Public Document Pack

Cabinet

DOCUMENTS FOR THE MEMBERS ROOM

Tuesday, 25th June, 2024
at 4.30 pm

MEMBERS ROOM DOCUMENTS ATTACHED TO THE LISTED REPORTS

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MEMBERS ROOM DOCUMENTS

10 **DIGITAL STRATEGY** (Pages 1 - 50)

12 **ST MARY'S AND WOODLANDS SEND RESOURCED PROVISION** (Pages 51 - 68)

Monday, 17 June 2024 Director of Legal and Governance

Southampton City Council

Final report – Digital Maturity Assessment and Target Operating Model development

February 2024

Agenda Item 11

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Target Operating Model

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Executive summary

This final report summarises the digital maturity and Target Operating Model development project we undertook with Southampton City Council.

The report highlights the work to date and focuses on the next steps, recommendations, benefits and key outcomes that Southampton City Council need to achieve through a programme of Digital improvement.

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Overview

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Overview

Outputs from the discovery phase which formed the basis of the final outputs

Work package 1

SDMA

- X5 workshops with SCC employees:
  - Childrens and Learning
  - Place
  - Data and ICT
  - Corporate Services
  - Adults and Housing
- Output report with scores against digital maturity themes, analysis, recommended actions, and priorities for the strategy

Work package 2

Capability review

- X2 workshops with SCC employees:
  - IT and Digital Services
  - Strategy & Governance / Comms & Engagement
- Assessment against capability model built from digital strategy and best practice
- Output report with scores, analysis and conclusions

Work package 3

Governance review

- Review of SCC existing governance documents
- Observations
- Analysis of SDMA and Capability review findings
- Gap analysis
- Recommendations

Work package 4

Cost modelling

- Review of application costs
- Review of ICT resourcing budgets
- Analysis and conclusions
- Recommendations

Work package 5

Tech & architecture

- Review of Data Programme workshop outputs
- Review of contracts register
- x4 meetings with SME's
- Creation of technology landscape model

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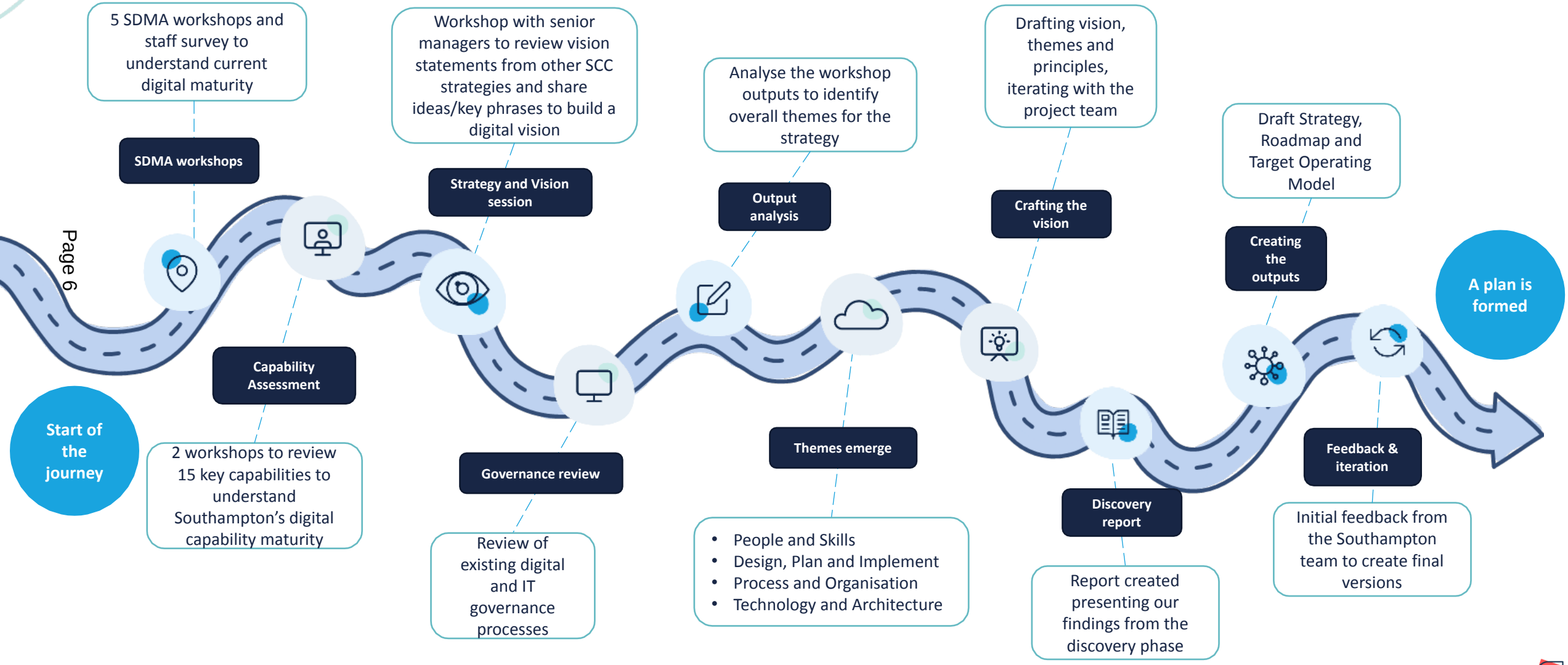
Overview

Our journey to create the final outputs



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Overview

The final outputs

- The Digital Strategy outlines the long-term vision for Southampton City Council, focusing on what you would like to achieve in the next 6 years. This document provides the high-level actions needed to achieve the vision

- The Digital transformation roadmap outlines the actions that need to be taken in order to address the gaps and challenges identified in the Target Operating Model and to achieve the digital vision.
- The roadmap is split into the four themes identified in the strategy and a Now, Next, Later timescale:
  - Now - within the next 12-18 months
  - Next - 2-3 years
  - Later - 4-6 years

- The Target Operating Model (TOM) identifies the capability and functional gaps and recommendations that, can be made, alongside the governance, to facilitate the roadmap and achieve the strategic vision

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Digital Strategy

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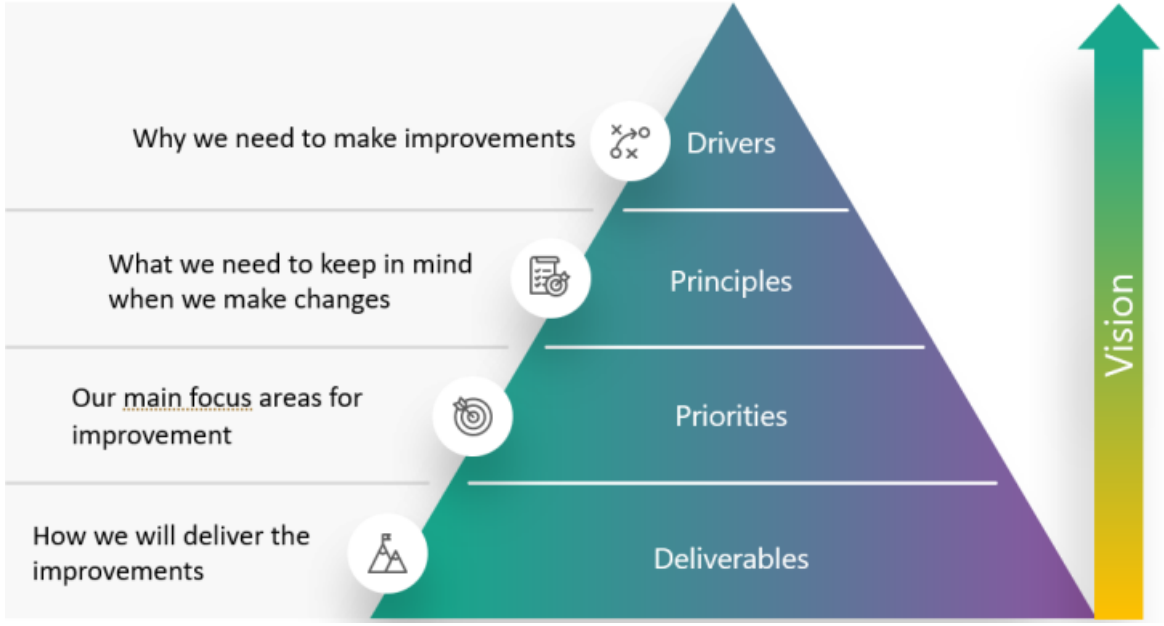
Digital strategy

Overview and the golden thread

- ✓ The digital strategy outlined the overall vision and aims for the next 6 years at Southampton City Council. It draws out your priorities, which actions you will take and the benefits
- ✓ The following slides give a high-level summary of some of the content of the strategy but also aims to outline what are your key priorities over the lifetime of the strategy. To achieve those priorities, activity is broken down even further into a spreadsheet named the digital roadmap (containing specifics and owners)
- ✓ The diagram to the right shows the golden thread of how we start with drivers, develop principles, decide priorities and ultimately what will be delivered



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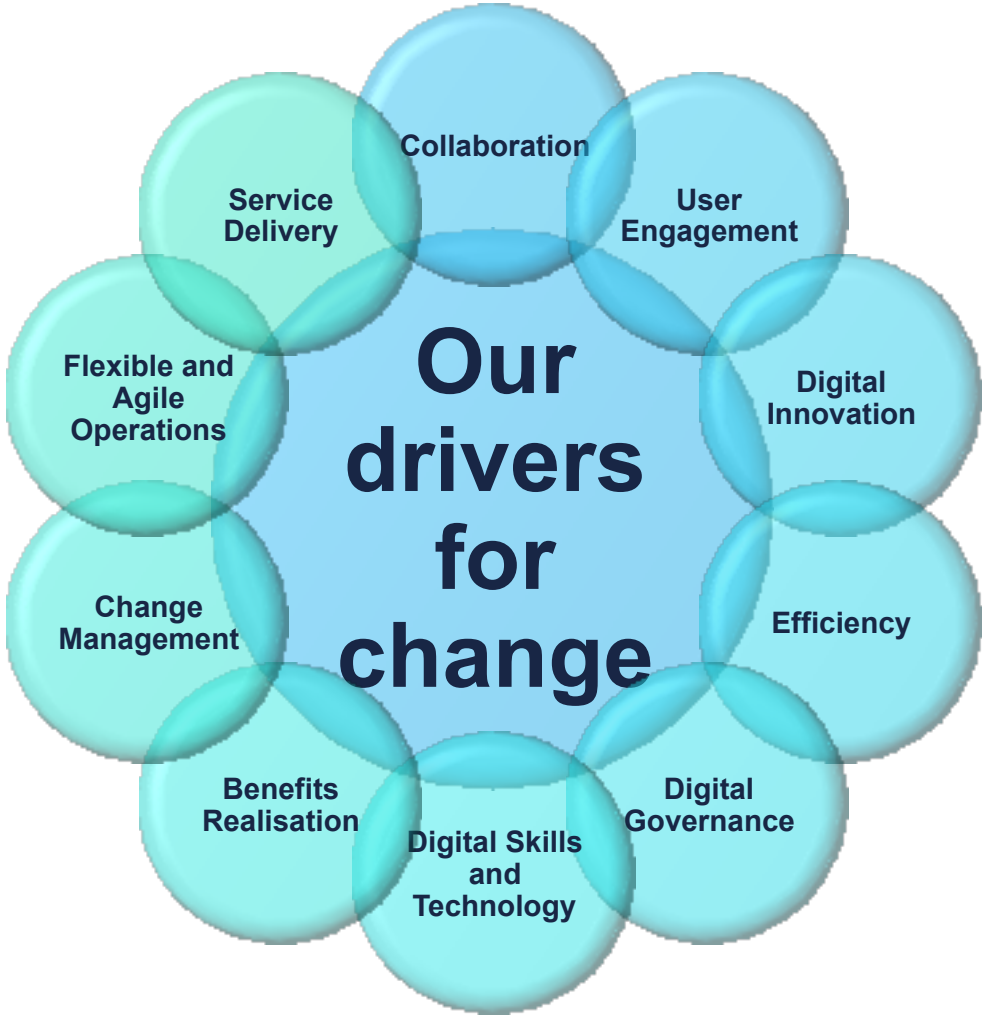
Drivers for change

Why we need to make digital improvements



*see strategy for full explanation of our drivers

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Vision, themes and principles

What we need to keep in mind when we make changes

Strategy Vision

Our digital vision is to empower our communities to access digitally inclusive services, designed around their needs which support the delivery of our Corporate objectives.

Our people will be given the skills, data and technology needed to deliver the best possible services for our communities and organisation.

We will ensure that every local person, employee, partner organisation, visitor and stakeholder benefit from the opportunities presented by the digital era, to lead Southampton as a digitally enabled city.

Strategy themes

- People and skills
- Design, plan and implement
- Process and organisation

Technology and architecture

Strategy Principles

User needs must be at the heart of digital change	Consider end to end service design before implementing digital solutions	Digital will be used to simplify and automate processes
Support and empower our people to improve their digital skills	Ensure collaboration between IT and service areas in service design and planning	Minimise non-value add activity within digital processes
Digital services & systems will be intuitive, usable, and accessible	Conduct ongoing evaluation to ensure continuous improvement	Governance will be robust, consistent and communicated

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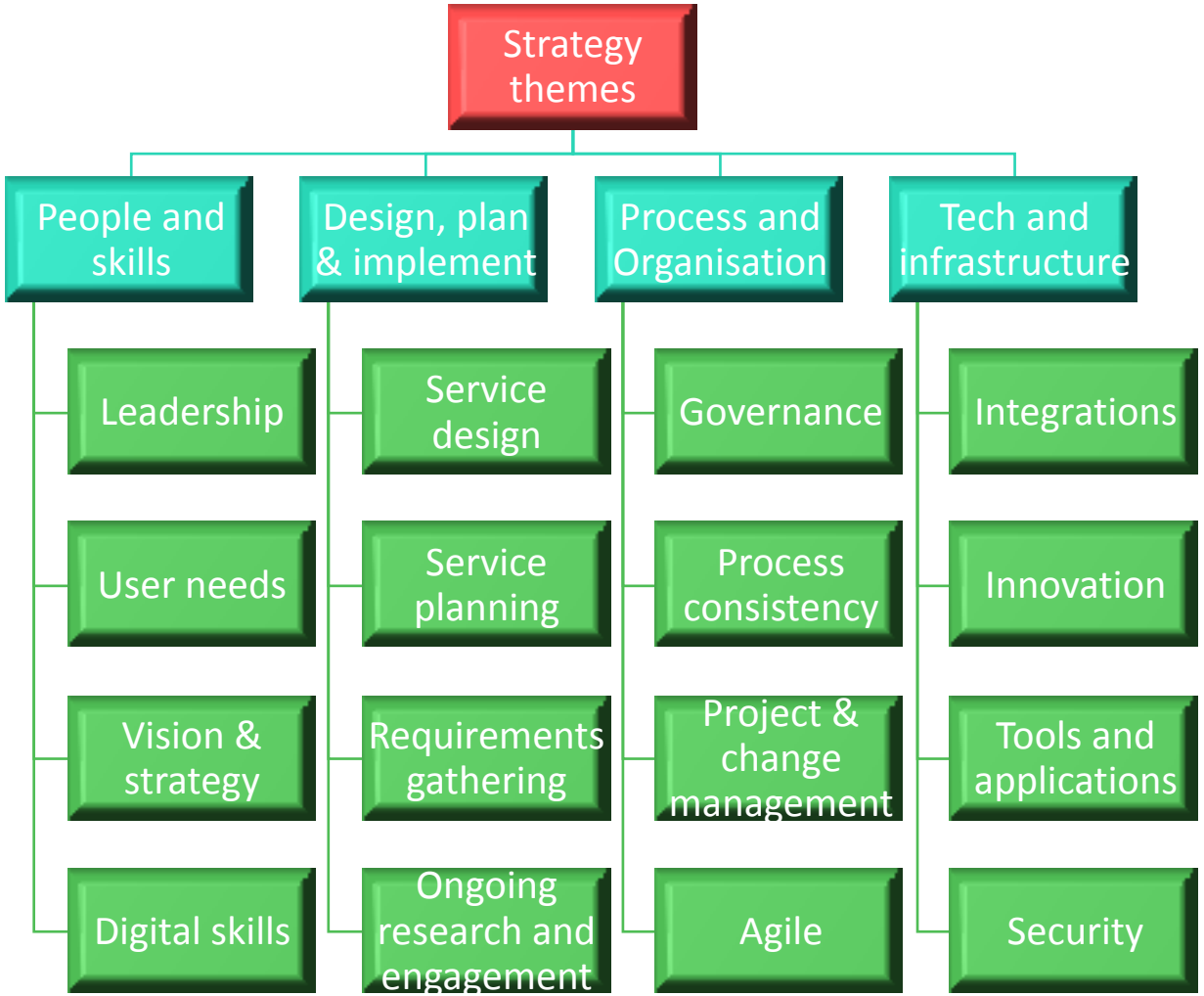
Strategic themes

Themes broken down to demonstrate what may sit under them

- **Themes emerged** throughout our discover phase
- The digital strategy uses these themes to **prioritise the goals** of the strategy
- The target operating model will enable **delivery of these strategic themes**
- The roadmap will describe the activity required in detail to **achieve these goals**



Siloed working was a common issue noted across all areas

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Impact of the strategy

Understanding the benefits from our strategy's priorities

Priority 1: Ensure all staff have the right digital skills so that they can perform their work effectively and improve the maturity of key capabilities	• Benefit – all staff have the digital skills to perform their jobs effectively and can deliver the best possible services for local people whilst finding efficiencies in internal processes
Priority 2: Engage internal and external users to understand their digital needs in order to develop user centric digital services	• Benefit – by understanding user needs (both internal and external) we can design and implement user centred digital services which are accessible, inclusive and user friendly – maximising investment
Priority 3: Ensure that all digital changes and skills improvement programmes are sponsored by leadership within service areas	• Benefit – By driving a digital culture from the top down we ensure 'buy in' at all levels, which will enable widespread skills improvement that ultimately improves user experience and services for all internal and external users
Priority 4: Improve digital governance processes to ensure there is a clear and consistent approach	• Benefit – a consistently applied governance process will enable clear prioritisation principles which users understand, and which ensures delivery of the strategy to achieve our goals, only undertaking digital change projects which add value and improve services for users

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Impact of the strategy

Understanding the benefits from our strategy's priorities

Priority 5: Ensure that processes are as efficient as possible, remove any non-value add activity and create automation where possible	• Benefit – consistent and streamlined processes which prioritise self-service and automation remove non-value add activity, create efficiencies and remove single points of failure
Priority 6: Create a combined project and change management process which brings together IT, PMO, Transformation and Service areas to ensure that projects are aligned and holistic	• Benefit – All projects are considered with a digital lens to ensure that cross functional expertise is applied consistently to all change projects, maximising the benefits of digital and ensuring user needs are at the heart of digital change
Priority 7: Ensure we have a robust and holistic service design process for digital	• Benefit – We have a collaborative approach that ensures departments are aware of each other's priorities, therefore designing solutions and services which provide the best possible solution for users and maximises efficiency
Priority 8: Remove silos and develop cross functional service design and planning	• Benefit – Digital will be considered in all service plans, so we can identify the best possible opportunity to help services achieve their service plans, which drives things like automation, productivity and savings
Priority 9: Ensure that project implementation and ongoing improvements are aligned to findings from user research both internal and external	• Benefit - We create an evidence base of why change is needed, ensuring users feel engaged which drives user centred outcomes and positive user experience for internal and external users

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Roadmap

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Developing the roadmap

Activity we undertook to understand what actions SCC need to take

Each of the below activities enabled us to understand the as-is picture, drawing out areas of strength and weakness, and ultimately the opportunities for improvement.

These opportunities have been converted into tangible actions which are covered in detail in the roadmap spreadsheet. The following slides summarise the **now**, **next** and **later** activity for SCC by themes.

SDMA	Capabilities assessment	Governance review	Technology and architecture review	Cost modelling

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People and Skills

Now	Next	Later	
Agree priority capabilities for delivery of your digital strategy and develop action plan for improvement IT to communicate key information like KPIs, turnaround times, IT service catalogue and service status monitoring to all users Digital Team to work with HR to embed a digital skills competency framework into the recruitment process and competency reviews	IT and Learning and Development Teams to work in partnership to develop a digital skills training programme covering basic to advanced skills, new systems and utilising digital technology. Then promote this to the whole organisation	Conduct a review of all website and intranet pages to ensure there is consistency across all service areas and ensure digital channels are being utilised effectively Implement digital skills training programme based on findings from the LNA	Operational
Embed senior sponsorship into digital change initiatives Establish an active digital champion network or community of practice to transfer knowledge, share expertise and document processes Promote the digital vision and wider strategy amongst leaders for dissemination to teams Conduct a learning needs analysis to baseline digital skills and gaps within the organisation	Central projects and change team to ensure user engagement techniques are shared and aligned with IT projects Ensure change and project management methodologies of ongoing user research (with diverse groups), engagement, testing and communications are applied to all digital change projects Ensure senior leadership have easy access to data allowing regular insights and for them to stay on top of the current state of digital. Central data team to co-ordinate a programme of providing consistent reports to senior leaders Design user journey templates and use them for all large pieces of work Develop a Communication Strategy to engage the organisation with digital Introduce a senior leader digital skills training initiative with representatives from across the organisation	Engage with communities, staff and partners to understand their engagement preferences for digital channels, such as social media, chat bots, surveys, forums etc., alongside traditional methods.	Strategic

ory Limited

People and skills

What we want to achieve within 12 months to establish a good digital foundation to support the successful implementation of the digital strategy

Activity	No	Outcomes	Quick win?
Conduct a learning needs analysis to baseline digital skills and gaps within the organisation	1	Catalogue of all current digital skills with gaps and a developing action plan to remedy those gaps (learning strategy)	
Establish an active digital champion network or community of practice to transfer knowledge, share expertise and document processes	2	Active digital champion network	Yes
Digital Team to work with HR to embed a digital skills competency framework into the recruitment process and competency reviews	3	Competency framework which includes digital skills relevant to job, which are reviewed in the PDR process. Digital skills section included in all job adverts	
Agree priority capabilities for delivery of your digital strategy and develop action plan for improvement	4	Capability deep dive assessment which understands gaps with a remedial action plan to develop/hire new capabilities	
Embed senior sponsorship into digital change initiatives	5	All digital change projects to have governance in place which records senior leadership approval and sponsorship	
Promote the digital vision and wider strategy amongst leaders for dissemination to teams	6	All leadership to have received a copy of the strategy and issued to their teams for a wider understanding	Yes
IT to communicate key information like KPIs, turnaround times, IT service catalogue and service status monitoring to all users	7	All users to understand IT kpi's, downtimes, updates to tickets logged, system outages, etc	Yes

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Process and Organisation

	Now	Next	Later
Governance	Strengthen digital governance processes so there is a more comprehensive and consistent approach and promote it across all service areas Create a digital prioritisation matrix based on the digital governance principles Establish a set of digital governance principles incorporating Service Design, Architecture, Agile and align these with the Corporate Plan. Establish a Technical Review Board to triage and provide technical direction on requests passed down from the Digital, Data and Customer Board Establish a Digital, Data and Customer Board to oversee the three strategies, prioritise actions and consider any interdependencies Develop clear Terms of Reference for the ICT Improvement group	Create an organisation wide change process that is well communicated and understood, with clear governance and design principles, that engages IT and other cross functional teams to design and manage change effectively	
Operational	Utilise existing Agile skills and experience to transfer knowledge and document processes to share with all services. Ensure that digital has a specific section within all service plans	Review the current project budget coding structure to improve quality of data going in Business World resulting in better reports to support financial planning	Utilise Pluralsight to provide training for Change and Project Management staff so they are aware of Agile principles, ways of working and when it is best applied
Strategic	Introduce Business Partner roles to bridge the gap between services and IT, ensuring IT are engaged in service planning to help identify potential savings and digital solutions	Complete the development of the data strategy and re-usable data services, and associated operating model and capabilities Use collaboration tools such as Teams/ Yammer where best practice can be shared and establish a community of practice to support a culture innovation	

Process and Organisation

What we want to achieve within 12 months to establish a good digital foundation to support the successful implementation of the digital strategy

Activity	No	Outcomes	Quick win?
Create a digital prioritisation matrix based on the digital governance principles	1	Prioritisation matrix with embedded principles for use on digital changes	
Establish a set of digital governance principles incorporating Service Design, Architecture, Agile and align these with the Corporate Plan.	2	Digital governance principles which inform decision making on digital change projects	Yes
Establish a Technical Review Board to triage and provide technical direction on requests passed down from the Digital, Data and Customer Board	3	Operational technical review board stood up with appropriate members	
Establish a Digital, Data and Customer Board to oversee the three strategies, prioritise actions and consider any interdependencies	4	Operational Digital, Data and Customer Board stood up with appropriate members	
Develop clear Terms of Reference for the ICT Improvement group	5	TOR for the ICT improvement group	Yes
Document the digital governance steps in easily understandable steps, communicate digital governance processes to all service areas so there is a more comprehensive and consistent approach	6	Digital governance overview document created and shared with all users	
Utilise existing Agile skills and experience to transfer knowledge and document processes to share with all services	7	Agile methodology capability to be developed within at least some service areas as appropriate to ensure knowledge transfer	
Ensure that digital has a specific section within all service plans	8	Service plans with a digital section to ensure it is considered in all planning (skills and technology)	Yes
Introduce Business Partner roles to bridge the gap between services and IT, ensuring IT are engaged in service planning to help identify potential savings and digital solutions	9	An operational model in place which aligns an IT business partner to Directorates	Yes (capacity depending)

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Design, Plan and Implement

	Now	Next	Later
Governance	Ensure services are aware of the process for procuring new systems and must engage IT who will inform the best possible solution Create a cross cutting process with IT/Procurement team to ensure IT are consistently engaged at an early stage in all technology/digital procurement, via a set of standard IT and service design principles or active engagement with IT, Transformation and PMO teams		
Operational	Develop a core service design capability that can be used across the organisation, with a clear set of design principles that are cross-functional and end to end Develop a toolkit to ensure that requirements are gathered before the commencement of any procurement. Ensure principles and priorities are included and that services are aware of the need for robust requirement gathering process	Understand internal users need and corporate requirements around financial planning and forecasting and build appropriate reporting tools Create a cross-functional team to work with the business to explain the art of the possible for digital opportunities, understand the businesses challenges and utilise IT's expertise to identify potential digital solutions	
Strategic	Create a Service Design Toolkit with a selection of service design tools (user journey mapping, user stories, feedback methods, collaboration tools, prototyping) and use them consistently across all services Embed user engagement and research as core part of Southampton's service design approach to capture qualitative data to inform user centred design		Build in monitoring and reporting of benefits as part of service design process

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Design, Plan and Implement

What we want to achieve within 12 months to establish a good digital foundation to support the successful implementation of the digital strategy

Activity	No	Outcomes	Quick win?
Create a cross cutting process with IT/Procurement team to ensure IT are consistently engaged at an early stage in all technology/digital procurement, via a set of standard IT and service design principles or active engagement with IT, Transformation and PMO teams	1	Agreed set of standard IT and service design principles that should be applied to all procurement activity. Documented thresholds stating when to use the above principles and when there needs to be active engage with IT, Transformation and PMO during the procurement process	Yes
Develop a toolkit to ensure that requirements are gathered before the commencement of any procurement. Ensure principles and priorities are included and that services are aware of the need for robust requirement gathering process	2	Requirement gathering toolkit that incorporates principles and priorities that must be considered before any procurement. This is to be shared with all services.	
Develop a core service design capability that can be used across the organisation, with a clear set of design principles that are cross-functional and end to end	3	Agreed set of cross-functional service design principles to support the development of an organisation wide service design capability for all digital projects	
Create a Service Design Toolkit with a selection of service design tools (user journey mapping, user stories, feedback methods, collaboration tools, prototyping) and use them consistently across all services	4	Service design toolkit with a range of service design tools, that is shared with all services.	
Embed user engagement and research as core part of Southampton's service design approach to capture qualitative data to inform user centred design	5	User engagement and research templates incorporated into the service design toolkit to capture qualitative data	
Ensure services are aware of the process for procuring new systems and must engage IT who will inform the best possible solution	6	User friendly document to explain the process for procuring new systems and this is to be shared with all users and embedded in service design toolkit/processes	Yes
Create a directorate aligned business partner model for service design – based in IT			

Technology and Architecture

	Now	Next	Later
Governance		Define and recruit to an Enterprise Architect role to develop the EA capability for IT and SCC more widely.	Ensure that governance for new technology is strengthened to include an IT review of integration capability/interoperability (part of the procurement governance)
Operational	Explore the potential benefits of a contract review with Civica and Capita to achieve a more strategic approach Review opportunities to fully exploit the MS365 platform and functionality included with the E5 licensing, look at license profiling to manage costs	Investigate how the CRM can be used to support customer communications and understand their communication preferences alongside recording customer interactions Make better use of the CMDB and the metadata model to understand the application landscape and the relationship with contracts for identification of change opportunities and improved reporting. Understand and define the As-Is architecture, and applications to identify duplication of functionality (with a view to removing duplications) and a roadmap for reduction the number of legacy systems and technical debt Undertake a systems review including contractual arrangements and opportunities to align with the digital strategy	Conduct a contract review of key suppliers to agree a more strategic approach with more preferential benefit clauses Review the provision of the Total Mobile field worker service, to maximise efficiency and return on investment Look to re-organise the development resource into more solution agnostic, cross service orientated teams, with a focus on end-to-end digital services and integration.
Strategic	Create an Integration Strategy, with associated capabilities Review TOM recommendations and incorporate actions into IT service plans	Consider a third-party full analysis of the wider software licence and utilisation landscape to identify areas where more robust licence management could reduce costs. Complete the development of the data strategy and resusable data services, and associated operating model and capabilities Application rationalisation or improved utilisation: - Share Point - Power Platform - Combined use of Academy and Digital360 in Revs and Bens - Asset Management systems - Case Management solutions - Payment solutions	Undertake a report review org wide to understand duplication and inconsistencies across currently siloed areas

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Technology and Architecture

What we want to achieve within 12 months to establish a good digital foundation to support the successful implementation of the digital strategy

Activity	No	Outcomes	Quick win?
Review TOM recommendations and incorporate actions into IT service plans	1	TOM recommendations incorporated into IT service plan and roadmap for improved capability maturity and IT functions required to deliver strategy	Yes
Review opportunities to fully exploit the MS365 platform and functionality included with the E5 licensing, look at license profiling to manage costs	2	Engagement with Microsoft to discuss licencing profiles and MS365 platform and functionality. Report produced to highlight potential opportunities and cost savings	
Create an Integration Strategy, with development of associated capabilities as required	3	Integration Strategy produced and aligned with IT, Data and Digital priorities so that new solutions are future proofed and support integrated, efficient, end to end services	
Explore the potential benefits of a contract review with Civica and Capita to achieve a more strategic approach	4	Discovery work completed to understand the potential benefits of undertaking a contract review with Civica and Capita and provide the basis of a more strategic approach to contract and supplier management going forward	

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Target Operating Model

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Overview

High level summary

Current State

- Current model provides a good operational service, but the structure isn't optimal to support the digital strategy and transformation
- Reactive culture rather than designing strategic solutions. Delivery model and large proportion of resource focussed on BAU activities
- Not making best use of data and technology available to reduce costs or improve services, partially due to levels of technical debt

Why Now

- Refreshing the council's digital strategy, aligning with other strategies and the Corporate plan has identified some capability gaps that need addressing in order to deliver the strategy and maximise the benefits of digital
- Acknowledgement of the need to invest and change, to reduce costs, develop digital opportunities and deliver value so the council can meet budgetary challenges while meeting user expectations

Opportunity

- Implement an end-to-end change process that encourages improved collaboration with IT and other change professionals
- Further develop organisational skills in the field of digital, data and technology
- Develop key capabilities required to deliver digital strategy and take a holistic enterprise approach to managing the architecture
- Take a phased approach, build foundations then optimise for digitisation

Risk of doing nothing

- Continued fragmented, inconsistent approach to the provision and delivery of services and ever-increasing gap to user expectations
- Underutilisation of digital tools and methodologies, increased technical debt, while not maximising the return on technology investments
- Ever increasing demand and pressure on services reduces the quality of services and increases costs

Next Steps

- Agree digital strategy and associated delivery roadmap
- Confirm TOM recommendations and plan to improve capabilities and changes to approach to IT delivery model
- Work to quantify benefits, develop business case, high-level plan for transition to TOM, including resource plan, identify skills and resource gaps, support transition and embedding

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Capabilities

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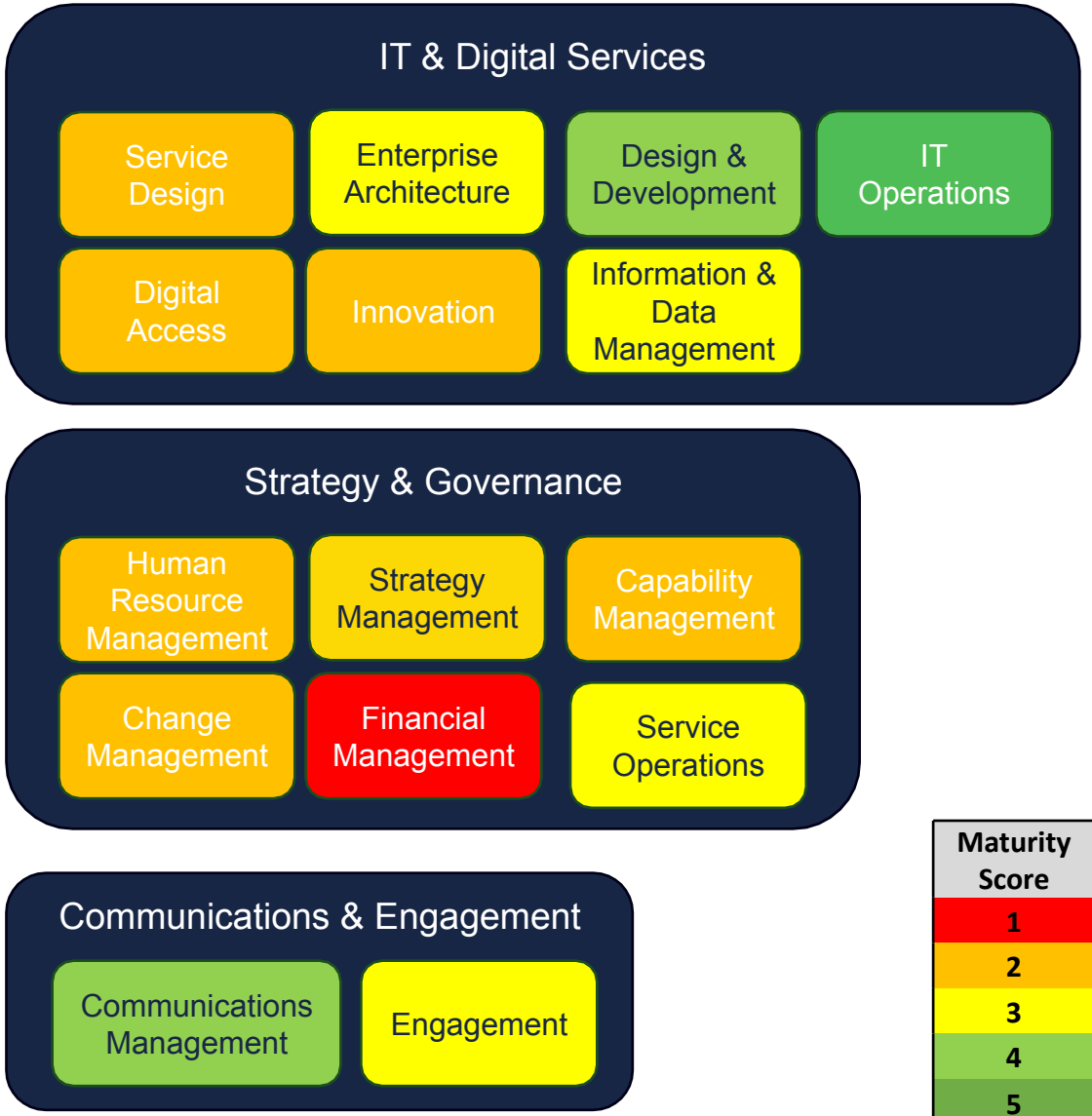
Capabilities

Scores from the maturity assessment



We undertook a capability assessment in the discovery phase to understand where SCC have gaps currently. Capabilities were assessed with employees from SCC in workshops, with a lens of digital enablement based on relevant second level capabilities.

See appendices for the second level capabilities which were used.

Maturity Score	Assessment	Prioritisation Score
1	Very poor	5
2	Poor	4
3	Acceptable	3
4	Good	2
5	Very good	1

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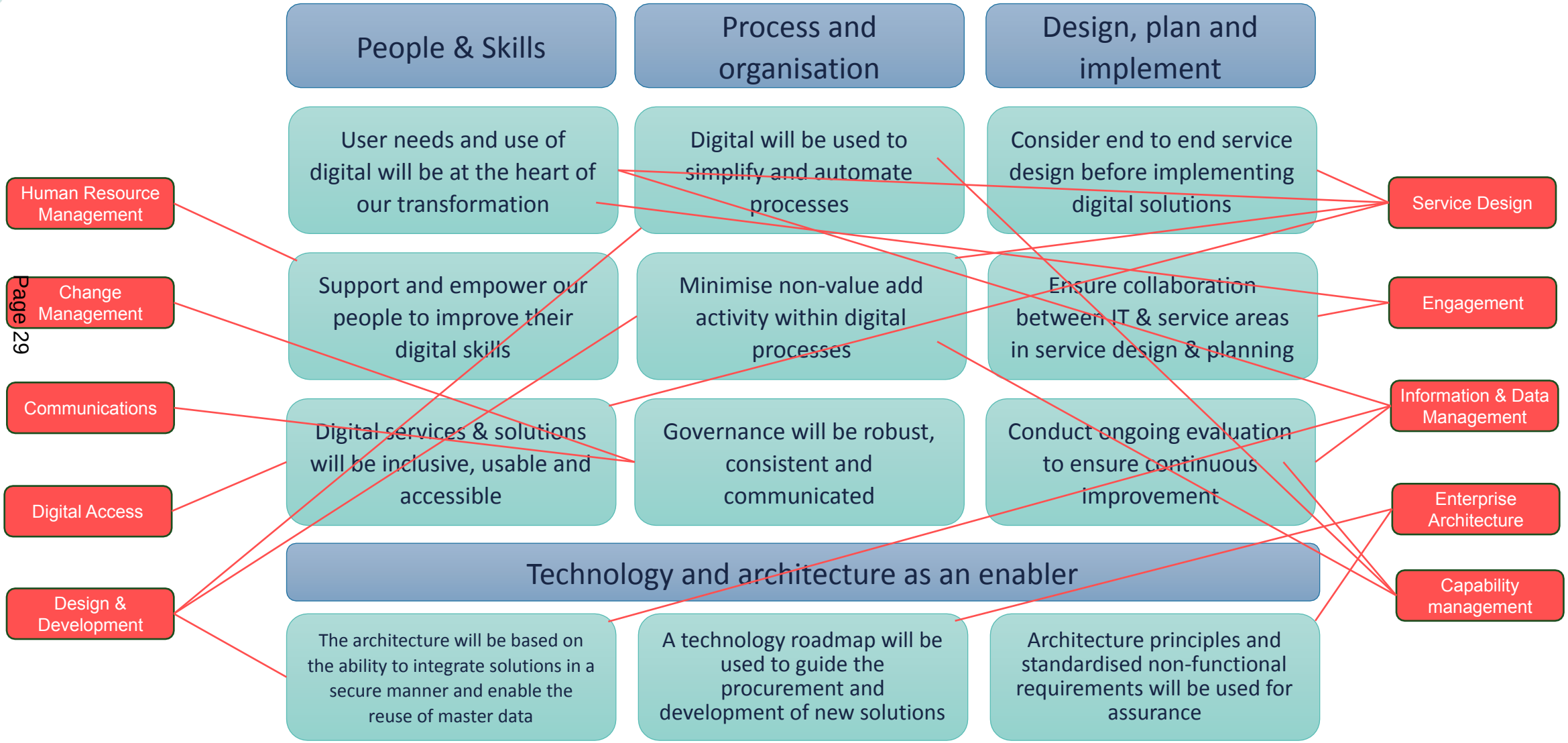
Capabilities

How they map to strategic principles from the digital strategy



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Capabilities

Overall scoring

	Human Resource Management	Change Management	Comms	Digital Access	Design & Development	Service Design	Engagement	Information & Data Management	Enterprise Architecture	Capability management
How many principles they support	1	1	1	1	3	4	2	3	2	3
Capability assessment score	4	4	2	4	2	4	3	3	3	2
Total	4	4	2	4	6	16	6	9	6	6

The table above aligns the scoring from the previous slides to give us an indicative view of which capabilities SCC need to develop in order to deliver the priorities from the strategy

Additionally, we assessed the capabilities below, we have not mapped and scored all of these for the TOM as they do not directly help achieve the digital strategy goals (on the next slide they get a default lower importance score). However, they are all important for SCC and are fully described with actions within the final capability assessment, see separate report.

- Financial management
- Innovation
- Service operations
- Strategy management
- IT operations

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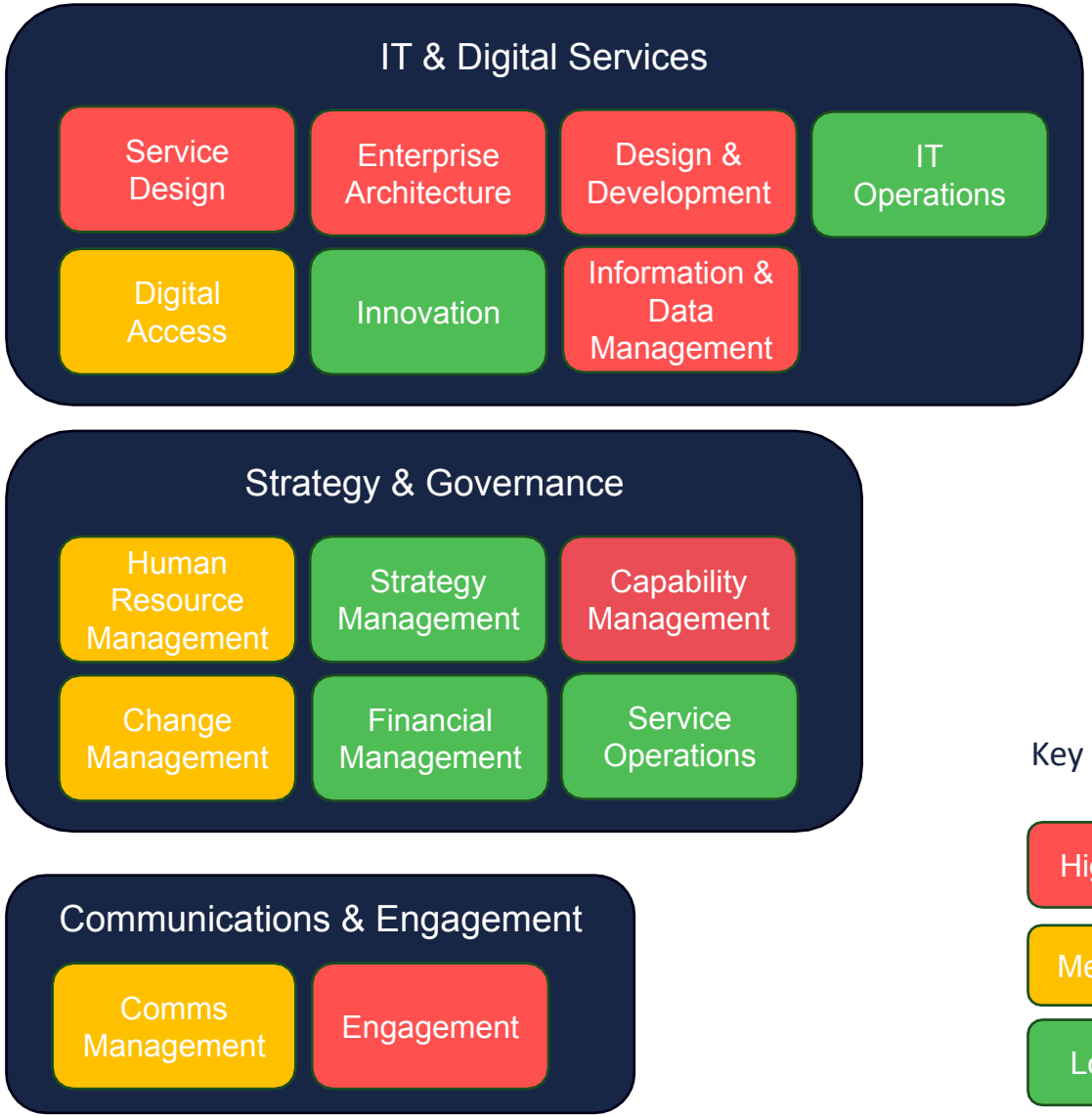
Capabilities

Key capabilities for development



Therefore, based on the previous slides and the scores, we can determine that the ones in red are most important to the delivery of the strategy as they received the highest score for ability to deliver the strategy and current lowest capability score.

This is a broad-brush approach, but the order does align with our qualitative findings from discovery.

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Capabilities

Developing your capabilities

Capability (Current Assessment)	Relative Priority	Capability Development
Service Design (Poor)	16	This is a key capability for the successful delivery of the digital strategy. It is cross-functional requiring different skills, data and knowledge to come together to design a user-centric service that makes optimal use of digital tools and available functionality on the estate. However, it is an established discipline and is a good approach for engaging the wider organisation in digital, provided there is the drive and capacity.
Information & Data Management (Acceptable)	9	Having access to the right information and data to make informed decisions and building services around the data needed to run the service will underpin a lot of the council's digital ambitions. There is a good data strategy, but it needs funding to action with a focus on building data governance and master data management alongside the reporting and BI aspects.
Enterprise Architecture (Acceptable)	6	Though the assessment of EA was acceptable, this would reflect the relative view of managing the IT estate within existing service areas. The wider organisational strategic engagement is lacking with a lack of visibility outside of IT and a single coherent roadmap that can be used for future planning, procurement and contract management. This is reflective of it being handled across team and there would be benefits to having a single role responsible for EA and developing those key assets. The role will be significant in setting up and running the technical review board.
Design & Development (Good)	6	This was assessed as a good capability from within IT but given the importance of this to designing and delivering customer centric digital services alongside the fact that the digital team sits outside of IT, there is still work to develop this capability to effectively support the strategy. The development resource, along with analysis and support, is arranged in business verticals, which reflects aspects of the architecture. To support a cross-functional design process, having horizontal development teams using a rationalised set of approaches and tools will have a more productive and transformative capability.

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Capabilities

Developing your capabilities

Capability (Current Assessment)	Relative Priority	Capability Development
Capability management (Poor)	6	Work with wider organisation (particularly transformation team) to improve capabilities as described, particularly in areas of process, organisational structures, skills, capacity and information. This will help improve overall maturity of capabilities beyond just the technology aspects.
Human Resource Management (Poor)	4	Developing a digital competency framework that can be used for recruitment of new staff and baselining digital skills for current staff to identify areas for training and creating digital communities of practice that support the digital strategy and maximising digital opportunities.
Change Management (Poor)	4	Development of change and governance process so that there is more engagement and collaboration with IT throughout the process, including setting up a new Technical Review Board to provide assurance on changes to the architecture alongside developing, communicating and managing the technical roadmap.
Digital Access (Poor)	4	Improve the range, design, usability and accessibility of digital channels as part of end-to-end service design, so that those who want to access and use digital channels can, improving channel migration, and freeing up resource to manage traditional channels.
Engagement (Acceptable)	3	Properly explore the use of digital channels and tools to increase engagement with local people and partner organisations, alongside and complementary traditional methods, without impacting inclusivity.
Communications (Good)	2	Key area here is the building of better communications with IT and the wider organisation, particularly around the technology roadmap once that is in place, and the tools available to deliver digital improvements.

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Functions and structure

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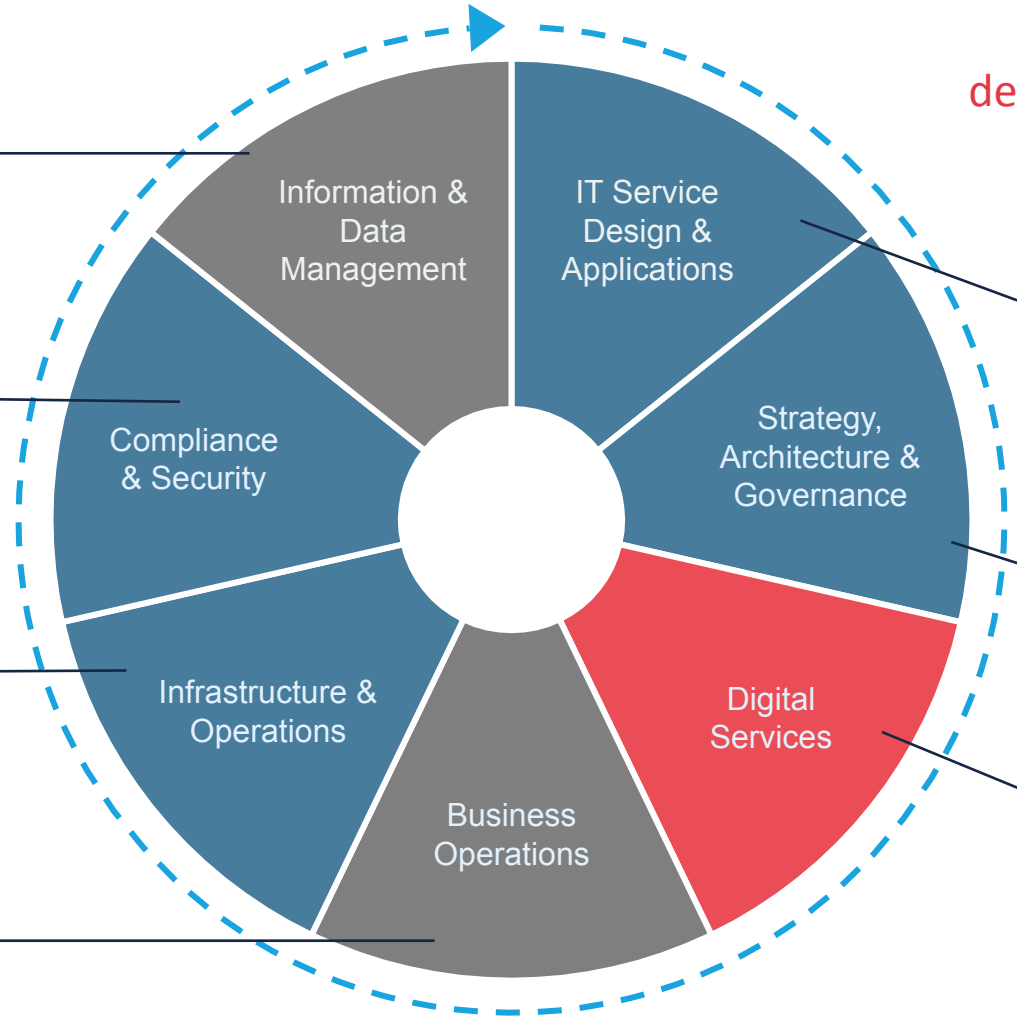
Key IT Functions

Typical IT functions required to deliver a digital TOM and where they sit in the organisation



- Business Intelligence & Data Analytics
- Information Governance and Cyber Security
- ITIL Functions, End User Devices, Infrastructure & Networks
- Procurement / Supplier Man., Financial Planning, License Man.

- Service Desk, Demand Management, Business Partners, Project Management, Application Support & Development
- Technology Roadmap, Architecture principles, and standards
- Website content & digital services development

Key: IT Service | Cross Service | External

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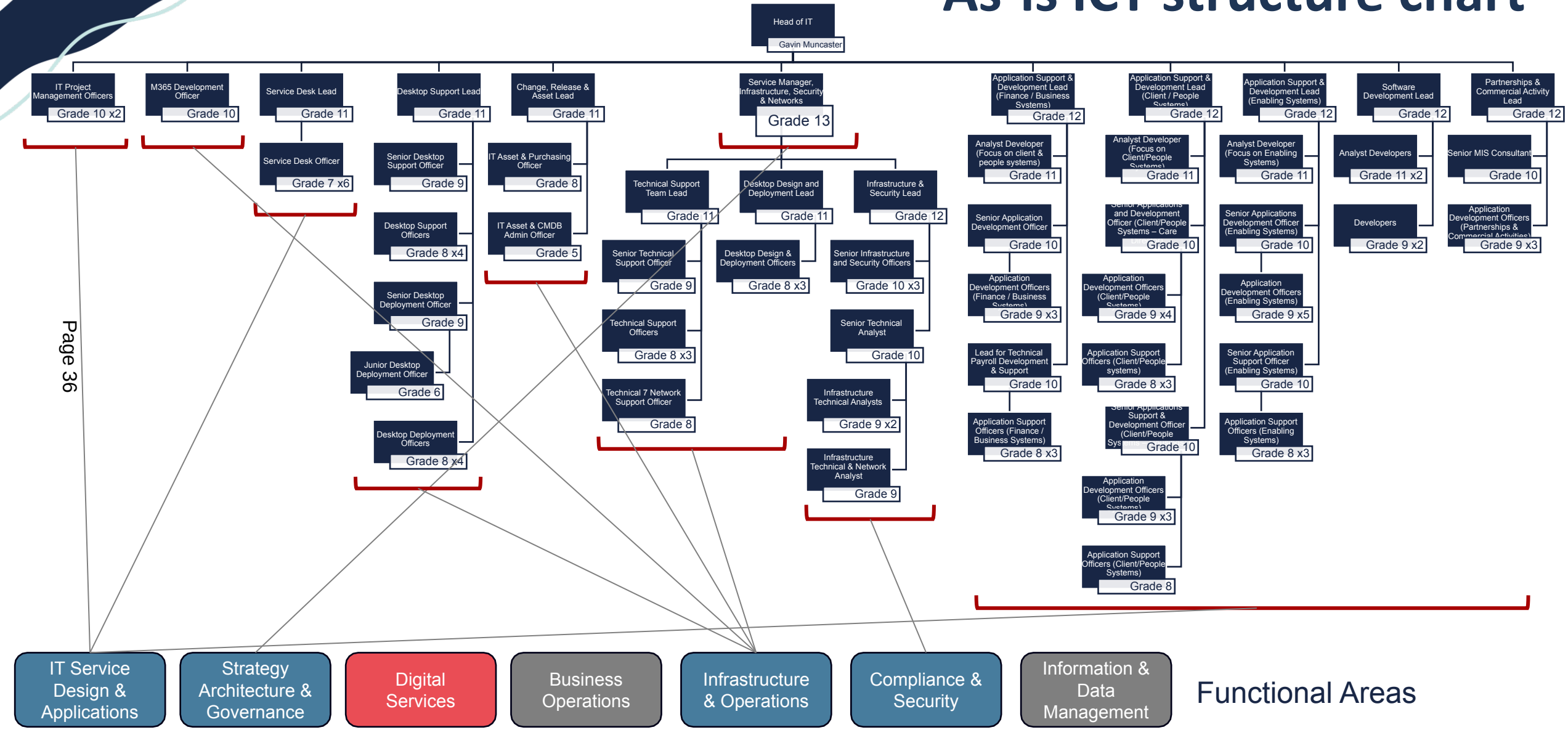
As-is ICT structure chart



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IT Service Design & Applications

Strategy Architecture & Governance

Digital Services

Business Operations

Infrastructure & Operations

Compliance & Security

Information & Data Management

Functional Areas

Key: IT Service | Cross Service | External

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IT functions

(As Is Structures and recommended adjustments)

IT Function (as-is)	Functional Areas	Recommendations
IT Service Design & Applications	Service Desk, Demand Management, Business Partners, Project Management, Application Support & Development	Mainly functioning well, but IT project management is light and there is a lack of formal IT business partnering. Look to boost project management capacity and integrate with organisational change management to reflect a service that is able to be more orientated to transformational change. As digital strategy evolves make more use of cross-functional teams and agile approaches. Reorganising the development resource would be advised in the future, see key recommendations below. Business partnering will improve understanding of directorate plans and alignment of change activities.
Strategy, Architecture & Governance	Technology Roadmap, Architecture principles, and standards	Currently working in the context of individual IT concerns but needs ownership and a more coherent and strategic approach alongside development of key architectural assets. See key recommendations below.
Digital Services	Website content & digital services development	Currently sits outside of IT but considerations around where it sits are being discussed. This would strengthen the ability to build user centric, end-to-end digital services as part of a Service Design approach. Would also recommend creation of horizontal development teams, as the architecture develops, rather than based around business verticals, see key recommendations below.
Business Operations	Procurement / Supplier Man., Financial Planning, License Man.	These are primarily cross-functional areas with IT being an enabler and beneficiary of these functions. Financial planning and cost modelling were issues flagged as a very poor capability, which would assist IT and the wider organisation, but would sit outside IT. Improved license management would primarily sit within IT but would need wider engagement.
Infrastructure & Operations	ITIL Functions, End User Devices, Infrastructure & Networks	This area operates well for the current architecture, however as more service move to web applications and desktop management becomes more streamlined some capacity in desktop design and deployment may be able to be freed up.
Compliance & Security	Information Governance and Cyber Security	This area operates well and is ever more critical in a modern technology estate as cloud services and solutions become more integrated. Need to ensure that skills are in place to make optimal use of tools that come with E5 licensing and any opportunities to rationalise the tools used to manage security.
Information & Data Management	Business Intelligence & Data Analytics	This sits outside IT but will need strong collaboration with IT to take the strategy forward and mitigate risks. Need to be clear on roles and responsibilities for the data platform, operations and information management.

Key: IT Service | Cross Service | External

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Key recommendations

Key functional recommendations

- **Digital:** Web and digital currently sits outside of IT, this makes it more difficult to have a joined-up approach to the delivery of end-to-end digital services. This can be mitigated through using Agile approaches and cross-functional teams, but also through the reorganisation of the development capacity
- **Design & Development:** As a reflection of the current estate and historical approach to support, there are vertical teams covering support & analysis and configuration & development. As part of developing the technology roadmap, look to rationalise the estate to a standard set of technologies and approaches, i.e. use of SaaS solutions with a consistent approach to integration. This would enable a model where support and development teams can work across the estate, making project prioritisation and resource utilisation more effective, while reducing single points of failure in terms of skills and knowledge
- **Enterprise Architecture:** There is management of the architecture within particular domains but no organisational view, roadmap or set of principles that can be used to guide the development of the architecture to ensure it meets the needs of the council and local people. Having a role with responsibility for these areas would improve the overall approach, reduce risks and make achieving the benefits outlined in the strategy more achievable
- **IT Business Partnering**: Embedding this as a function will improve overall communication with IT and the wider organisation as well as understanding of directorate plans and alignment of change activities and align with similar functions for HR and Finance.
- **Data & Business Intelligence:** This function is often found within the IT structure, as it is a key enabler for the organisation and digital but has a dependency on IT to be fully realised, i.e. integration of data services etc, which may be more easily managed within IT. This should be reviewed as the council's digital capability landscape matures.

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Governance

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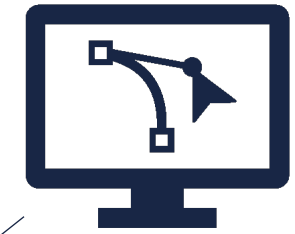
Digital Governance Challenges

Lack of service design can result in designing systems/solutions around existing poor processes

No holistic overview of all digital/IT requests due to separate processes

IT need to be engaged earlier and more consistently in the procurement process and within Projects and Transformation work

There is not a consistent and transparent process for prioritising digital requests



Communication from IT and user engagement needs to be improved

IT, Procurement, Security, Data, Service Design, Projects & Change, and PMO services are not coming together regularly to review digital priorities/projects

Users are unaware of Southampton's digital priorities, so they are not being incorporated into service planning

ICT Improvement Group has been established to represent user needs, but they do not have a clear Terms of Reference

Siloed working and differing approaches to project management

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Governance Boards

The Digital, Data and Customer strategies are all designed to support the strategies and plans above and feed into directorate level strategies.
A combined strategy board will ensure a consistent approach and joined up working to implementing the deliverables from all three areas.

Executive Management Board

Transformation Board

Digital, Data and Customer Board

Purpose: To ensure the deliverables and from the from Digital, Data and Customer Strategies are appropriately prioritised, aligned and delivered.
Frequency: Quarterly
Representatives: Digital, Data and Customer Service Teams, IT, Projects & Change

Purpose: Represent user needs, work in partnership with IT to help prioritise requests from a service perspective, provide feedback and share best practice
Frequency: Bi-monthly
Representatives: TBC – being established

ICT Improvement Group

Technical Review Board

Purpose: Monitor and review change requests from DD&CS Board to prioritise and direct to the appropriate service. This will incorporate the function of the existing IT project review board.
Frequency: Monthly
Representatives: Senior Managers from Technical Design Architecture, IT, Security, Data, Service Design, Projects and Change, and PMO

IT Change Request Process

IT Project Request Process

CareDirector Request Process

Other corporate application requests
e.g. Business World and Uniform

New Board

Existing Board or Group

Existing process/ workflow

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What will Southampton's Digital Governance look like?

- **A digital governance process with a set of clear principles** to support the delivery of the new Digital Strategy, TOM recommendations and Roadmap
- **A prioritisation matrix** based on the digital governance principles to support project prioritisation
- Consistent approach to **designing digital services** to ensure business processes are reviewed and improved before adopting a digital solution
- **A combined Digital, Data and Customer Strategy Board** to ensure the actions from the three strategies and roadmaps are being delivered
- **Technical Review Board** to bring together a range of technical expertise to review the items passed down from the Digital, Data and Customer Strategy Board
- **ICT Improvement Group with a clear terms of reference to ensure user needs are represented** and provide feedback on items passed down from the Digital, Data and Customer Strategy Board
- **Improved communication** from IT and **more engagement with users** throughout digital projects.
- **Digital roadmap/priorities shared with all services** to inform directorate level planning and strategies.
- **IT principles or engagement will be incorporated at an early stage of any procurement or change/transformation projects** to ensure it meets the strategic direction, digital governance principles and aligns with wider IT architecture.

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Cost Modelling

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Cost Modelling - Summary

‘As is’ Observations

- The cost modelling analysis has been carried out using the documents shared; IT budget monitoring report (Oct ‘23), SCC pay scales, IT contract costs.
- ICT has a working budget of £9.3m with an overall forecast spend of £11m for 2023/24 . This is in the low to medium range for comparable authorities.
- Key area of over commitment is staffing with a £640k forecast overspend.
- Vacancies have been held to provide options for implementing the outputs of the Digital Strategy and associated Target Operating Model work
- Key areas of budget are £5.6m staffing and £5.1m software and licenses
- The IT budget of £9.3m represents a 4% spend for ICT against the corporate budget of £221.5m. This is comparable to other local authorities of a similar size.
- £5.6m total staffing spend is comparable to authorities of a similar size, however there are opportunities identified through the capability assessment which could provide opportunity for efficiencies.
- Income budget is significant and the forecast variance for income and projects is large, work is ongoing to make sure the figures are accurate.

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Areas to explore further

- Of the £5.1m for software and licensing, £1.5 is Microsoft licensing. Further investigation should be taken to review licencing structure and ensure everyone has the appropriate level of licencing. In the information provided everyone has E5, it may be possible to reduce some staff to E3. This could be explored through your MS licensing partner.
- There are multiple contracts with some suppliers, specifically Civica and Capita, there may be opportunities to create a more strategic approach and more preferential benefits clauses. Better understanding contractual arrangements around support and increase ROI.
- Make better use of the CMDB and the metadata model to understand the application landscape and the relationship with contracts for identification of change opportunities and improved reporting.
- The use of a third party to fully analyse the wider software licence and utilisation landscape to identify areas where more robust license management can reduce costs.
- There are opportunities, through combined activities such as Service Design, integration and automation to increase the utilisation of corporate / enterprise platforms such as MS365, ERP, TotalMobile etc. to increase the return on investment and achieve additional savings, through application rationalisation and process efficiency. However, some core capabilities need to be improved to properly explore and realise these opportunities.
- Areas for potential rationalisation or improved utilisation
    - SharePoint for file storage / EDRMS
    - Power Platform for process improvement and reduction in off-system data processing
    - Combined use of Academy and Digital360 in Revenues & Benefits
    - Asset management systems (already looking at Keystone & TechForge)
    - Case Management solutions (often challenged by the need to apply complex business rules)
    - Payment solutions
- The recent virtualisation project has put the on-premise infrastructure into a good place. The increased use of cloud services will reduce infrastructure costs but will need to be realised over time as opportunities arise and principles are applied. Costs savings from Infrastructure as a Service are difficult to realise without the right operating model, though there are other benefits to this approach. Putting together an infrastructure roadmap could plan in future opportunities but may require some external advice and upskilling for new approaches. This could also help with some of the ongoing database contract costs.

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Next steps

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Immediate next steps

To review with SCC

- ✓ Gavin to review the draft report, making any requested changes
- Present final report to Mel
- Digital strategy to relevant boards for review/approval
- Gavin and team to review all the outputs in detail and consider which of the recommendations they will take forward and how
- Gavin and Alex to discuss the potential commissioning of the next phase of support
  - ➢ Service Design Discovery deep dive is recommended to help prove the value of a Service Design approach (supported by an EA framework) it can demonstrate realisable benefits and saving and provide a transferable SD framework and toolkit (covering all the activity from slide 22) i.e requirements gathering and user research methods
- The team to discuss, with Gavin, the need to conduct a deep and detailed review the commercial/contractual position in ICT, including licencing
- Discuss how a Digital Skills Assessment or Learning Needs Assessment could assist the longer-term evolution of the workforce, this could also include standing up a digital champion network
- Gavin to look at quickly implementing the new governance board structure (incorporating the Projects & Change team in producing the TOR and principles)
- Gavin and team to begin the process of standing up an IT business partnering function
- Gavin to promote the Digital Strategy to Senior Leaders for dissemination
- Gavin to consider a benchmarking exercise (Socitm benchmarking club)
- Investigate the continued involvement with a professional network to keep abreast of relevant information and innovation

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Potential next stage of work

Service Design discovery within specific areas

Challenges:

Governance	Service Design	Engagement	Change Management	Understanding requirements	End user perspective
To support efficient procurement, increased capability and improved digital skills	Embedding better service design, knowledge transfer to your team for the future	Engagement with stakeholders, staff and integration with the wider organisation	Change programme management, successfully embedding improvements	Requirements gathering facilitating a joined-up approach	Engaging with end users, understanding their needs and access routes

Suggested scope of next activity:

Outputs you could expect:

- A Service Design discovery covering one or two service areas, documenting opportunities for improvement and an assessment of the financial and non-financial benefits that can be achieved in those service areas (to include user workshops, process maps, financial review, technology estate review and recommendations)
- A service design framework with toolkit which can be used a blueprint for further service design
- An EA framework for managing your architecture, business and technology estate in a holistic and consistent way
- A high-level view of the potential ‘art of the possible’ savings across the organisation/Corporate Services using a Service Design approach alongside an Enterprise Architecture framework which can be adopted and taken forward
- A recommended approach to setting up an EA practice and a governance process aligned to current change processes with prioritised activities

Appendices

Strategy

Discovery report

Roadmap spreadsheet

SDMA

Capabilities assessment

Governance review

Technology & Architecture Review

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Proposed SEND Resourced Provision at St Mary's C of E Primary School and Woodlands Community College Consultation

Full results summary

Data, Intelligence & Insight Team – February 2024

Contents

- Introduction and Methodology
- Respondents
- Proposed Changes
- St Marys Primary School
- Woodlands Community College

Introduction and Methodology

Introduction

Southampton City Council undertook public consultation on the proposed Draft SEN Unit at St Marys primary school and Woodlands community college Consultation.

- The consultation took place between **11/12/2023 – 21/01/2024.**

- The aim of this consultation was to:
  - Hear thoughts on the proposals and any impacts or alternative suggestions to consider surrounding the SEN Unit at St Marys primary school and Woodlands community college proposals.

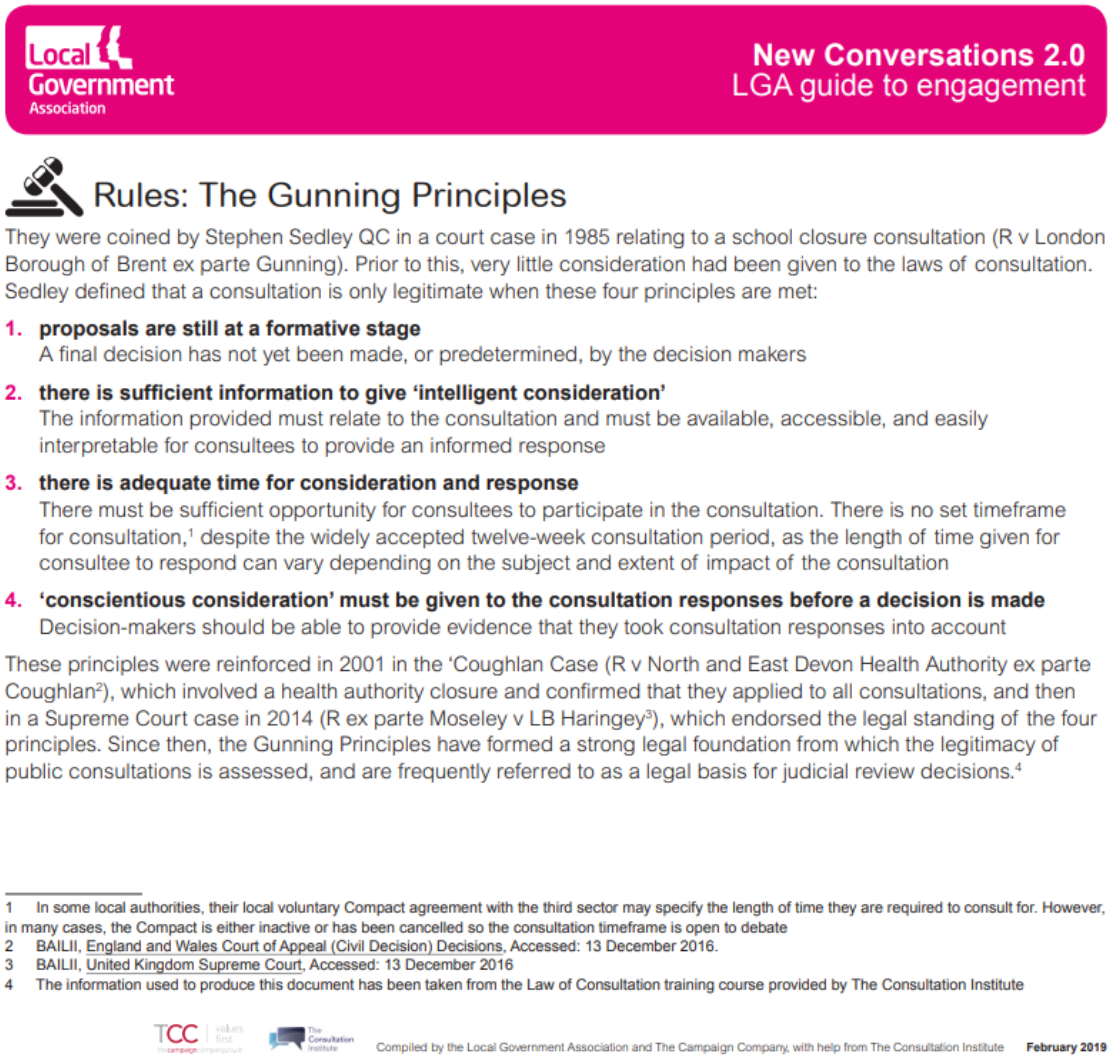
- This report summarises the aims, principles, methodology and results of the public consultation. It provides a summary of the consultation responses both for the consideration of decision makers and any interested individuals and stakeholders.

- 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.

Consultation principles

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)*:

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



Local Government Association

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 Coughlan[2]), 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 Haringey[3]), 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

Compiled by the Local Government Association and The Campaign Company, with help from The Consultation Institute **February 2019**

Methodology and Promotion

- 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:
  - Current parents/carers informed from each setting
  - Corporate Social media channels & External bulletins

- 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.

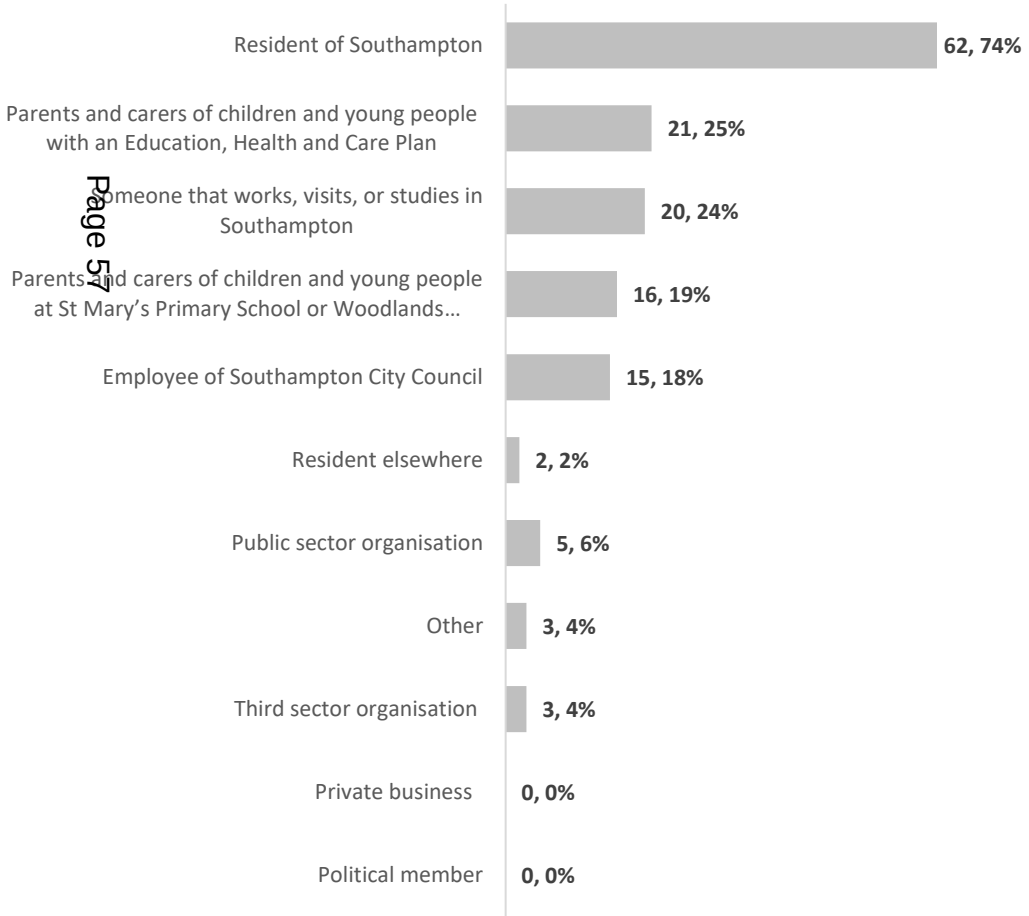
Who were the respondents?

Total respondents:

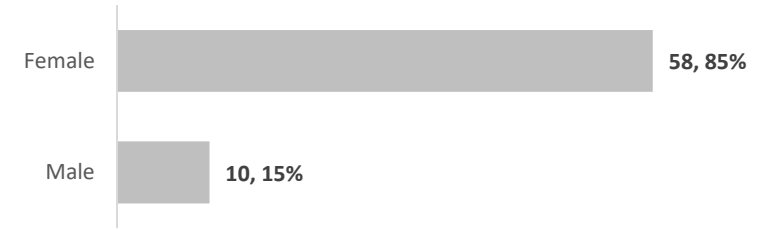
	Total number of responses
Questionnaire	85
Emails / letters	0
Total	**85**

The following graphs are shown in percentage and respondent count.

Interest in the consultation:

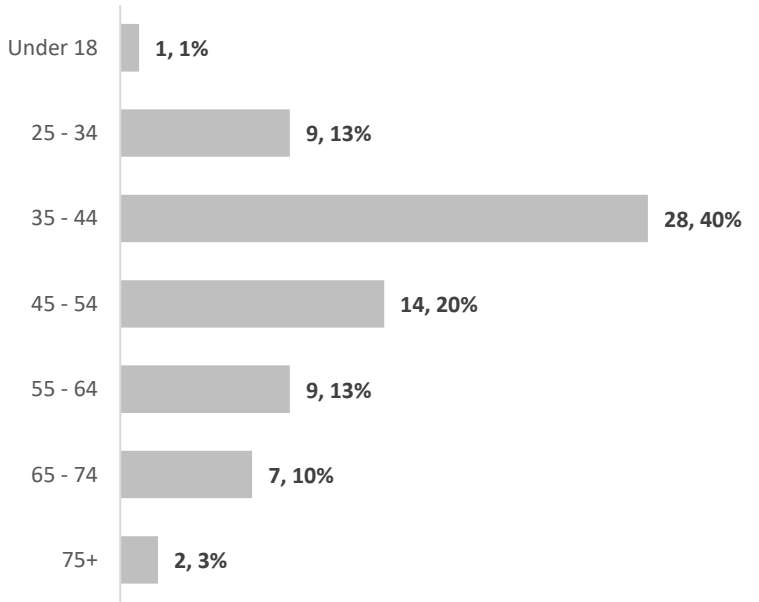


Sex:

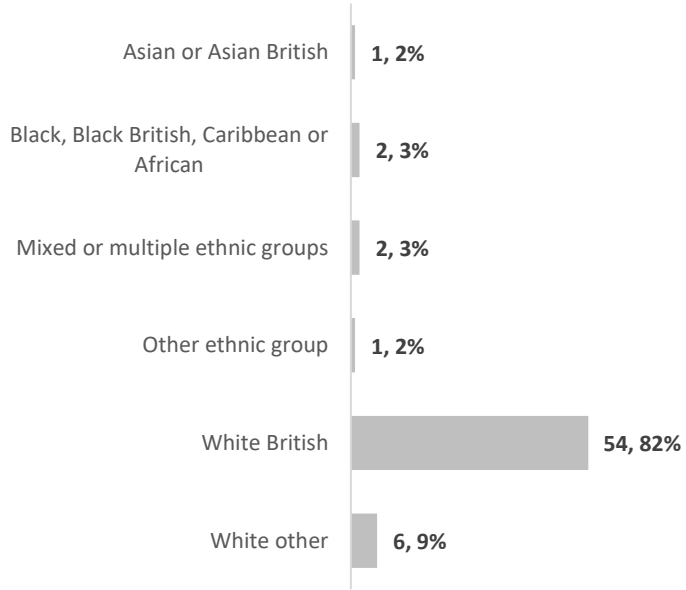


Disability:

Age:



Ethnicity:



Proposed changes

Background

The questionnaire outlined the following background information:

Southampton City has diverse special school offer that needs to grow in order to meet the changing and growing needs of the population. We are proposing that this growth happens alongside the mainstream school offer in the city in the form of Special SEND units.

Southampton City Council is therefore consulting on proposals to open two SEND Units in mainstream Schools in Southampton.

The first would be placed in St Mary's C of E Primary school. The unit would provide 8 places to primary pupils that have Moderate Learning Difficulties with associated Speech, Language and Communication needs and/or Autism.

The second would to be placed at Woodlands Community College. It would provide 8 places to secondary pupils that have Social, Emotional and Mental Health needs.

Pupils placed in both units will have Education, Health and Care Plans and may come from any area of Southampton City to attend the setting.

Proposals for St Marys Primary School

We are proposing to open a unit for 8 pupils with moderate learning difficulties and associated speech language and communication needs and/or autism in St Mary's C of E School. This would be housed within the current school building within its own area with access to its own toilet facilities. It would have access to the main outside space of the school and would be supported by its own team of staff.

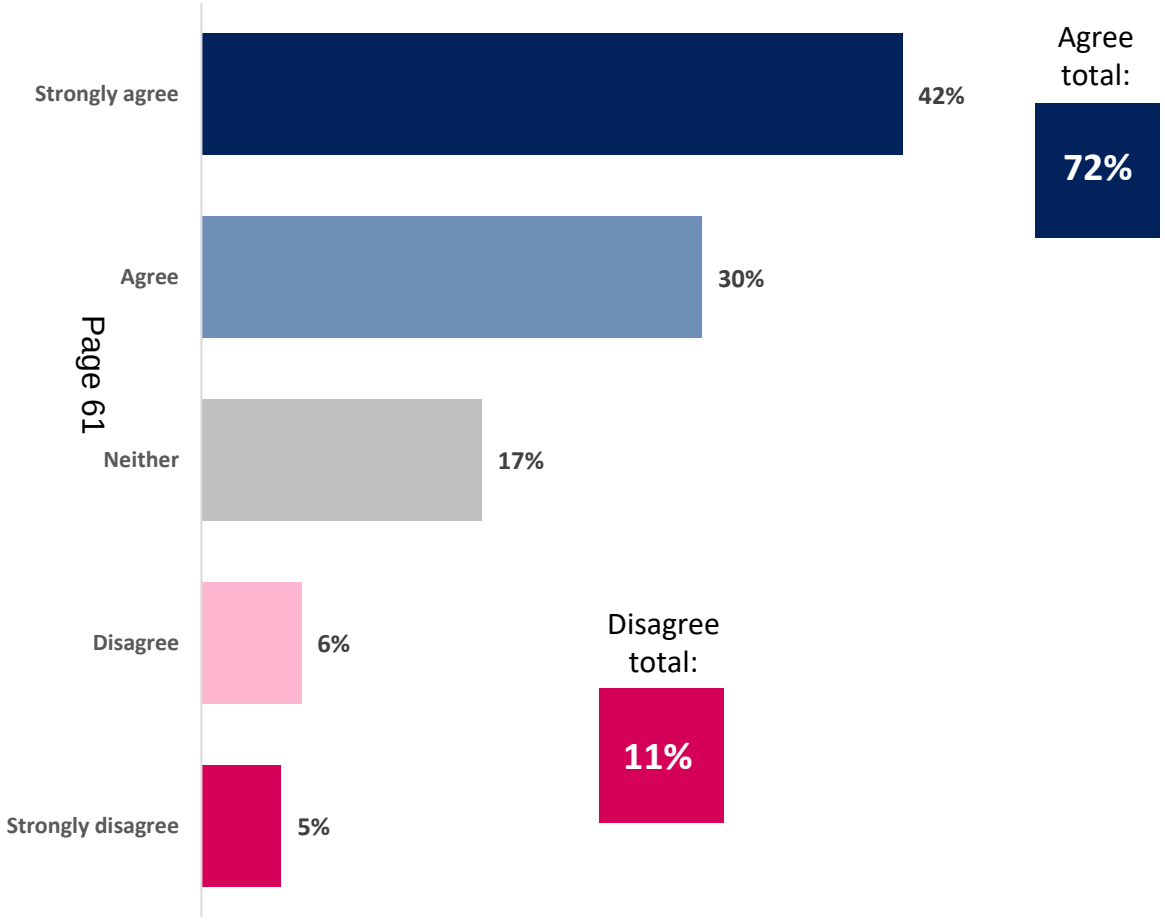
Proposals for Woodlands Community College

We are proposing to open a unit for 8 pupils with social, emotional and mental health needs at Woodlands Community College. This would be housed in its own building separate to the main site. It would have access to its own toilet facilities and outdoor space. Pupils in attendance would be supported by a dedicated team of staff in the setting.

St Marys Primary School

Question: To what extent do you agree or disagree with the proposed unit for St Mary's C of E School?

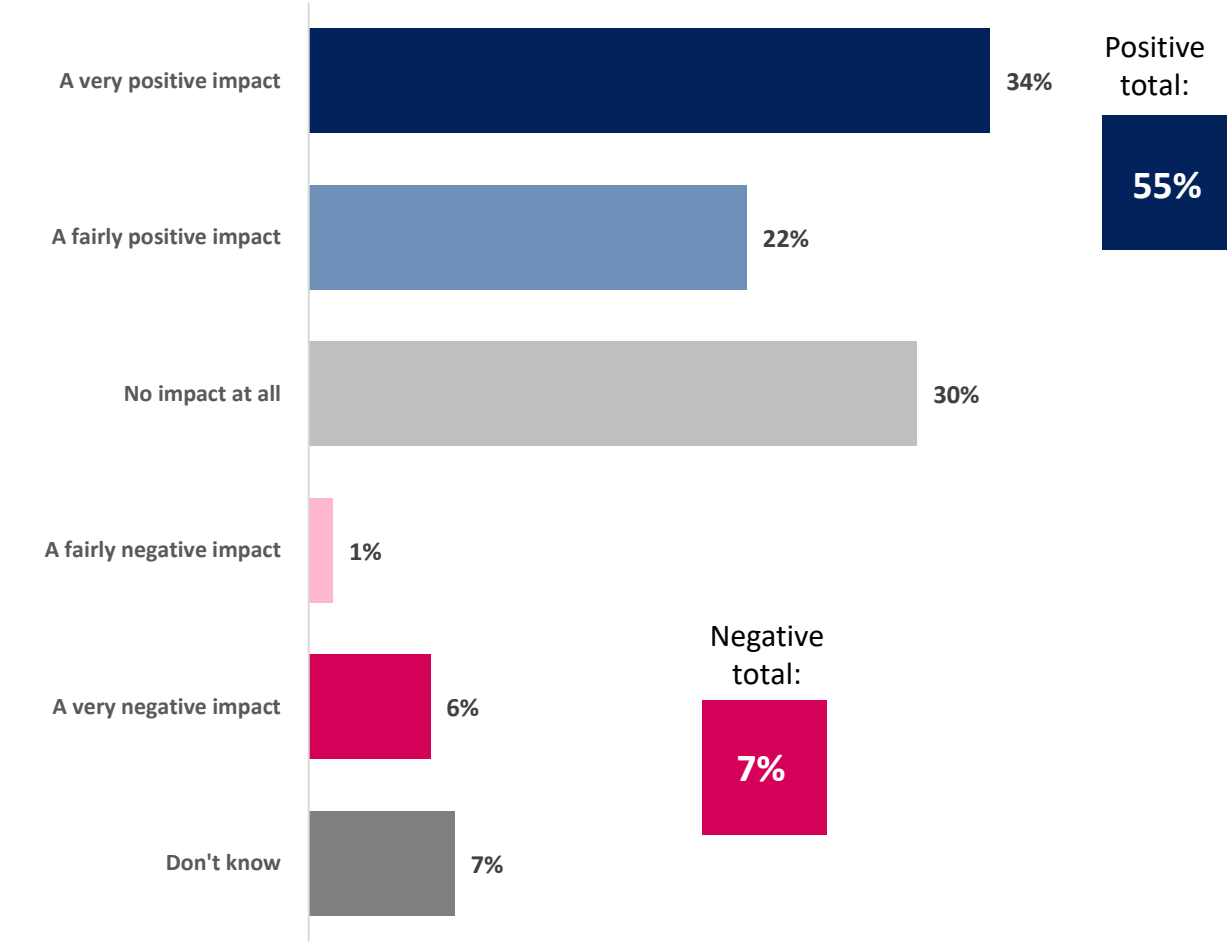
Overall:



Base respondents: 83

Question: What impact do you feel this may have on you, your family or the wider community?

Overall:

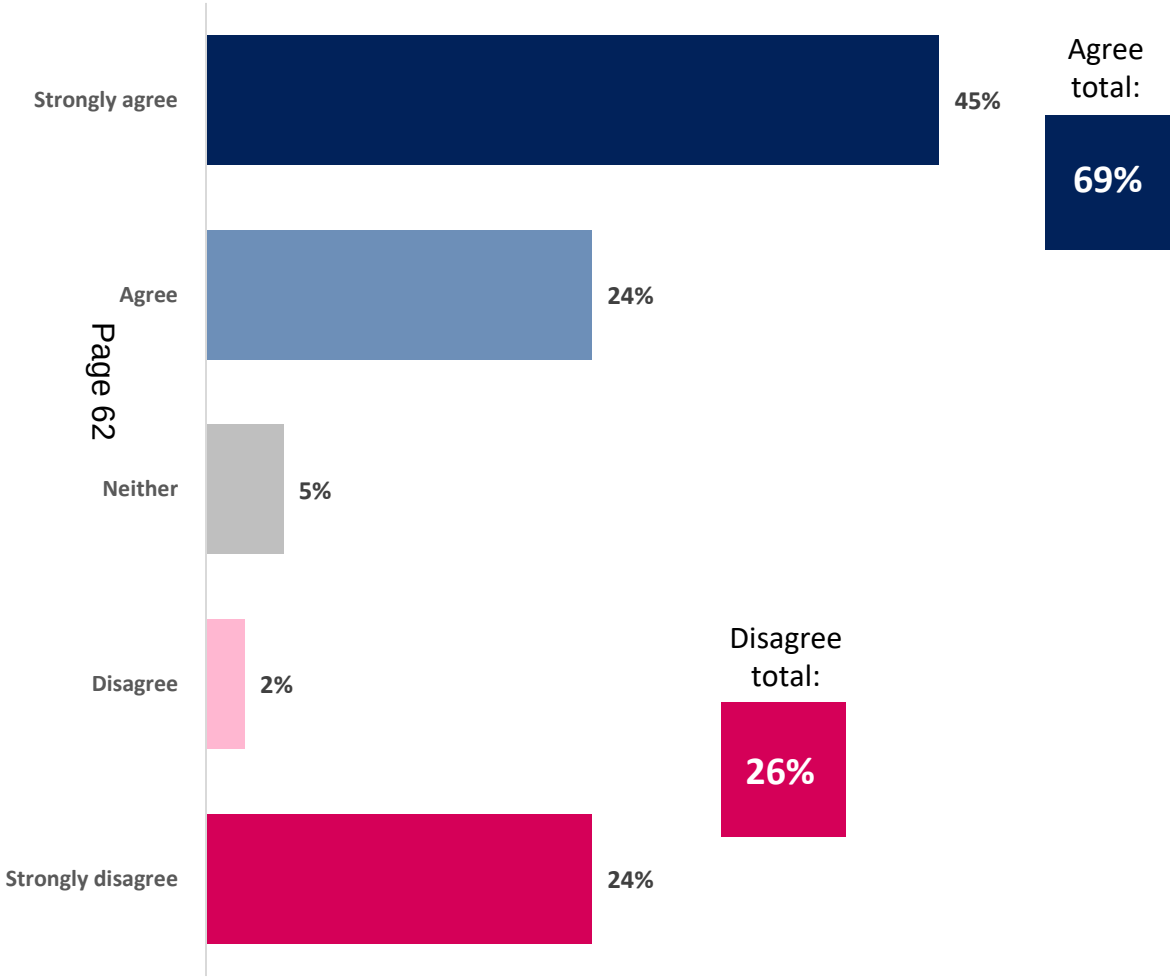


Base respondents: 83

Woodlands Community College

Question: To what extent do you agree or disagree with the proposed unit for Woodlands Community College?

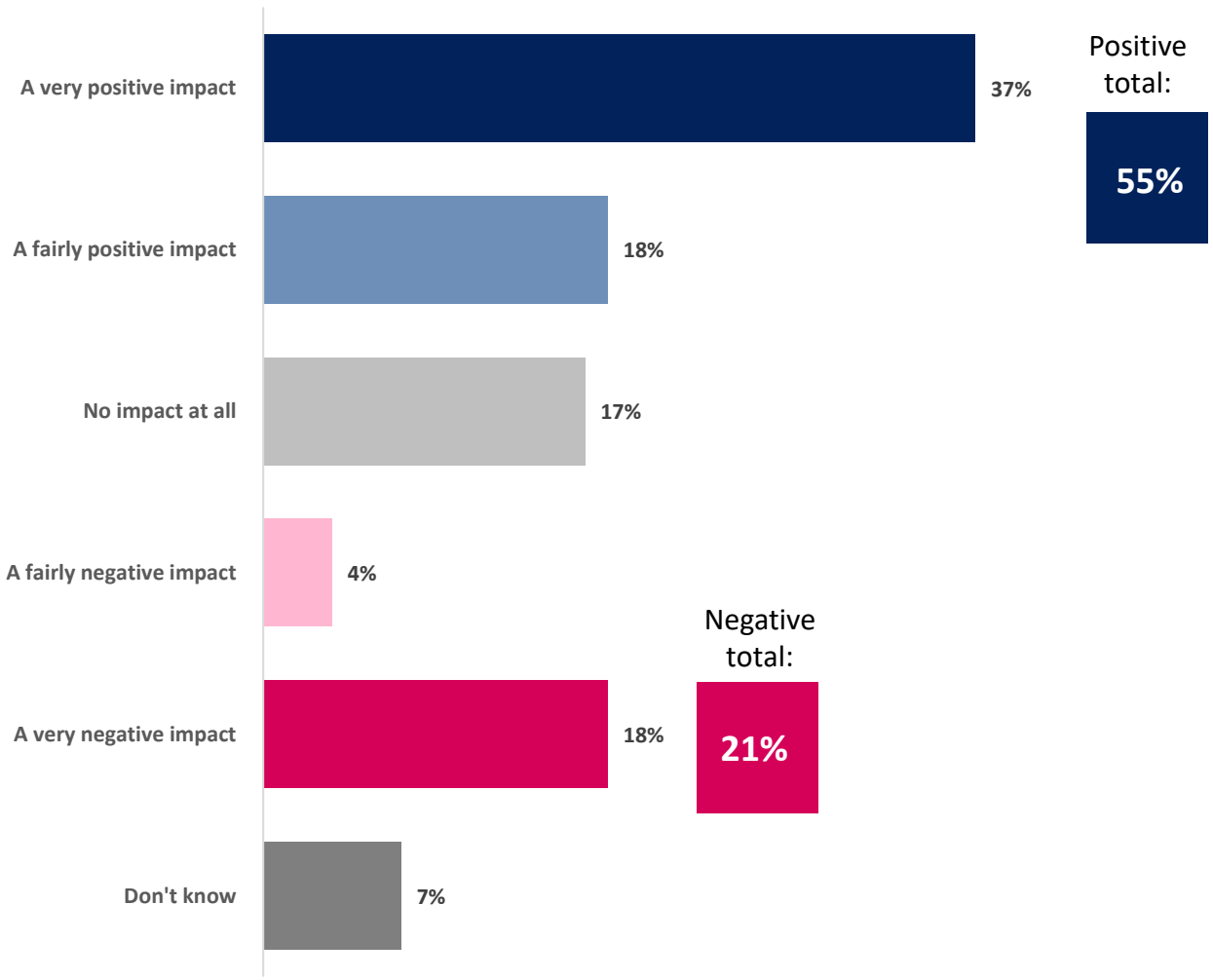
Overall:



Base respondents: 84

Question: What impact do you feel this may have on you, your family or the wider community?

Overall:



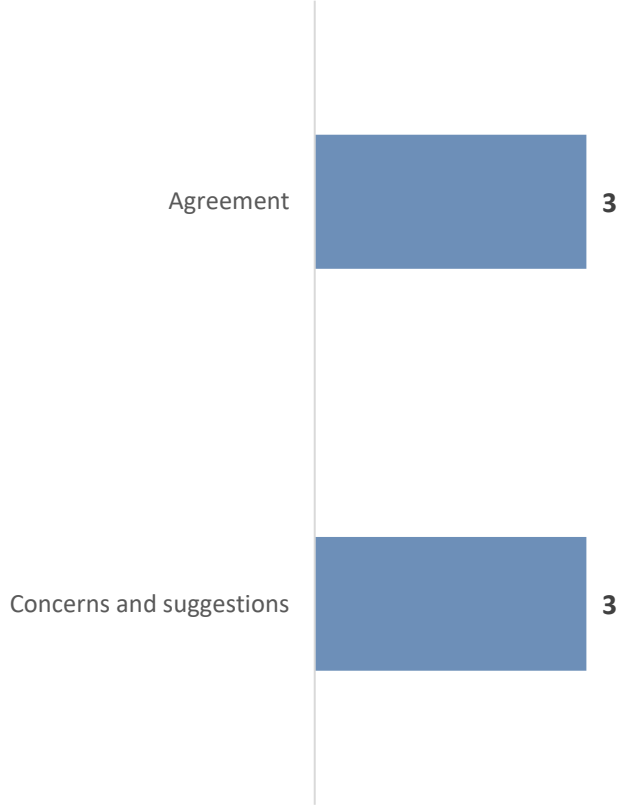
Base respondents: 84

Free text comments on the proposals for St Marys Primary School

Question: If you disagree, or have any comments, impacts, suggestions or alternatives you feel we should consider, please provide details:

A total of 6 comments were provided on this topic. The table below includes the comments given by respondents.

St Marys Primary School



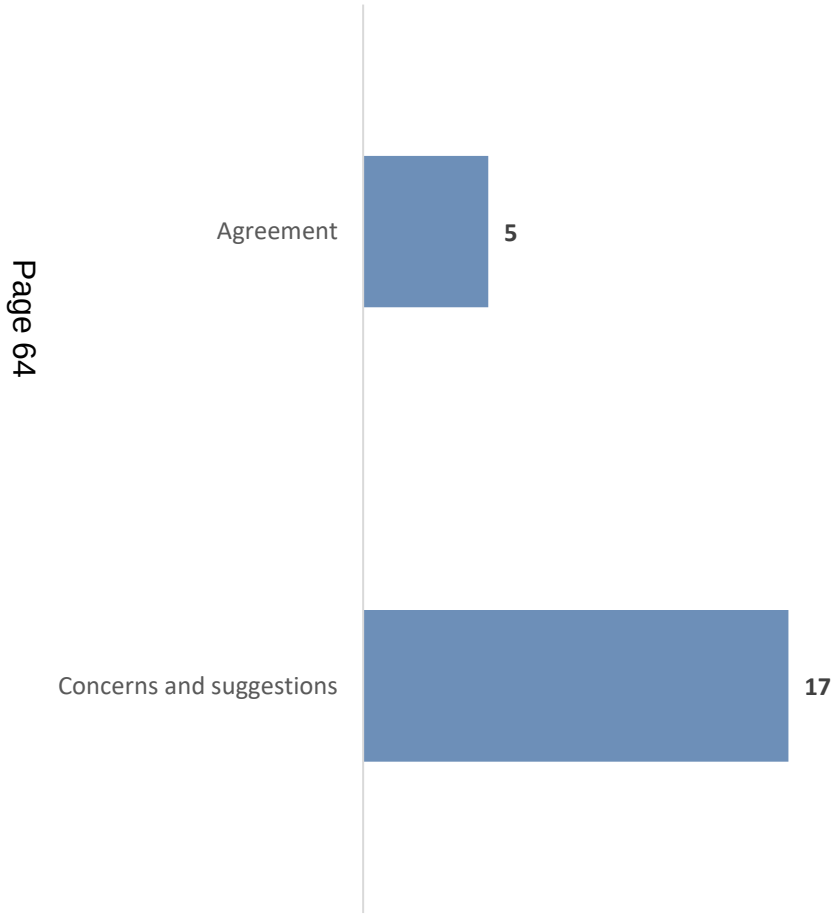
Agreement (3)
"As long as properly resourced and staffed this should work."
"It would be a very positive impact if your child got a space."
"I fully support specialist places for children with developmental difficulties in a school setting."
Concerns and suggestions (3)
"I don't think the school as a whole is able to cope with the needs some of these children require. Most of the staff are under qualified for the roll and just get left to deal with the children at times."
"Is this proposal due to lack of places at Springwell School?."
"Would transport to/from school in a central location be provided as part of their care plan? For many this would involve a car journey, rather than being able to walk to their local school with their siblings. Packaging children off to a central school further isolates them and highlights their differences rather than helping them feel included in society. It would also increase traffic and pollution around the school as children are brought and collected from across the city."

Free text comments for the proposals for Woodlands Community College

Question: If you disagree, or have any comments, impacts, suggestions or alternatives you feel we should consider, please provide details:

A total of 22 comments were provided on this topic. The table below includes the comments given by respondents.

Woodlands Community College



Agreement (5)
"Believe this is a great idea, my daughter is really struggling with secondary school and mental health, every day is a struggle to get her to school, it would feel like a safe space for her."
"I believe that this will have a positive impact."
"This is strongly needed as I work with children that are going up to woodlands and each year more and more children with the need set out in this email and getting higher and higher so much so that the school is finding it very hard .I really don't know how they are going to copy with the next two years with it only getting worse with bigger numbers coming up who need this help they will need a lot more support stuff for this."
"I don't know the school. I think it would be a great idea for these places to go ahead."
"With all the issues kids have had to deal with in the last few years I believe there are many children now with mental health problems and this seems a good idea in principle."

Free text comments for the proposals for Woodlands Community College continued

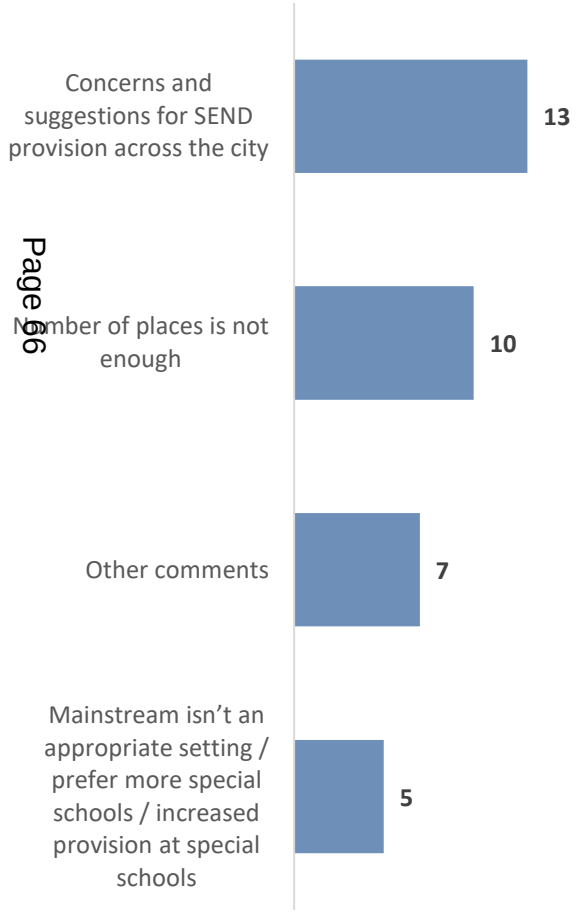
Concerns and suggestions (17)
"I feel the proposal for adding more buildings to the current site will affect the current outside space available to pupils on an already expanding school/pupil numbers. I am sure there is a need for facilities like this but do not feel location has been thought through."
"Increased vehicles on an already busy site."
"I feel the school has recently got a Good Ofsted rating and, in my view, has a very good discipline procedure in place, would this new provision be included in such Ofsted reviews in the future? There are already children at this school that need additional help and support and what is done to help all students thrive - even the strong performers need to be stretched - I sometimes feel these students fall through the gaps as their performance and behaviour is acceptable! As parents we need to understand if the students in this facility will be seen as part of the school and integrated as such or is it a standalone environment?"
"Of course, if you are a girl! What about the boys? Where will they go to deal with their social and emotion needs? I was so happy to see this, until I realised it meant my child won't even be considered because he isn't the correct gender."
"I agree in that the city needs more resources for children with additional needs: including those who experience mental health challenges" …"I do not find the establishment to be professional and effective in supporting children with additional needs. The school failed my daughter and our family. The only way I can see this unit work is if current SENCO and other support staff are NOT responsible for this unit and the school will employ more caring, empathetic, and professional staff. I suggest when employing new staff local authority reaches out to local organisations supporting parents of children with additional needs (i.e. RE:MINDs) to participate in the recruitment panel. In addition, I understand that Woodlands is a very big school (and I was informed it is still growing). Very big establishments are not great with children with additional needs (even if a unit is separated)."
"The proposed site is currently used as an overflow car park when the school has activities on or facilities are hired, if this is not available there will be a negative impact on residents, parking, traffic flow on an already busy route. I feel the proposed site is not suitable but understand the need for this provision and feel an alternative site should be sourced."
"As long as they do have the proper facilities required and the staff are properly vetted and experienced for the job in hand. These children need full time help by experienced people not just left with a teaching assistant that has no experience of working with SEND children."
"I do not feel the site is large enough to lose this much outside space to a separate unit. I feel it will have an impact on parking and traffic to the local area."
"The school are terrible at supporting children with needs and put them all on short days instead of helping them. They shouldn't be allowed to oversee a new school like this."
"Concerned the current site cannot facilitate this as it is already growing in numbers to lose outside space will have a negative impact on other students."
"Minstead Avenue is at capacity and would cause issues for residents. The outside space is much needed for a school of this size. The school intake is increasing year on year. The pupil intake is over 50% pupil premium, they are underprivileged backgrounds, these pupils need access to open spaces. The number of children with autism is rising year on year, just check the waiting list for referrals waiting on assessments. Therefore, the proposed site would either need to expand, taking more and more of the land or move to bigger premises in the future. SCC are looking for short term! They need to look long term and find the right site for this. Impact on traffic would cause more pollution as these children will need to be taken and collected by cars. (Bus service is limited to certain areas of city). This fails SCC clean air policy!"
"The proposed location is clearly not a suitable area for Autistic children, the site is far too large and noisy. The school is largely made up of underprivileged children who need every bit of outdoor space. The site is not easily accessible via public transport from across the city, one bus number 13 which serves Woolston and town, and other area would need multiple buses, or cars which is added pollution which goes against SCC policies!"
"Woodlands haven't been able to support my daughters needs since year 7 so how they expect to be able to support other children from other schools is beyond me."
"But quite costly for such a small number of children."
"This area is already at capacity; the school has gone from undersubscribed to oversubscribed and I feel that there are better opportunities nearby."
"I object to the proposal based on the fact the site is not a suitable location and would take away much needed outdoor space for the 900 and rising current pupils on roll. According to government data over 50% of these pupils are pupil premium, which means they are disadvantaged children, these children need the freedom, fresh air, and space. The houses opposite the planned location site, currently have an unobstructed outlook, the proposal of a building would result in loss of this the current site is open air and the proposal of a building would result in a loss of natural light. The current site is open and uninterrupted, the proposal would result in a loss of scenery. Excessive noise from additional traffic, additional visitors. Pollution from additional vehicles, the road is already at capacity. There is a minimal bus route to this location so it would mean multiple buses to get there or putting people in cars and taxis which goes completely against SCC clean air policy. You state they would be in mainstream schools! Yet you want to build an independent unit in the grounds, so not inclusive? Additionally, the proposed location is clearly not a suitable area for Autistic children, the site is far too large and noisy and would become overwhelming for an autistic child. The location needs to be calm, which a 900-pupil school with a growing capacity is certainly not. Having been brought up in this area, I have seen the school evolve as other schools were closed down, the numbers of pupils are rising year on year. Don't make the same mistake that was made at Harefield Primary, where land was sold off for housing and then the school became oversubscribed and didn't have the space to expand. What other options have you considered?"
"We have enough people and students already. The teachers have a hard enough time with the students they have."

General free text comments

Question: If you disagree, or have any comments, impacts, suggestions or alternatives you feel we should consider, please provide details:

A total of 35 comments were provided on this topic. The table below includes the comments given by respondents.

General comments



Mainstream isn't an appropriate setting / prefer more special schools / increased provision at special schools (5)
"Mainstream schools only allow the child to cope and not thrive. Build more special schools." "Build more schools Rather than pushing kids into schools that don't cater to them."
"More support and resources need in Southampton for children with SEN, neurodiversity and mental health issues." "Special schools in Southampton are oversubscribed, mainstream schools don't have the knowledge, budget and resources needed to support these children. Any improvements are very welcome and overdue."
"Reviews of previous placement EHCP decisions should be made for pupils who were placed in mainstream secondary schools because of a lack of SEND-specific places."
"Mainstream secondary don't have enough staff trained to cater. my send son will be starting secondary next September looked at send schools and some mainstream, to academic for some send schools! There for mainstream would be ok IF they can meet needs and follow ehcp ! More send schools even within mainstream are needed!"
"Specialist units in mainstream do not work. There is no mention of new or specialist staff mainstream secondaries are an awful place for Sen kids these teachers simply do not or want to understand. A huge amount of Sen children suffers in mainstream units."" Mainstream schools are not the place for Sen pupils that's why we move them to specialist, who would be responsible for choosing staff? Mainstream management do not understand or want to understand what Sen children need staff would need to be chosen by a Sen specialist and knowledgeable panel."
Other comments (7)
"Have no dealings with St Mary's Primary School so cannot comment."
"I don't know this area well enough to comment on the infrastructure and detriment it would have."
"I don't have enough knowledge on this school to comment."
"The proposal is very unclear as to what moderate learning needs are and which children would be catered for in this RP unit."
"Is this proposal due the lack of places available at Great Oaks School?"
"A clean up of the drug issues and prostitution in the area is long overdue. With some young potential under aged girls seen working the streets, more needs to be done. The fact that these issues occur outside schools is unacceptable. The land could be used positively for the benefit of the children, especially in this under privileged area. Our Ward Councillors have been aware of the problems for some considerable time, so this needs to be documented on the public record."
"Can you advise why you are asking for feedback, when the proposal for this has already been approved? This is a false survey. I am bitterly disappointed in SCC."

General free text comments continued

Number of places is not enough (10)
"The number of places that it will provide is not sufficient to meet needs."
"As its only for 8 pupils I can't see it making much of an impact to the wider community."
"Not enough places at others and others no chance of getting a place!"
"This is not enough spaces! This will only support 8 children and make a very tiny change to the many children needing specialist provisions on waiting lists now."
"Only 8 spaces being available and the amount of send children. Very unlikely you will get a space and still must send your child to a mainstream school to fail." "One small unit is unlikely to have an impact on my family as there is so many children needing that space."
"I put no impact as there will be only 8 spaces! This is not enough to meet the demand."
"8 child spaces are really not going to make any impact."
"8 places are a drop in the ocean of need you have across this city. d there is broad range of need in your proposal which only increases the range of children and need that would want the places. It will become another 'Arb'. We all want it hardly any will stand a chance at getting it." "There is already a comprehensive SEMH offer in the city with Polygon. There is 1 ASD provision across the entire city offering 8 places a year. 8 places are a drop in the ocean of the level of need we have in the city. It's simply not good enough. More money. More places."
"Why only 8 placements. There must be 100's of children needing sen placements?"
"The city needs more whole Sen school not units for 8/10 pupils that will not even deny the need." "The city again needs more Sen secondary places 8 spaces in a specialist unit are not enough. These 8 spaces are simply not enough is this per year group or just 8 spaces?"
Concerns and suggestions for SEND provision across the city (13)
"I think Weston secondary should be considered. We've had an excellent experience with Mrs Moss the sendco. there are also a lot better public transport options for Weston rather than woodlands."
"There should be more schools like the arb at Bitterne park. How the arb is set up should be how a few more school grounds are built upon and opening of more school like this."
"What about the 'special needs' of the able, gifted, and talented children and young people who are also being let down by the system?! It is always the other end of the spectrum that is considered, presumably because the need is greater there, but this is unfair on bright children who are being somewhat neglected and under stimulated in those circumstances."
"This is a resource which is needed for young people in the city. There is a cohort of yp who would flourish in this setting, currently being failed by their EHCP."
"More secondary schools in Southampton need send units as there is not enough send schools in the area."
"Iso its only for children with an ehcp what about those children who desperately need an EHCP and are having to jump through hoops, missing out on time in education and social skills because schools are saying they can't afford to fund their help, this money would be better off supporting the children in schools."
"Good to see that SCC are considering some SEMH provision for girls. However, this is unclear what SEMH needs will be catered for. Will it be 'traditional' SEMH eg. behaviour that challenges, or will it be more anxiety/ASC focused eg. like Yarrow Heights?"
"Theres also Sen children without ehcps who don't get on in mainstreams and they fall in the gap. Why isn't there a bigger provision to cater to Sen with ehcp and Sen without ehcp but mainstream unsuitable? This is where you need spaces and in the long run it will save money through then needing an ehcp to get the support they deserve."
"A Sen school needs its own outside space not share the main sites area the children need access at all times, a crowded playground would prevent this. Mainstream schools are not the place for Sen pupils that's why we move them to specialist Who would be responsible for choosing staff?" "A new Sen secondary is needed especially for girls! Personally, these plans are an insult to Sen parents and just a show for the Sen reform movement. This will lead to more children school refusing."
"It would be great for there to be more provision at various points in the city."
"I feel that more support needs to be given to children. With special needs."
"Special places are needed, but they should be provided at the school where the children would have attended rather than a space within a school on one side of the city. Children from Redbridge area for example would have a significant journey to get to the other side of town to attend Woodlands and this journey could negatively impact their mental health, making them worse."

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