and tapas to share with family, friends and the Cabinet Member for Education.</li> </ul> <p>Year 6 pupils at Beechwood Junior School have taken part in a citizenship course in order to learn about civic pride, active citizenship and making positive choices. Community partners included Hampshire Police, Mayflower Theatre, UNITY-FM, Alzheimer's Society and The Hampshire and Isle of Wight Wildlife Trust.</p>
13.	<p>I am sure you will want to join me in congratulating all the pupils, staff, governors and school officers who have contributed to another year of successful GCSE, A-level and SATs results. Provisional data shows a very strong performance by 11 year olds; the standard in reading, writing and maths combined is in line with the national average at 61% and is a 7% improvement on the results from 2015.</p>
14.	<p>The preliminary results at GCSE are encouraging, the newly implemented 9 to 1 grading system has replaced the traditional A*-G for Maths and English, meaning it is not possible to make a straight comparison with last year's results. A grade of 9-4 is considered a standard pass and will enable entry to college. I am delighted that provisional results show over 68% of Southampton pupils achieved a 9-4 pass in English and 64% of Southampton pupils achieving grades 9-4 in Maths. All other GCSEs are still being graded in the</p>

	traditional A* to G system until 2020 when they will also move over to the new 9 to 1 grading.
15.	It has been another successful year for pupils receiving A-level results with an overall provisional pass rate of 96.6%. I am delighted to report that 39% of grades were A*-B this year which is a 6% improvement on A*-B grades from 2016. I would like to congratulate all pupils on their achievements and wish them the very best for the future. I would also like to thank all teachers and school staff for their ongoing commitment to providing the highest standard of education to their pupils.
16.	I am pleased to report that the council is collaborating with the University of Southampton, Public Health School Nursing and the charity No Limits to deliver a qualification that encourages young people aged between 14 and 18 years to get involved in health issues in their communities. The Youth Health Champions programme teaches young people to make healthier choices, develop skills for the workplace and increases their employability by providing another qualification. I am also delighted to report that this initiative was the subject of a fantastic poster presentation at Public Health England's annual conference which took place at Warwick University on 12 <sup>th</sup> - 13 <sup>th</sup> September 2017.
17.	The last few months have seen promising numbers of enquiries received from residents in regards to fostering and adoption. Between April and July 2017 the council has received 92 enquiries from individuals and couples seeking to foster children and young people who are unable to live with their birth families. This is an increase of 30 enquiries compared to the same period last year and I would like to commend the work of council staff for promoting fostering across the region. A new recruitment campaign around adoption will include social media tools such as Facebook and the use of Google search. This campaign commenced at the end of July and is showing promising early signs in generating interest.
18.	In July we invited children and young people from schools across the city to design an official flag for the city. The aim of the competition was to creatively design a community flag which can be used to represent the city's heritage, diversity and unique character for people visiting the city and to promote the city around the world. Over 500 entries were submitted and shortlisting is now complete. The People's Panel will choose the final winner during the Autumn school term.
19.	I am delighted to announce that the opening of the new Spitfire-themed play area in Mayfield Park was a success. This event was promoted extensively and the opening ceremony was well attended. The £230,000 revamped play area was funded by the council and is part of a wider investment plan to improve children's recreation and play areas across the city.
20.	Southampton City Council supported World Breastfeeding Week in August 2017 to promote breastfeeding to new mums and facilitate greater acceptance and promotion in the community. A short video produced in-house at no cost, promoting breastfeeding, was watched by over 16,000 people and garnered over 750 positive reactions from residents. We also promoted our Breastfeeding Welcome scheme in the media and encouraged the 144 venues on board with the scheme to display their pink stickers showing families that they are breastfeeding friendly.

21.	I am delighted to announce that Southampton City Council's Youth Offending Service achieved the Training Provider Quality Mark and are now the only Youth Offending Service in South East England who are accredited to deliver Restorative Practice. I am also pleased to report that planning is underway for a conference in November 2017 which will roll out our multi-agency ambition to be a 'Restorative Practice' city.
22.	<p>We piloted a prevention programme with Safe Families which is making a difference to local families through the dedicated work of volunteer befrienders and hosts. They have worked with 32 vulnerable families in the city so far. I am pleased to share the following results:</p> <ul style="list-style-type: none"> <li>• Referrals have been received from 14 agencies,</li> <li>• Support is provided within, on average, 14 days of the referral being received; and</li> <li>• 14 cases are still open and families are receiving ongoing support.</li> </ul> <p>Not only is this a fantastic collaboration that benefits our children and families but the outcomes have had a direct impact on reducing the numbers of children coming into care and other councils are keen to follow our example.</p>
23.	I am pleased to report that as a result of the work of our Education Welfare Team and schools, we have driven up attendance in our schools and improved our rank from 139th to 62nd nationally. It is also extremely promising that the trend suggests that we are likely to exceed national performance when the next set of data is released.
<b>PEOPLE IN SOUTHAMPTON LIVE SAFE, HEALTHY, INDEPENDENT LIVES</b>	
24.	<p>I would like to take this opportunity to recognise the ongoing excellent work of council staff in the aftermath of the tragic events at Grenfell Tower. Officers from a wide range of services have worked hard to ensure that residents feel secure in the knowledge that their homes are safe and fit for purpose. Officers have showed commendable partnership working with other services and organisations. Work includes:</p> <ul style="list-style-type: none"> <li>• Engagement with tenants and residents, particularly those whose homes are in high rise blocks of flats, reassuring them that none of Southampton City Council's buildings contain combustible materials such as the widely cited aluminium composite material.</li> <li>• Bringing forward the programme of retro-fitting sprinkler systems in six tower blocks and the extension of this programme to cover all twenty tower blocks in Southampton over the coming years.</li> <li>• Carefully listening to the concerns of residents at a series of events, including face to face drop-in sessions. Questions from residents have been collated into a FAQ which has been published on the council website: <a href="http://www.southampton.gov.uk/housing/your-tenancy/firesafety.aspx">www.southampton.gov.uk/housing/your-tenancy/firesafety.aspx</a>.</li> </ul>
25.	I am pleased to welcome the Workplace Wellbeing Charter to Southampton. The Workplace Wellbeing Charter is an opportunity for employers to demonstrate their commitment to the health and wellbeing of their employees. It is well evidenced that a happy and healthy workforce is more a productive one which often also has a lower staff turnover and fewer absences; this clearly benefits all, including the economy. Companies and organisations across Southampton are now invited to take part in the 'Workplace Challenge' and to become accredited.

26.	<p>In July 2017, I reported that our Adult Learning provision had been inspected by Ofsted. I am now very pleased to report that the Adult Education service was awarded a 'Good' rating by Ofsted with some elements recognised as achieving outstanding levels by inspectors. The credit goes to the wide range of tutors in the city and our Adult Education team, who should be proud of their work. The inspectors found that:</p> <ul style="list-style-type: none"> <li>• A very high proportion of learners achieve their qualifications and personal learning goals,</li> <li>• Learners continue to make good progress through to employment,</li> <li>• Tutors are ambitious for their learners; and</li> <li>• The service has a good model of sub-contracting that offers challenges and support and holds sub-contractors to account.</li> </ul> <p>Nearly 3,000 residents, many of whom are among the city's most vulnerable adults, participate in the council's Adult Education programmes each year in a wide range of courses including health, community development and employability.</p>
27.	<p>I am delighted to report that Southampton Healthy Living (SHL) has awarded 7 local community organisations small grants to support their work within the city. SHL is a new service which aims to provide a single and consistent service to support residents to have healthier lifestyles by enabling positive behaviour change and by creating an environment where healthy behaviours are the norm. Social Care in Action in partnership with Southampton Voluntary Service and Solent NHS Trust provides the SHL service which aims to improve life expectancy and healthy life expectancy within the city and focus on tackling the 'big four' modified risk factors: smoking, alcohol, diet and physical activity. £68,000 has been awarded to the 7 successful applicants will be delivering projects in the heart of the city, to support SHL. The projects include yoga for health and well-being supporting the Thrinjun Women's group; intergenerational exercise classes; community allotments with grow, cook and eat programmes; physical activity and healthy eating through a Kitchen Garden Project; group physical activity in a local community with the option to learn how to row on water and a summer of family activities. Planning for the next round of awards is underway.</p>
28.	<p>I am pleased to see the great partnership working taking place between ourselves, Southampton Solent University, Hampshire County Council and Isle of Wight Council to tackle illegal tobacco in the region. Illegal tobacco is smuggled in to the country, leading to counterfeit cigarettes and rolling tobacco being sold by unscrupulous individuals and shops at cheaper prices. The reduced price of illegal tobacco makes it easier for children and young people to start smoking and also brings organised crime into communities. A social marketing campaign will be launched this month centred on a video produced by students at the university to raise awareness of the issue and encourage people to report sellers. This vital information on sellers will be shared with our Trading Standards team to carry out enforcement work.</p>
29.	<p>I am pleased to announce that nearly £48,000 in funding has been awarded to local community groups as part of our Community Chest scheme. We have a further £52,000 available to award in the second round of grants, the deadline for these applications is 31 October 2017. Community Chest is our small grants scheme and has been running for more than 30 years. The scheme offers grants between £100 and £2,500 to small, volunteer led community</p>

	groups in the city.
30.	I am pleased to report that we have been successful in securing 3 years of funding for employment advisors working within Improved Access to Psychological Therapies, which is a project run by the joint Work (Department for Work and Pensions) and Health (Department of Health) Unit. The project has been set up to increase the availability of employment support within Southampton Steps to Wellbeing which is Southampton's provider of psychological therapies for common mental health problems. It will provide fully integrated packages of psychological therapies and employment support for people who are struggling at work, off sick from work or looking to find work.
31.	I am delighted to report the positive findings of our latest tenants' survey. It was conducted by a market research company, Marketing Means, during March and April 2017. A telephone survey was conducted with 1,005 tenants from across the city in a range of council properties. 79% of respondents were satisfied with the Housing Service, which is an increase of 15% from the previous survey. I am very pleased with the increased rates of tenant satisfaction and am now looking forward to assessing how further improvements can be made. A number of focus groups have been arranged with tenants who completed the initial telephone survey to provide a forum to discuss their views in more detail.
32.	I am pleased to report that the Alzheimer's Society recently decided to make Southampton one of the stops on its national tour, with a portable pop-up information centre outside the Bargate on 15 <sup>th</sup> – 16 <sup>th</sup> August 2017. The event ties in with the current drive to make Southampton a Dementia-Friendly city, which is supported by the city council. The aim is to train 3,500 new Dementia Friends in the city and secure 100 business as dementia friendly organisations by the end of this year and I am delighted to report that we are currently on target.
	<b>SOUTHAMPTON IS AN ATTRACTIVE AND MODERN CITY WHERE PEOPLE ARE PROUD TO LIVE AND WORK</b>
33.	I am pleased to welcome the new Cycling Strategy for Southampton for the next ten years. The Strategy was developed following input from hundreds of residents during consultation in December 2016. The vision for cycling is 'to transform Southampton into a true cycling city, creating a liveable, integrated, thriving and mobile city where safe cycling is a daily norm'. The initial part of the strategy, from 2017 to 2020, will cost £11.5 million which will be funded through a blend of internal council funding and Government grants from the DEFRA Clean Air Zone Access Fund Programme and Highways England. The council is also in the process of securing funding from other sources such as developer contributions, bids to central Government, EU, Solent LEP among others. Details are on our website: <a href="http://www.southampton.gov.uk/policies/Cycle-Southampton-Strategy-2-page-Draft-FINAL_tcm63-394013.pdf">www.southampton.gov.uk/policies/Cycle-Southampton-Strategy-2-page-Draft-FINAL_tcm63-394013.pdf</a>
34.	I am pleased to report: <ul style="list-style-type: none"> <li>The council have received £5 million from the Department for Transport to make further improvements to the Millbrook roundabout. Plans include replacing the concrete sub-base to improve stability, full resurfacing, upgraded traffic signal equipment and a new cycle facility.</li> </ul>

	<ul style="list-style-type: none"> <li>• The proposed multi-million pound upgrade to Redbridge roundabout by Highways England has won support in a public consultation. Responses showed that 63% of car users and 38% of pedestrians and cyclists were not satisfied with how Redbridge roundabout currently operates. The improvement scheme includes the creation of a free flow left turn lane from the M271 to the port. The roundabout will also be widened on the southern side from the docks to create four lanes and increase the capacity of the roundabout. Toucan crossings will be improved and a new one added, and the northern subway will be refurbished.</li> <li>• There has been extensive promotion of the works to the street scene in Kingsbridge Lane. The council is working to improve the footways, lighting, seating, landscaping and general street scene of Kingsbridge Lane for residents and visitors. These works started in July and will be completed in December 2017, as part of the council's wider investment in the Station Quarter.</li> </ul>
35.	<p>I welcome the recent publication of the UK Plan for Tackling Roadside Nitrogen Dioxide Concentrations in England, Scotland, Wales and Northern Ireland. Our Clean Air Strategy outlines what we plan to achieve by 2025: Southampton will deliver Clean Air Zones by the end of 2019, with a view to bringing pollution down to acceptable levels within the shortest possible timeframe. The council is currently undertaking a local level air quality technical assessment in order to determine the extent of our Clean Air Zone and which vehicles will be liable to charging. The council, in partnership with Eastleigh Borough Council, have also secured funding to support the local taxi fleets to reduce emissions and in turn help improve the city's air quality.</p>
36.	<p>I am delighted to announce that the Arts &amp; Heritage team have secured funding from Arts Council England who are to invest £13 million in Southampton's thriving cultural scene between 2018 and 2022 as part of the National Portfolio Organisation funding scheme. Some of this funding will enable the 'Southampton Treasures' project to transform how they store and provide access to their important maritime and local history, archaeological and archives collections. Much of these collections are in storage which makes their use as tools for engagement currently very difficult. This project will bring the collections to a wider audience and involve people actively in the process, and will include creating a dedicated, publicly accessible facility in SeaCity Museum.</p>
37.	<p>My congratulations and thanks to the team of apprentices from the Marine Skills Centre at Southampton City College who have completed the restoration and refurbishment of the medieval cargo boat located on the Western Esplanade. Many of you will be familiar with this iconic landmark, which has been completely refurbished in a joint initiative between Hammerson, Westquay and Southampton City College that was brought together by the Economic Development team. The completion event on Thursday 22<sup>nd</sup> June 2017 was attended by the Mayor, as well as Alex Ward who built the original boat 23 years ago and Mark Ellison, who was the council officer responsible for the public realm works in the city at the time.</p>
38.	<p>This year we helped fund 'Summer in the Square', a month long season of free events in Guildhall Square, which opened to the public on 4<sup>th</sup> August 2017 and ran until 3<sup>rd</sup> September 2017. The programme was curated by the newly appointed director of the John Hansard Gallery, Woodrow Kernohan and</p>



	<p>offered a series of gigs, exhibitions, performances and family activities. Southampton City Council contributed £30,000 to the project, which sets the scene for the opening of Studio 144 later this year which will drive footfall to businesses in the area.</p>
39.	<p>Southampton continues to offer a range of interesting and entertaining events which appeal to residents and bring in new visitors every month. In the last 2 months, the following successful events have taken place, among many others:</p> <ul style="list-style-type: none"> <li>• <b>Seawork:</b> 13 – 15 June – Maritime themed event in Mayflower Park, celebrating its 20th year in the city.</li> <li>• <b>Active Warrior:</b> 1 July – Southampton Sports centre hosted a tough race featuring 35 specially constructed obstacles.</li> <li>• <b>Pretty Muddy:</b> 1 July – More than 3,000 women tackled mud in order to raise money for Cancer Research UK.</li> <li>• <b>Thai Festival:</b> 1 – 2 July – A taste of Thailand came to Hoglands Park with authentic food, crafts and music.</li> <li>• <b>Race for Life:</b> 2 July – 5k and 10k runs in aid of Cancer Research UK on Southampton Common.</li> <li>• <b>Let's Rock Southampton:</b> 8 July – This year's retro festival attracted more than 12,000 visitors and was headlined by the Human League.</li> <li>• <b>Mela:</b> 15 July – The most well attended Mela so far gave visitors an opportunity to sample South East Asian culture and cuisine.</li> <li>• <b>Animal Agents; Summer Reading Challenge:</b> 15 Jul – 2 Sep – Fun reading challenge for children at all Southampton libraries which aims to encourage children to continue reading over the summer holidays. Last year, over 2,500 children took part.</li> <li>• <b>Charles Chipperfield Circus:</b> 18 – 23 July – All-human circus in Mayflower Park.</li> <li>• <b>The Big Fun Run and Dog Jog:</b> 23 July – A unique running event which offers a relaxed atmosphere, plenty of fun and a chance for people to meet likeminded dog owners who enjoy to jog!</li> <li>• <b>Ordinary Lives; Inspirational Voices Exhibition:</b> 24 Jul – 29 Aug – Exhibition presents biographical portraits of people living with dementia and the people who care for them.</li> <li>• <b>Southampton Play Day:</b> 28 July – Free play activities organised by the Southampton Play Association.</li> <li>• <b>Bitterne Community Fun Day:</b> 10 Aug - Second annual fun day at Bitterne Precinct sponsored by the council and attended by the Mayor, local businesses, Hampshire Constabulary, Hampshire Fire and Rescue Service and others offering fun activities for the whole family.</li> <li>• <b>Southampton Pride 2017:</b> 26 Aug – A family friendly event which unites local communities on the South Coast. Celebrations include a parade, daytime events, market stalls, live music and entertainment.</li> <li>• <b>Heritage Open Day at Tudor House and Garden:</b> 10 Sep – Annual heritage open day offering tours, crafts, music and vintage bus tours, all for free.</li> </ul>
	<p><b>A MODERN, SUSTAINABLE COUNCIL</b></p>
40.	<p>I am pleased to report that the council's Finance team have succeeded in publishing the Financial Statements for 2016/17 in July 2017 which is 2 months earlier than the required government deadline for 2016/17. This</p>

	means, for the second year running, the council has achieved the government's shortened timeframe, which puts us in a very strong position for 2017/18, when it will be a legal requirement to have the draft accounts signed by the Chief Financial Officer by 31 <sup>st</sup> May and Audited by 31 <sup>st</sup> July (currently 30 <sup>th</sup> June & 30 <sup>th</sup> September respectively).
41.	<p>I am pleased to report that the Programme Management Office (PMO) has been established to ensure major initiatives are defined and aligned to the council's strategic priorities and outcomes and that strategic programmes and project initiatives are delivered. The PMO is within the Strategy Hub, reporting to the Service Director, Finance and Commercialisation. The team are currently supporting the following change programmes:</p> <ul style="list-style-type: none"> <li>• Digital Transformation</li> <li>• Procurement Savings Initiatives</li> <li>• Children Social Care Improvement Programme</li> <li>• Adult Social Care Improvement Programme</li> <li>• Proposals for a Local Authority Trading Company (LATCo)</li> <li>• Service Excellence</li> </ul> <p>Alongside the work to support major change programmes within the council, the team are also working to develop best practice across the council for Project, Programme, and Portfolio Management and Change Management. Once fully developed this will be embedded across the council and will become the expected standard. Some of this early focus on best practice includes defined processes and standards for governance, benefits realisation and reporting. The team have all recently gained the APM Project Management Qualification and will be using the skills and knowledge gained from this to develop best practice.</p>
<b>RESOURCE IMPLICATIONS</b>	
<b><u>Capital/Revenue</u></b>	
42.	None
<b><u>Property/Other</u></b>	
43.	None
<b>LEGAL IMPLICATIONS</b>	
<b><u>Statutory power to undertake proposals in the report:</u></b>	
44.	As defined in the report appropriate to each section.
<b><u>Other Legal Implications:</u></b>	
45.	None
<b>RISK MANAGEMENT IMPLICATIONS</b>	
46.	None
<b>POLICY FRAMEWORK IMPLICATIONS</b>	
47.	The report outlines activity supporting the delivery of the Council Strategy 2016-2020.
<b>KEY DECISION?</b>	No
<b>WARDS/COMMUNITIES AFFECTED:</b>	All

SUPPORTING DOCUMENTATION

**Appendices**

1. None.

**Documents In Members' Rooms**

1. None

**Equality Impact Assessment**

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

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

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

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