

Cabinet

**Monday, 4th July, 2011
at 5.00 pm
Committee Rooms 1 and 2**

This meeting is open to the public

Members

Councillor Smith, Leader of the Council
Councillor Moulton, Cabinet Member for Children's
Services and Learning
Councillor Baillie, Cabinet Member for Housing
Councillor Fitzhenry, Cabinet Member for
Environment and Transport
Councillor Hannides, Cabinet Member for
Resources, Leisure and Culture
Councillor White, Cabinet Member for Adult Social
Care and Health

(QUORUM – 2)

Contacts

Cabinet Administrator
Judy Cordell
Tel: 023 8083 2766
Email: judy.cordell@southampton.gov.uk

Director of Economic Development
Dawn Baxendale
Tel: 023 8091 7713
Email: dawn.baxendale@southampton.gov.uk

BACKGROUND AND RELEVANT INFORMATION

The Role of the Executive

The Cabinet and individual Cabinet Members make executive decisions relating to services provided by the Council, except for those matters which are reserved for decision by the full Council and planning and licensing matters which are dealt with by specialist regulatory panels.

Executive Functions

The specific functions for which the Cabinet and individual Cabinet Members are responsible are contained in Part 3 of the Council's Constitution. Copies of the Constitution are available on request or from the City Council website, www.southampton.gov.uk

The Forward Plan

The Forward Plan is published on a monthly basis and provides details of all the key executive decisions to be made in the four month period following its publication. The Forward Plan is available on request or on the Southampton City Council website, www.southampton.gov.uk

Key Decisions

A Key Decision is an Executive Decision that is likely to have a significant

- financial impact (£500,000 or more)
- impact on two or more wards
- impact on an identifiable community

Decisions to be discussed or taken that are key

Implementation of Decisions

Any Executive Decision may be "called-in" as part of the Council's Overview and Scrutiny function for review and scrutiny. The relevant Overview and Scrutiny Panel may ask the Executive to reconsider a decision, but does not have the power to change the decision themselves.

Southampton City Council's Six Priorities

- Providing good value, high quality services
- Getting the City working
- Investing in education and training
- Keeping people safe
- Keeping the City clean and green
- Looking after people

Procedure / Public Representations

Reports for decision by the Cabinet (Part A of the agenda) or by individual Cabinet Members (Part B of the agenda). Interested members of the public may, with the consent of the Cabinet Chair or the individual Cabinet Member as appropriate, make representations thereon.

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

Mobile Telephones – Please turn off your mobile telephone whilst in the meeting.

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

Access – Access is available for disabled people. Please contact the Cabinet Administrator who will help to make any necessary arrangements.

Municipal Year Dates (Mondays)

2011	2012
6 June	16 January
4 July	6 February
1 August	13 February
5 September	12 March
26 September	16 April
24 October	
21 November	
19 December	

CONDUCT OF MEETING

TERMS OF REFERENCE

The terms of reference of the Cabinet, and its Executive Members, are set out in Part 3 of the Council's Constitution.

BUSINESS TO BE DISCUSSED

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

RULES OF PROCEDURE

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

QUORUM

The minimum number of appointed Members required to be in attendance to hold the meeting is 2.

DISCLOSURE OF INTERESTS

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

PERSONAL INTERESTS

A Member must regard himself or herself as having a personal interest in any matter:

- (i) if the matter relates to an interest in the Member's register of interests; or
- (ii) if a decision upon a matter might reasonably be regarded as affecting to a greater extent than other Council Tax payers, ratepayers and inhabitants of the District, the wellbeing or financial position of himself or herself, a relative or a friend or:-
 - (a) any employment or business carried on by such person;
 - (b) any person who employs or has appointed such a person, any firm in which such a person is a partner, or any company of which such a person is a director;
 - (c) any corporate body in which such a person has a beneficial interest in a class of securities exceeding the nominal value of £5,000; or
 - (d) any body listed in Article 14(a) to (e) in which such a person holds a position of general control or management.

A Member must disclose a personal interest.

Cont/...

Prejudicial Interests

Having identified a personal interest, a Member must consider whether a member of the public with knowledge of the relevant facts would reasonably think that the interest was so significant and particular that it could prejudice that Member's judgement of the public interest. If that is the case, the interest must be regarded as "prejudicial" and the Member must disclose the interest and withdraw from the meeting room during discussion on the item.

It should be noted that a prejudicial interest may apply to part or the whole of an item.

Where there are a series of inter-related financial or resource matters, with a limited resource available, under consideration a prejudicial interest in one matter relating to that resource may lead to a member being excluded from considering the other matters relating to that same limited resource.

There are some limited exceptions.

Note: Members are encouraged to seek advice from the Monitoring Officer or his staff in Democratic Services if they have any problems or concerns in relation to the above.

Principles of Decision Making

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

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

In exercising discretion, the decision maker must:

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

AGENDA

Agendas and papers are now available via the Council's Website

SCRUTINY PANEL REPORTS

- a Primary School Educational Attainment for Children with Special Needs Inquiry
- b Patient Safety in Acute Care Inquiry
- c Cruise industry scrutiny inquiry - how can cruise ship passenger spend be increased?

- 9 **PARTNERSHIP FOR URBAN SOUTH HAMPSHIRE (PUSH): REVISION TO CONSTITUTIONAL ARRANGEMENTS**
- 10 **HOUSING STRATEGY 2011-2015 AND THE HOUSING REVENUE ACCOUNT BUSINESS PLAN 2011 - 2041**
- 12 **ESTATE REGENERATION PROGRAMME - NEXT PHASE (**
- 16 **DISPOSAL OF 2-8 QUEENSWAY**
- 18 **EAST STREET CENTRE - RESTRUCTURE OF GROUND LEASE TO FACILITATE REDEVELOPMENT**

Friday, 24 June 2011

HEAD OF LEGAL AND DEMOCRATIC SERVICES

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Report of Scrutiny Panel A

PRIMARY SCHOOL EDUCATIONAL ATTAINMENT FOR CHILDREN WITH SPECIAL NEEDS INQUIRY October 2010 to February 2011



Panel Membership:

Councillor Fitzgerald (Chair)
Councillor Mrs Damani
Councillor Kolker (Vice-Chair)
Councillor Morrell
Councillor Odgers
Councillor Turner
Councillor Willacy

Democratic Support Officer:

Sharon Pearson

Policy and Performance Analyst:

Dorota Goble

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Appendices

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EXECUTIVE SUMMARY

1. A recent Ofsted review reported that just over 1 in 5 pupils in England are identified as having Special Educational Needs (SEN). Nationally, these numbers have seen a steady increase over the last few years.
2. In Southampton's primary schools there are just less than 3,500 pupils children with SEN. The overall number of primary school pupils with SEN (at School Action, School Action Plus or with a Statement) has reduced although the proportion of all these pupils (21%) is still just above the national average. Conversely, the number of primary pupils who have a statement has increased, with the proportion (1.7%) below the national average. The primary school breakdown of SEN from 2007-2010 is attached in Appendix 1.
3. The Panel were shown that a disproportionate number of children currently identified with SEN are children who are eligible for free school meals (Appendix 2). They may also have other complex needs within their family or home environment, which are not easily resolved. The Panel felt that all primary school children would benefit from many of the techniques and best practice used for supporting children with special educational needs.
4. Overall performance and prospects for primary school children in Council-maintained schools is positive with the SEN attainment gap reducing steadily and the majority of inspections for primary schools have been 'good' for quality of learning (SEN). The Panel were shown that the outcomes in reading, writing and maths for primary school children with SEN, especially for those without a statement, have been improving, and compare well nationally and with our statistical neighbours (Appendix 3).
5. There is more of a challenge for Southampton primary school pupils with a SEN statement. Unfortunately for these children the attainment gap got worse and was below the national and statistical neighbour averages.
6. There are many far reaching changes currently being proposed or planned for education and health provision in the UK. The Panel recognised that although these were difficult times there were key elements of provision that should be prioritised including pooling budgets, joint working and protecting the most vulnerable children with complex needs, whilst recognising the link between SEN and deprivation.
7. The Panel noted that any achievements in improved outcomes for children with SEN required commitment from all: teachers, pupils and parents alike. Strong leadership from the head teacher made the crucial difference to the level of support for SEN and felt there could be greater consistency and a SEN ethos across the city.
8. Feedback from parents on their experience in relation to support for their child's special educational needs was mixed ranging from very positive to confusion, frustration and mistrust. It was felt that improved co-ordination, sign-posting and joint working of services could lead to improved experiences and life chances for children with SEN and their families.

MAIN ISSUES AND RECOMMENDED ACTIONS

9. Overall, the main issues from the inquiry were:
- The Strategy for Children and Young People and the SEN Strategy need to be updated;
 - Overall levels of pupils with SEN remain just above average;
 - Recognition of the links between children with SEN and deprivation;
 - A drive to identify significant savings and changes to the way services are provided for PCT and the Council;
 - Agencies were not always sharing best practice; and
 - Parent’s feedback showed mixed perceptions and experiences – it can be hard for them to know what is going on, especially in transition stages.
10. The seven recommendations from the inquiry, outlined in more detail with the issues after the introduction (Page 9 onwards), were:

RECOMMENDATION SUMMARY	Lead organisation/s
<p><u>Recommendation 1:</u> With national changes to be implemented in education and health alongside the imminent SEN White Paper and given existing budget constraints, SCC, in partnership with others, should focus on key actions and priorities to ensure that children in primary schools with the most complex needs are given the best life chances. These key actions and priorities are for all partners to:</p> <ul style="list-style-type: none"> • Ensure the Pupil Premium is used to support the most vulnerable children, recognising the link between SEN and deprivation; • Continue the increased focus on early intervention and support; • Maximise the joint potential of personalised budgets and pupil premium to work most effectively for those children with the most complex needs; • Maintain the strengths of the social model for supporting children with SEN within the medical model for joint-working arrangements and • Ensure the earliest possible update of the Children and Young People’s Plan and SEN Strategy, including consideration of whether a single combined plan is appropriate. • Commit to collecting, collating and co-ordinating performance information 	<p>SCC; Children and Young People’s Trust</p>
<p><u>Recommendation 2:</u> Recognise and raise greater awareness of where schools are championing children with SEN and promote an inclusive ethos across the city through the sharing of best practice examples of the achievements of schools and children with SEN.</p>	<p>SCC</p>
<p><u>Recommendation 3:</u> Undertake research into the rise in the attainment gap in Southampton between SEN/Non SEN at Key Stage 2 in 2009.</p>	<p>SCC</p>

RECOMMENDATION SUMMARY	Lead organisation/s
<p>Recommendation 4: Ensure there is a continuum of support to meet each child's needs at different times and through different services. Consideration should be given to support all children, especially those with the most complex needs, through a multi-agency approach with the Learning Disability Partnership Board and to include all key services such as health, education and social care.</p>	<p>SCC; Children & Young People's Trust; Learning Disability Partnership Board</p>
<p>Recommendation 5: Recognising the transition of the public health role to local authorities, Southampton City Council to consider developing a multi-agency ADHD strategy for the city with key partners.</p>	<p>SCC</p>
<p>Recommendation 6: Agree a cross-agency protocol for parent and child involvement to enable transparency in the options for an individual child's educational needs and ensure that communication is maintained between all agencies and families.</p>	<p>Children and Young People's Trust</p>
<p>Recommendation 7: SCC, in partnership with others, to consider a partnership approach to co-ordinate and signpost all SEN information, advice and services with one clear point of contact for:</p> <ul style="list-style-type: none"> • Providers, including Health and Schools – to include details of specialist and outreach support, key contacts, training opportunities and raising awareness of SEN achievement and best practice; • Parents, families and children – links to support groups, advice on options, help choosing the right services to meet their child's needs and an opportunity for parent's and children, as armchair auditors, to make comments, compliments and complaints about their experiences. 	<p>SCC; Children & Young People's Trust</p>

INTRODUCTION

11. The Primary School Educational Attainment for Children with Special Educational Needs (SEN) Inquiry was undertaken by Scrutiny Panel A over four meetings between October 2010 and March 2011.
12. The purpose of the Inquiry was to understand and consider how children of primary school age with Special Educational Needs, including children with Attention Deficit Hyperactivity Disorder (ADHD), are supported by primary schools and the Primary Care Trust to achieve their maximum potential and prepare for secondary education. The Inquiry Terms of Reference are attached in Appendix 4.
13. The Education Act and SEN Code of Practice outline and define that where it is necessary to take some additional or different action to enable the pupil to learn more effectively, they should be considered to have Special Educational Needs.
14. All children and young people, including those with Special Educational Needs, deserve to be educated in the most empowering environment and in their local mainstream school whenever appropriate. In Southampton, at least 99% of pupils in city council-controlled primary schools are educated within its mainstream provision, with the remaining children supported in special schools for specific, complex and specialist needs.
15. The SEN Code of Practice promotes a common approach to identifying, assessing and providing for all children's Special Educational Needs. The Code advocates a continuum of provision – a graduated approach. Schools meet most children's learning needs through "differentiation" of the curriculum, which means teachers tailoring their approaches to suit individual pupils' different learning needs and styles.
16. Primary schools are guided on good literacy and mathematics teaching, involving a carefully planned blend of approaches that direct children's learning and challenge them to think, through the "Quality First" curriculum. If pupils require support that is additional to and different from this they may be placed at 'School Action'. If external agency support is required to enable the school to support the pupil's educational needs then a pupil will be placed at 'School Action Plus'.
17. A 'SEN Statement' will be made by the local authority if it decides that all of the special help a child needs cannot be provided from within the school's existing resources. These resources could include money, staff time and special equipment. The statement will describe all of the child's SEN and the special help the child will receive.
18. Provision and services for children with SEN in mainstream and special schools is available from Educational Psychology, School Standards, Outreach and other specialist teaching/advisory services (provided by local special schools and funded by the local authority), and the Southampton Parent Partnership service. The Primary Care Trust provides numerous services including Child and Adult Mental Health Services (CAMHS),

JIGSAW, speech and language therapy and specialist community services. Resource, SEN and multi-agency resource panels govern SEN placement and provision for the city.

19. During the Inquiry, the Panel considered background documents and presentations from the Children's Services and Learning Directorate, Children's Healthcare and Solent Healthcare, head teachers, and parent representatives. The issues and developments for primary school children with SEN were considered. The Panel members also visited 4 primary schools and an Early Year's Centre to experience first hand, how SEN support is provided in the city. Appendix 5 shows the full list of evidence.
20. The Panel have drawn together their conclusions and recommendations in this report in light of significant national changes expected over the next few years through Government White Papers and legislation for schools, SEN provision and health. They have also noted a number of local reviews within Southampton for services for children with disabilities and mental health problems. Overall, the Panel support the shift of emphasis for joint working and supporting the individual child.
21. Finally, the Panel would like to express their gratitude to all those who gave evidence or provided information to the inquiry for their continued honesty, insight and commitment to making a difference to primary school children with SEN.

THE ISSUES

Changing National and Local Picture for SEN

22. Southampton's Children and Young People's Plan 2009-12 and the SEN Strategy 2007-10 set out Southampton's priorities and approach to promoting the inclusion of children and young people with SEN within mainstream education and providing them with the best life chances.
23. Although the Panel concluded these strategies clearly identify the issues and outline opportunities to improve the outcomes for children with SEN, there were many external developments that also need to be considered. The Panel recognised that updated strategies would follow Government legislation but the Panel urged that these strategies be updated as soon as is practically possible once a clear way forward emerged both locally within Southampton and nationally.
24. Amongst many legislative proposals there are primarily three key bills that will impact on children with SEN:
 - i. **The Schools White Paper: *The Importance of Teaching***: This aims to improve standards for teaching in particular through changes to training and funding for SEN, greater autonomy of schools to tackle SEN, and improved reporting of how well children, who are eligible for pupil premium, do in their basic skills.
 - ii. **The SEN and Disability Green Paper: *Support and Aspiration: A new approach to special educational needs and disability*** identifies the increasing trend to categorise children with SEN and makes wide-ranging proposals to reform the SEN system. These include a single combined 'Education, Health and Care Plan', additional funding through the pupil premium and greater control for parents of children with SEN.
 - iii. **The NHS White Paper: *'Equity and Excellence: Liberating the NHS'* and the Public Health White Paper: *'Health Lives, Healthy People'*** proposed a fundamental transformation of the health agenda through new commissioning arrangements and provider arrangements; New public health budgets and a stronger focus on early years identification, vulnerable groups and expanding use of personalised budgets.
25. The panel would like to see the above legislation would be implemented swiftly to improve outcomes for all children, especially those with special educational needs. There was particular support for a single combined plan which the Panel believed would reduce frustrations for children with SEN and their parents. This would also indicate clear links between deprivation and SEN alongside maximising the opportunities for all children, including those with SEN.
26. There was concern expressed that although the numbers of children identified at School Action and School Action Plus in Southampton primary schools had reduced over the last few years (Appendix 1) the overall proportion of pupils with SEN remained above the national average. The Panel felt that the above proposals would help to turn this curve alongside a greater focus on added value and learning needs.

27. The Panel saw compelling evidence linking deprivation and children with SEN in Southampton schools, where children eligible for free school meals are disproportionately represented within children with SEN (Appendix 2). Given the many complex issues these children may face, both at school and at home, the Panel felt there should be a greater focus on the outcomes for these children by ensuring that the forthcoming Pupil Premium is used effectively to support the most vulnerable children. The panel believe that proposes for early intervention and support will particularly serve to improve the life chances for these children.
28. The Panel also recognized that the 16 community budget pilot schemes, which focus on families with complex needs, are likely to become the focus of attention as the way to bring transformational change. This new model of public service delivery involves bottom up service design and allows multi skilled teams to work across organisational boundaries to find innovative solutions.
29. There are also key local services reviews underway in Southampton
- **CAMHS – Saucepans Team** provides a multi-agency single point of contact for children experiencing emotional, behavioural and mental health issues. Review outcomes include clearer service criteria and a revised care pathway for children with ADHD;
 - **Speech Language and Therapy** – treatment for children with significant speech, language and swallowing difficulties; and
 - **Services for children and young people with disability review** aims to support more children in their local communities. This will be achieved through better aligned health, social care and education systems including the development of a specialist hub, a lead professional for children with moderate to severe disabilities, coaching to promote inclusion, proactive use of the Common Assessment Framework, and a continued focus on early identification and support.
30. Inevitably, the significant costs and resources devoted to supporting children with Special Educational Needs and disabilities will add further pressure over the next few years following the impact of the Government's Comprehensive Spending Review 2010. Southampton City Council and the Southampton PCT, key providers for children with SEN and disabilities, need to identify significant savings in the next few years alongside the potential stress points of setting up and implementing numerous changes to the way they support all children, as well as those with special educational needs and disabilities.
31. The Panel supports an increased focus on early intervention for all children and that the shift of emphasis for both education and health services will require much greater collaboration and pooled budgets for all relevant agencies. Due to the limited resources and greater focus on those who are most deprived or vulnerable, the Panel believe it is vital that agencies maximise the potential of pooling personalised budgets and the pupil premium to work most effectively for those with the most complex needs.

32. The Panel heard that children were more likely to be identified with SEN at primary school when the demands of the curriculum require them to spend more time sitting and listening rather than engaged in more active learning activities at pre-school. There was, however, evidence that Surestart projects were having a positive impact (e.g. on attainment levels at the end of the foundation stage). The Panel felt that the earliest identification meant that the right support can be set up for a child to ensure they are not disadvantaged.
33. The national proposals for greater joint working, the local authority role in Public Health and the single combined assessments through education, care and health plans suggest that services will need to be more aligned to a medical approach to SEN and disability rather than a social, interactive approach.
34. The social model thinking looks to remove socially created barriers in attitude, organisation, environment or prejudice to help the child develop whereas the medical model uses the impairment of the child to define them and assumes the label will remain or be normalised.
35. The Panel, however, saw persuasive evidence that there were many benefits of the social model to both society and the child and family. The Panel believe that joint working arrangements and collaborative working should ensure that future arrangements and processes harness the strengths of the social model to minimise labelling and maximise the inclusion of the child within society through removing barriers.
36. Overall, the Panel understood that as a result of these challenges there is clearly much work already underway both at a national and local level to improve the processes, support and services for children with SEN. However, given the limited resources and changes that were to be implemented over the next few years they felt that there were some key elements that should be protected and prioritised.

Recommendation 1: With national changes to be implemented in education and health alongside the imminent SEN White Paper and given existing budget constraints, the focus should be on key actions and priorities to ensure that children in primary schools with the most complex needs are given the best life chances. These key actions and priorities are for all partners to:

- Ensure the Pupil Premium is used to support the most vulnerable children, recognising the link between SEN and deprivation;
- Continue the increased focus on early intervention and support;
- Maximise the joint potential of personalised budgets and pupil premium to work most effectively for those children with the most complex needs;
- Maintain the strengths of the social model for supporting children with SEN within the medical model for joint-working arrangements and
- Ensure the earliest possible update of the Children and Young People's Plan and SEN Strategy, including consideration of whether a single combined plan is appropriate.
- Commit to collecting, collating and co-ordinating performance information

Sharing Best Practice

37. The grades for the progress of learners with SEN and learning difficulties and disabilities following Ofsted inspections in Southampton primary schools has been consistently “good” for the last three years.
38. Recent performance has mostly seen improvements for the Key Stage 1 and 2 SEN attainment gap in both mathematics and reading, although there is room for improvement for pupils with statements (Appendix 3).
39. School visits made by the councillors upheld these judgements, but also demonstrated how a school’s whole ethos and commitment from staff, children and parents can work to support children with SEN and give them the best start in life. This may range from being greeted at the school gate, the offer of breakfast or a healthy snack, a time out zone, visual sign-posting or a learning plan tailored to each individual child’s needs which enables them to learn and develop at their own pace.
40. The Panel also considered the individual inspection judgements from 34 schools over the last two years to assess the overall quality of SEN teaching as a benchmark for the city. The results were generally positive with nearly two thirds of primary schools judged as good (53%) or outstanding (9%).
41. However, with over a third of the primary schools judged as satisfactory, and only 3 schools achieving an outstanding result in this area, there is a need to improve the sharing of best practice for SEN support more widely across the city.
42. This perceived inconsistency is also supported by parents’ feedback which showed extreme positive and negative experiences of the support for their child with SEN.
43. Although there were no schools deemed to be inadequate in the quality of learning for SEN, the Panel felt there was room to improve outcomes for all children, and especially those with SEN, through increased promotion of the ethos of inclusion and a greater focus on training for SEN across the board. In addition, there was a perception that some schools were not as committed, or could opt out, to ensuring inclusion and supporting children with SEN.
44. The far-reaching commitment, systems and support in place at the schools visited by the Panel members were a credit to the schools, showing how they help all children to learn and grow to the best of their ability and leave their troubles at the school gate. It was felt this was particularly important for children with SEN, as many may live with chaotic or difficult home lives, poverty or the risk of violence everyday. The Panel believes the efforts and outcomes of schools that champion the needs of children with SEN should be better recognised and promoted within the city.

45. The facilities and set up at the city's only special school for primary pupils with learning difficulties, Springwell, were exemplary. The Panel recognised, however, that resource constraints and the preference for mainstream education for most children meant that places were always going to be limited. They were heartened, however, by the outreach work and training that is already provided to mainstream schools and likely to be extended following the National Leader in Education status recently awarded to the head teacher.
46. The Panel also supported the proposals in the Schools White Paper and the SEN Green Paper to develop better mechanisms for recording and reporting on the outcomes of children with SEN and those receiving the pupil premium. They felt this would provide a clearer picture of where schools are performing well for children with learning needs.
47. Springwell School, and many other schools leading in supporting children with SEN in Southampton, are achieving excellent standards and quality of learning for children with SEN and disability. They should be celebrated as a best practice models for others schools in the city. The Panel believe so much more could be achieved by the application of many of the innovative and often simple techniques. This would not only help those with SEN and learning needs but also enhance the experience and benefit all children at primary schools.

Recommendation 2: Recognise and raise greater awareness of where schools are championing children with SEN and promote an inclusive ethos across the city through the sharing of best practice examples of the achievements of schools and children with SEN.

Recommendation 3: Undertake research into the rise in the attainment gap in Southampton between SEN/Non SEN at Key Stage 2 in 2009.

48. The Panel were concerned about evidence they received from Southampton Parent Partnership who often (but not always) hear parents report that they are confused by the different messages they receive from the various professionals they come across. Although these were the views of parents who were in some way dissatisfied, the Panel felt that the mixed perceptions and experiences of families of children with SEN was an important issue to address.
49. The Government papers outlined above consistently highlight the need for greater collaboration and joint working as a way forward for tackling assessments, support and services for children with SEN. The Panel recognised the role of the Multi-Agency Resource Panel (MARP) to agree placements and funding for children with the most complex needs and felt that the new proposals for a single assessment process could lead the way for a multi-agency approach for all children with SEN to be considered.
50. The Jigsaw service which provides a 'one stop shop' for parents, children and practitioners to have one point of contact to access specialist services

for learning difficulties and/or autism with challenging behaviour was also cited as a best practice example and a potential model to follow.

Recommendation 4: Ensure there is a continuum of support to meet each child's needs at different times and through different services. Consideration should be given to support all children, especially those with the most complex needs, through a multi agency approach with the Learning Disability Partnership Board and to include all key services such as health, education and social care.

51. The SEN Strategy recognised that the provision for children with both learning and behavioural difficulties is not well developed despite the fact that behavioural, emotional and social difficulty is the second highest educational need (5% of pupils) in primary schools in Southampton, the highest being moderate learning difficulties (14% of pupils). This was supported by comments from head teachers, the PCT and the ADHD Awareness Group.
52. The proposed CAMHS model for the Saucepans Team has identified the need for improvements in this area and will implement a revised care pathway for children and young people with Autism Spectrum Disorders (ASD) and Attention Deficit Hypersensitivity Disorder (ADHD) to improve support and outcomes.
53. The Panel heard evidence that the complexity and confusion often experienced by children with SEN and their parents is compounded with ADHD and ASD as the parents or other family members may also suffer from this hereditary condition. Where this condition occurs in a family the panel were advised there may also be domestic violence, drug misuse and other health problems prevalent.
54. There are limited local support networks and the Southampton ADHD Awareness Group outlined to the panel that the problems faced by these families would be reduced by a multi-agency strategy for ADHD. This would enable a collaborative approach of services to enhance the life chances for children diagnosed with ADHD and to work together to reduce the stigma attached to ADHD.

Recommendation 5: Recognising the transition of the public health role to local authorities, Southampton City Council to consider developing a multi-agency ADHD strategy for the city with key partners.

Signposting and Supporting Services

55. The Panel received feedback from parents, through the Southampton Parent Partnership, and children with SEN, stating that it is hard for them when they do not know what is going on or during transition stages. Although some feel they are given a chance to be involved this is by no means consistent across all schools in Southampton. Many parents feel they do not know about decisions or plans to support their child's special needs.
56. Government proposals are moving towards greater involvement and control of parents and children in future decisions, funding through the pupil premium and individual care plans to support their children's special educational needs. There are also proposals to set out clear information on the achievements for children at the lower end of the school attainment and those receiving the pupil premium which will give a clearer overall picture of how schools are performing and greater parental choice for their child.
57. Changes to commissioning and provision of services will inevitably follow over the next few years with increased potential for schools and practitioners to lead on improvements for quality of learning. The changes and provision for SEN should to be more clearly signposted so that practitioners involved in a child's development have a clear understanding of the services and support available.
58. Professionals will need to ensure mechanisms are in place to support parents to make informed decisions and enable them to engage in the development of their child's combined 'Education, Health and Care Plan'.
59. The Panel support a cross agency approach to involving parents in their child's care. Although the Panel understand the complexities of developing this within the diminishing role of local authorities and changing provision in education and health provision they felt that it is the most effective and fundamental way forward within existing budget constraints. Its implementation will also meet legislative proposals in the next few years.

Recommendation 6: Agree a cross-agency protocol for parent and child involvement to enable transparency in the options for an individual child's educational needs and ensure that communication is maintained between all agencies and families.

Recommendation 7: SCC, in partnership with others, to consider a partnership approach to co-ordinate and signpost all SEN information, advice and services with one clear point of contact for:

- Providers, including Health and Schools – to include details of specialist and outreach support, key contacts, training opportunities and raising awareness of SEN achievement and best practice;
- Parents, families and children – links to support groups, advice on options, help choosing the right services to meet their child's needs and an opportunity for parent's and children, as armchair auditors, to make comments, compliments and complaints about their experiences.

DEVELOPMENT AND PROJECTED IMPACT ON THE ISSUE

60. Local reviews on disabilities and mental health provision and expected Government legislation alongside reducing and changing funding arrangements for schools and pupil premiums are all expected to have a significant impact on schools and SEN provision.
61. The increased emphasis on joint working and a focus on individual outcomes should see improvements for the most vulnerable children and families with complex needs.
62. Once changes in Government policies are clear a review of the Southampton SEN Strategy will need to be undertaken as a priority. This should aim to ensure that key issues and opportunities for children with SEN and disabilities are developed into a clear and resourced action plan.
63. The recommendations within this report aim to ensure that, within the changing climate for schools and health, vulnerable children remain a priority and primarily seek to make the system for supporting children with SEN more accessible and less confusing for parents and children.
64. They also aim to ensure that achievements for children with SEN are more widely recognised and harnessed to improve all primary school children's potential through sharing and learning of best practice.

RESOURCING THE ACTIONS

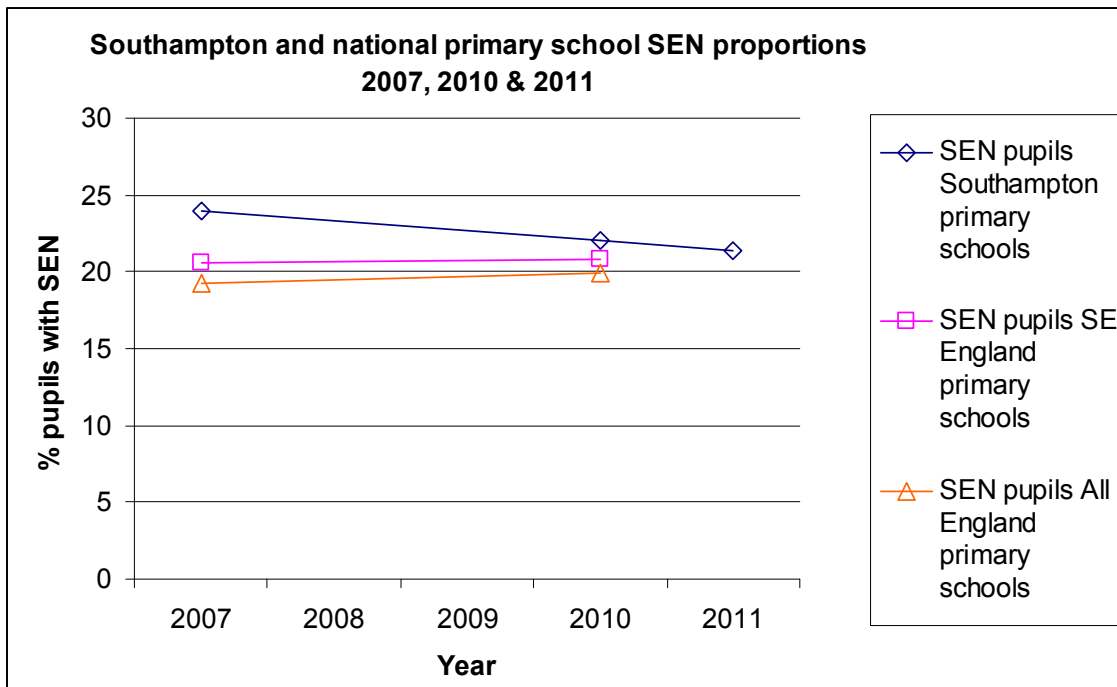
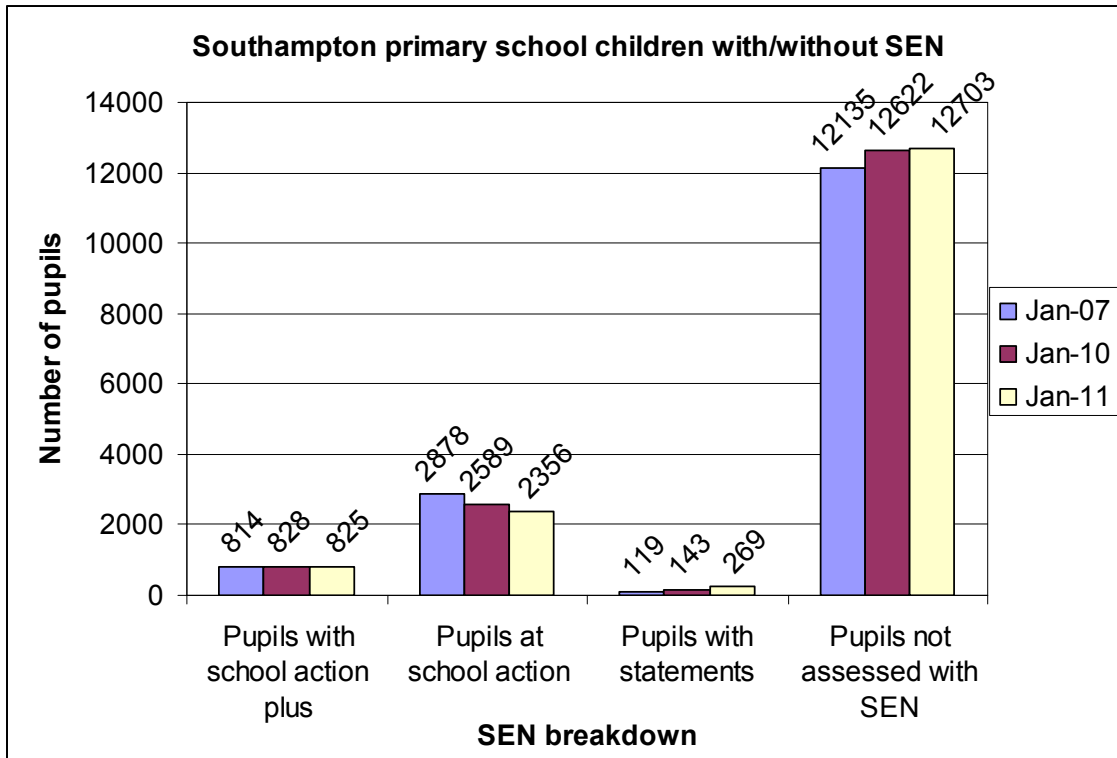
65. Significant costs are associated with supporting children with Special Educational Needs as shown in the Children's Services and Learning budget set out in Appendix 6.
66. It was difficult to specifically identify SEN budgets for the Primary Care Trust as they commission services that work across a range of setting with a range of children.
67. At this current time the recommendations from this inquiry do not have any additional financial implications on the Council and its partners. Although it should be noted that Government White Papers are expected to impact on the way schools and support for children with SEN is funded but it is difficult to predict budgets will be allocated in future.
68. The Panel believe that the recommendations within the report could be progressed by re-focussing council officer and partner's time and existing work programmes.

MEASURING THE IMPACT OF CHANGE

69. The Panel felt that there is already an extensive set of measures established to monitor the progress of children with special educational needs. They believe that these should remain a focus to ensure a consistent view of improvements over time.
70. The Panel, however, also welcome Government proposals to improve the measurement of progress for children at the lower end of the spectrum of attainment, to provide a more holistic view of the school and specifically of improvements for the most vulnerable children.
71. The Panel believes that a review of the SEN strategy and the Children and Young People's Plan should be undertaken as soon as is practical once legislation becomes clearer. This will ensure support for children with SEN and vulnerable children will be as up to date as possible and enable new measures to be introduced in a timely way.
72. Finally, the recommendations within the report that seek to increase and improve parent involvement in the SEN system should ensure that their children's needs are better met. To that end, the perception and feedback of parents and children through the Southampton Parent Partnership should continue to be a focus.

APPENDIX 1

Southampton Primary School SEN Breakdown

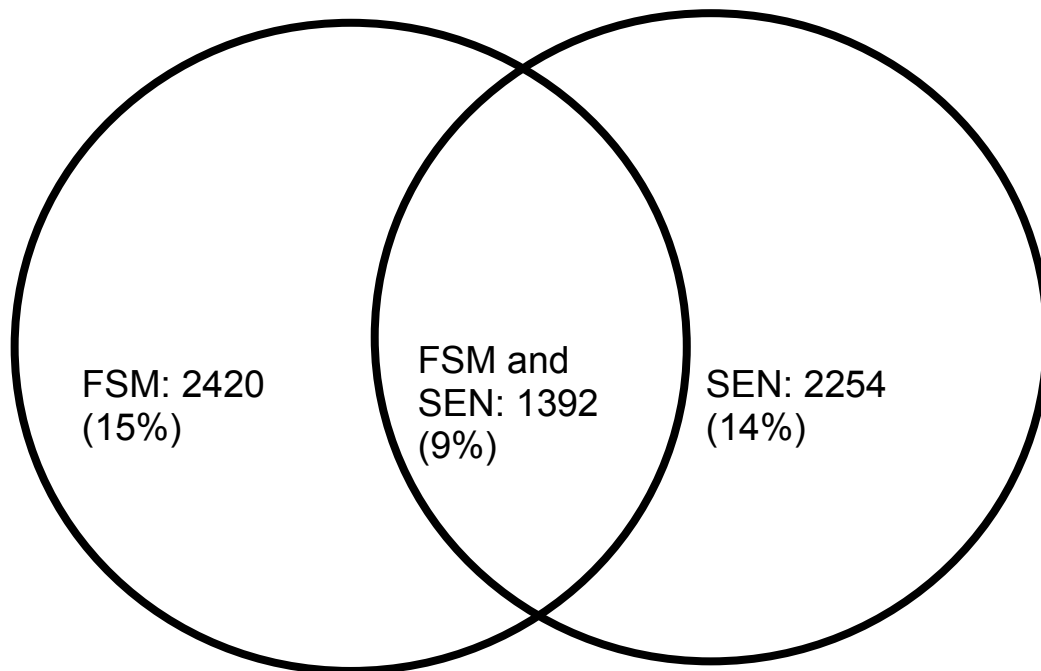


APPENDIX 2

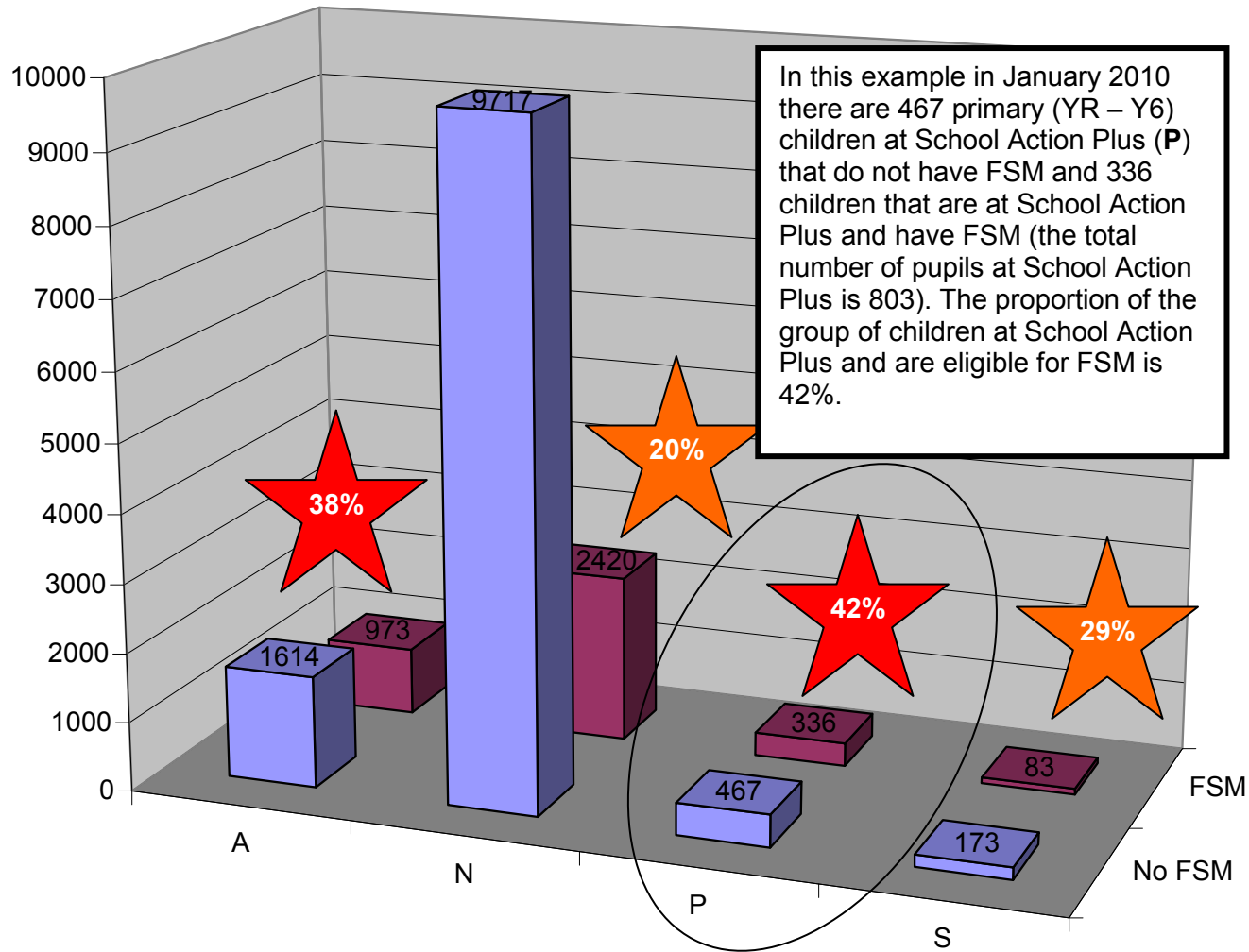
Southampton Primary School Free School Meal and SEN links

January 2010: Primary School SEN:Free School Meal break down

No Special Needs (SEN) or Free School Meals (FSM):
9717 pupils (62%)



Primary School Pupils with SEN and eligible for Free School Meals (January 2010)



Total number of primary pupils (YR – Y6) at (A) School Action, (N) No SEN identified, (P) School Action Plus and with (S) a Statement with and without FSM (January 2010)

APPENDIX 3

Key performance information for Primary School SEN

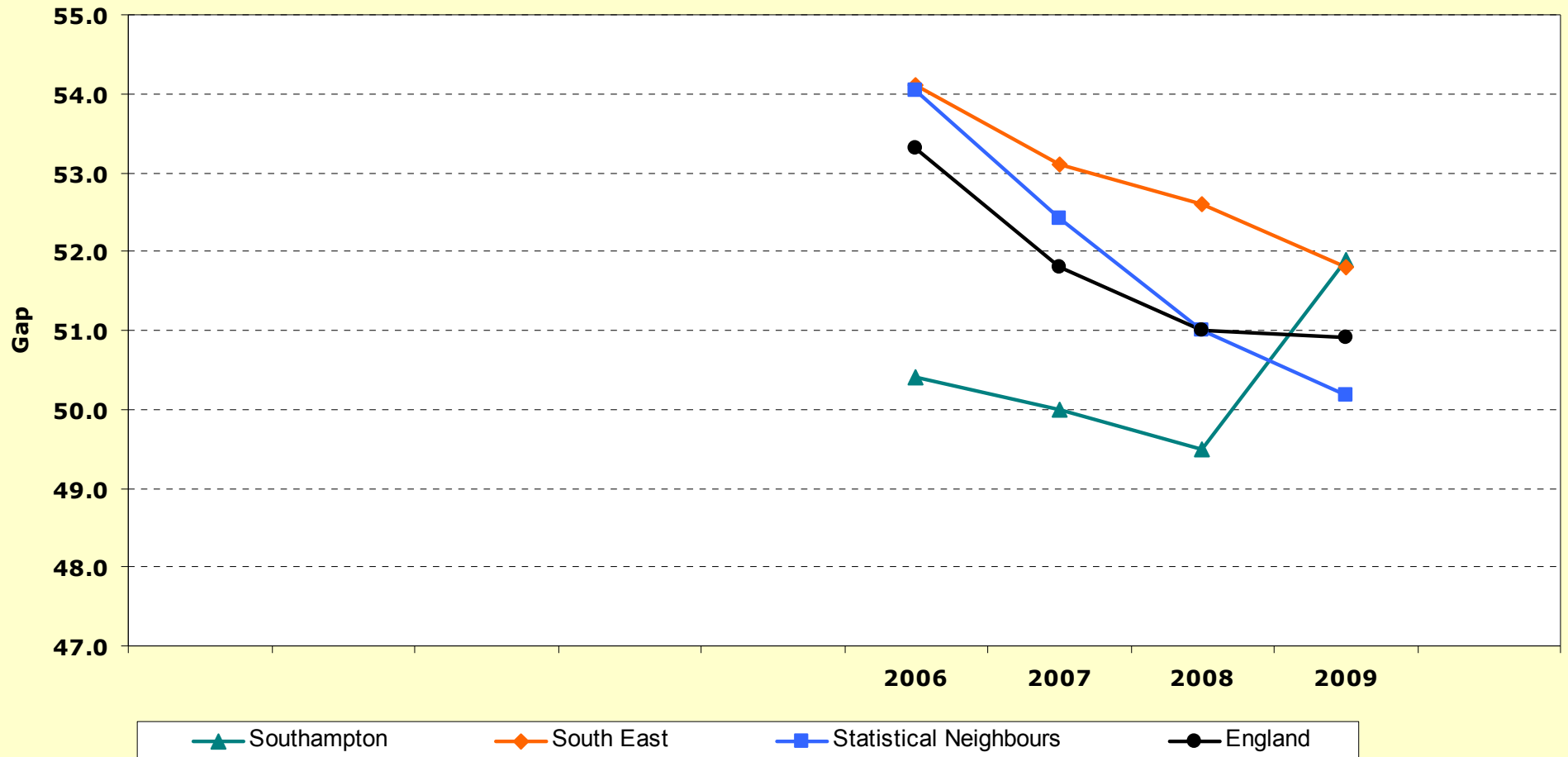
Key Stage 2 Provisional Data 2010 (Released July 2010- excluding boycotted schools unless stated otherwise)

English and Maths L4+	2008	2009	2010	2009 Statistical Neighbour	2009 National
LA (excluding boycotted schools)			70%		
LA Average	65%	64%		68.7%	72%
SALTs Target			75%		

English and Maths L4+	2008	2009	2010	Difference 2010-2008 (rounded)	2009 Statistical Neighbour	2009 National
FSM	46%	45%	58.3%	12%	50%	53.3%
Non FSM	70%	68%	73.2%	3%	73%	75.5%
FSM Gap	24.6 %	23%	14.9%	-10%	23%	22.3%
Girls	69%	68%	72.6%	4%	71%	75%
Boys	61%	61%	67.2%	6%	66%	70%
Gender Gap	8%	7%	5.4%	-3%	5%	5%
Non SEN	82%	78%	83.2%	1%	83%	
SEN without statement	26%	24%	46.2%	20%	30%	
SEN with statement	8%	10%	2.3%	-6%	10%	

	2008	2009	2010	2009 Statistical Neighbours	2009 National
English 2 Levels Progress	76%	76%	79%	81%	82%
English 2 Levels Progress SALTs Target		86%	87%		
Maths 2 Levels Progress	75%	74%	80%	79%	81%
Maths 2 Levels Progress SALTs Target		82%	82%		

NI104 - Attainment Gap SEN/non SEN Key Stage 2 inc Eng and Maths



APPENDIX 4

Terms of Reference and Inquiry Plan

Primary School Educational Attainment for Children with Special Needs Inquiry

1. **Scrutiny Inquiry Panel:** Scrutiny Panel A
2. **Membership:** Councillors Fitzgerald (Chair), Kolker (Vice Chair), Damani, Morrell, Odgers, Thomas and Willacy.
3. **Purpose:** To understand and consider how children of primary school age with Special Educational Needs (SEN), including children with Attention-Deficit Hyperactivity Disorder (ADHD) are supported by primary schools and the Primary Care Trust to achieve their maximum potential and prepare for secondary education.
4. **Objectives:**
 - a. To understand what special needs in primary schools are and how these are currently identified and supported. Does this comprehensively cover all the special needs of children in primary school, including children diagnosed with ADHD?
 - b. To understand the difference between the medical, educational and social models for special needs of children;
 - c. To review the current attainment levels for children with Special Educational Needs and consider if any clear gaps exist in any particular need or area;
 - d. To consider the local context of service provision and identify any best practice or barriers that exist to service provision now and potentially in the future; and
 - e. To reflect on the experiences of parents and children with special needs going through the primary school system and how their experience may be improved.
5. **Methodology and Consultation:**
 - a. Undertake desktop research, including Ofsted reports and national organisations undertaking work on this issue to clarify the definition of special needs
 - b. Identify best practice
 - c. Seek stakeholder views
 - d. Conduct interviews with cabinet member leading on issues related to educational attainment and special needs, Executive Director for Children's Services and Learning, Heads of Services and other relevant officers.
6. **Proposed Timetable:** 4 meetings from October 2010 to March 2011.

7. Inquiry Plan

Meeting 1: 7th October 2010

- Introduction to how children with Special Educational Needs are identified and supported in the primary school system;
- To explain the current service provision through Southampton City Council and other agencies such as PCT; and
- To outline local context of service provision current performance with trends, national context and highlighting any problem areas in relation to particular special needs or areas.

Attending the meeting:

Cllr Paul Holmes	Cabinet Member for Children's Services and Safeguarding
Lesley Hobbs	Principal officer, Prevention and Inclusion
Julie Wharton	SEN Inspector
Julia Katherine	Principal Educational Psychologist
Jamie Schofield	Service Manager - Children's Disabilities
Paul Nugent	Head of Standards

Meeting 2: 4th November 2010

- School's perspective - to identify examples of best practice and barriers to supporting children with special needs in primary schools;
- Child's perspective - case study example/s of secondary school children who have been through the SCC primary school system;
- Parent's perspective – positives / difficulties experienced and perceived gaps in support;
- Community perspective – how does the current perspective/process support the needs of the community as a whole including critical links to services such as Housing and Transport?

Attending the meeting:

Lesley Hobbs	Principal Officer, Prevention and Inclusion
Parent representation	Through Parent Partnership (Mencap)
Donna Chapman	NHS Commissioner for Children's Healthcare
Aileen McNaughton	Associate Director for Children and Families in Solent Healthcare
Lisa Osborn	Chair, Southampton ADHD awareness/support
Paul Nugent	Head of Standards
Julie Wharton	SEN Inspector
Jackie Partridge	Springwell School, Head teacher
Liz Filer	Bassett Green Primary School, Head teacher

Meeting 3: 19th January 2011

- Direction and future priorities of the city council;
- Potential impact of changes in Government policy and funding;
- The future of SEN and other special needs such as ADHD; and
- Consider any outstanding issues from previous meetings

Attending the meeting:

Lesley Hobbs	Principal officer, Prevention and Inclusion
Paul Nugent	Head of Standards
Julie Wharton	SEN Inspector

Meeting 4: 3rd March 2011

- To agree recommendations and draft final report
- To cover any outstanding issues from previous meetings if appropriate

APPENDIX 5

Summary of Evidence

Background documents:

1. Southampton Children and Young People's Plan 2009-2012
2. Southampton Strategy for Special Educational Needs
3. Ofsted Special Educational Needs and Disability Review
4. NI104 SEN Attainment gap performance to 2009
5. Southampton descriptors for School Action
6. Southampton descriptors for School Action Plus
7. Outcomes from the National Strategies visit to Southampton Autumn 2010
8. Ofsted Inspection judgements for primary schools 2009-10
9. Ofsted Inspection judgements for primary schools 2009-10
10. Key Stage 2 Provisional Data 2010
11. Key Stage 1 Achievements in maths, reading and writing
12. Southampton ADHD Awareness Group – outcomes for children diagnosed with ADHD
13. The consultation document from the Green Paper: Children And Young People With Special Educational Needs And Disabilities - Call For Views
14. Breakdown of Southampton City School pupils with and without special needs against children receiving free school meals.
15. Engagement paper for children and young people: Achieving Equity and Excellence for Children.
16. SEN Green Paper and briefing notes

Presentations

Meeting date	Presentation title	Presenters
7 October 2010	Introduction to the primary school educational attainment for children with special education needs	Lesley Hobbs, Principal Officer, Commissioning Julie Wharton, Lead Adviser Vulnerable Pupils Julia Katherine, Principal Educational Psychologist Jamie Schofield, Service Manager, Solent Healthcare
4 November 2010	Outline of SEN at Bassett Green Primary School Outline of SEN at Springwell School Role and desired outcomes for the Southampton ADHD Awareness Group Feedback from parents through Southampton Parent Partnership 2 short videos of children with SEN talking about their experiences	Liz Filer, Head teacher Jackie Partridge, Head teacher Lisa Osborn, Chair, Southampton ADHD Awareness and Support Group Alex Isles – Parent Partnership (Mencap) Gwen Harrison – Parent Partnership (Mencap)
19 January 2011	NHS Southampton support for children with SEN and future changes Potential changes in the future provision for children with SEN	Donna Chapman, NHS Commissioner for Children's Healthcare Julie Wharton, Lead Adviser Vulnerable Pupils Julia Katherine, Principal Educational Psychologist

APPENDIX 6

Breakdown of Children's Services and Learning SEN Budget

	2006-07	2011-12
	£000s	£000s
Additional funding for statements in mainstream schools	743	1,292
Early Years SEN	263	226
Payments to independent schools	1,502	1,775
SEN home to school transport	1,636	1,677
Psychology service (Now working within locality teams)	902	779
Delegated SEN funding – primary	3,616	4,073
Delegated SEN funding – secondary	2,464	2,869
Special Schools	5,439	7,588
Specialist SEN provision in mainstream schools – primary	329	346
Specialist SEN provision in mainstream schools – secondary	190	115
Parent partnership service	56	60
SEN administration, assessment and coordination	969	493
	18,109	21,293

Report of Scrutiny Panel B

Patient Safety in Acute Care Inquiry 2011

Panel Membership:

Councillor Capozzoli (Chair)
Councillor Daunt
Councillor Drake
Councillor Harris
Councillor Marsh-Jenks
Councillor Payne
Councillor Parnell



Policy and Performance Analyst: Caronwen Rees

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Appendices

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- 2 Summary of Meetings

INTRODUCTION

Scrutiny Panel B conducted the Patient Safety in Acute Care Inquiry over three meetings between July and November 2010. A further meeting had been planned for February 2011 but this was later cancelled (see below). The Panel agreed the final report in April 2011.



The Government's White Paper 'Equity and Excellence: Liberating the NHS' set out its objectives as to reduce mortality and morbidity, increase safety, and improve patient experience and outcomes for all. It states that "A culture of open information, active responsibility and challenge will ensure that patient safety is put above all else, and that failings such as those in Mid-Staffordshire cannot go undetected".

It goes on to say "In future, there should be increasing amounts of robust information, comparable between similar providers, on... safety: for example, about levels of healthcare-associated infections, adverse events and avoidable deaths, broken down by providers and clinical teams".

In 2008/09 NHS Southampton City spent around £400m. £350m of this was spent directly on purchasing healthcare and the vast majority (£270m) on secondary care. Almost 50% of secondary healthcare spend was on general and acute care (and this specialism accounts for 32% of the Trust's overall spending). This is the largest single spending area for NHS Southampton City. The vast majority of general and acute care is commissioned from Southampton University Hospitals Trust although other agencies also provide acute care including community hospitals and the private sector such as the Spire and the Independent Sector Treatment Centre.

Against this backdrop, the Overview and Scrutiny Management Committee at its meeting on 17 June 2010 agreed that an Inquiry should be undertaken looking at patient safety in relation to adult acute care providers with a focus particularly on those issues where factors outside of the acute care setting have had an influence and care settings can learn from each other. The Overview and Scrutiny Management Committee requested that the Inquiry be undertaken by Scrutiny Panel B.

Objectives

The inquiry had three broad objectives:

- To consider the culture around and importance afforded to the reporting of patient safety incidents and adverse events by acute providers in the City;
- To examine the processes in place to ensure incidents are robustly followed up so that all contributing factors and root causes are identified and lessons learnt, with any recommendations implemented across all agencies involved;
- To identify areas of best practice already in place in relation to patient safety and areas where lessons could be learnt and/or efficiencies made including in relation to the role of partners.

Evidence

Evidence was gathered by reviewing and analysing existing data and literature in relation to patient safety in Southampton and nationally and over three meetings which involved engagement with Southampton University Hospitals Trust (SUHT), NHS Southampton City and the Health and Adult Social Care Directorate of Southampton City Council. The focus of the inquiry was at a strategic level and individual cases and issues were not included.

The initial Inquiry plan had been intended to be broader and include a meeting on best practice. However, the scale of other work facing the Panel as a result of national and local change to the NHS, and the confidence of the Panel that SUHT are already working with best practice networks across the region, and acting as a pilot organisation for national best practice initiatives mitigated the need for this meeting.

(Terms of Reference and project plan attached as appendices)

BACKGROUND

Every day more than one million people are treated safely and successfully across the UK by the NHS. However, the advances in technology and knowledge in recent decades have created an immensely complex healthcare system. This complexity brings risks, and evidence shows that things will and do go wrong in the NHS; that patients are sometimes harmed no matter how dedicated and professional the staff. The main challenge is to ensure the safety of everyone who requires a health service.

Risk to the safety of patients can fall into a variety of broad areas:

Risk/harm arising from healthcare intervention or non-intervention e.g.

- Medical devices/equipment
- Surgical errors
- Failure to treat
- Unsafe transfer of care

Risk/harm from care and environment issues for which there is a healthcare responsibility e.g.

- Patient accidents(including falls)
- Poor nutrition and hygiene
- Poor infection control
- Inappropriate action/relationship with healthcare staff.



Risk/harm unconnected to healthcare provision, but which may become known during provision of healthcare, and impact on the person's health and require additional treatments e.g.

- Hypothermia
- Poor pressure area care prior to admission
- Injury sustained from abuse or domestic violence
- Potential abuse by paid or unpaid carers.
- Poor infection control
- Avoidable falls
- Poor nutrition and hygiene

Causes of concern should always be reported using local clinical governance systems and in some circumstances local safeguarding systems. It is important to understand these errors and their causes as this can act as a good barometer for the efficiency and effectiveness of the healthcare system. Securing efficiencies and improving value for money while at the same time improving the patient experience will become increasingly important as resources are directed into preventative services and providing care in more localised settings. From 1 April 2010, it became mandatory for

NHS trusts in England to report all serious patient safety incidents to the Care Quality Commission as part of the Care Quality Commission registration process. The NHS White Paper states that it is the Government's intention to strengthen the role of CQC by giving it a clearer focus on the essential levels of safety and quality of providers.

FINDINGS AND RECOMMENDATIONS

The Inquiry has discovered that in the last few years SUHT has increased its focus on safety and improved its performance. SUHT are linked into national and regional networks undertaking Department of Health pilots and performing highly in some areas including infection control. Patient safety is given a high profile in the Trust and driven by senior managers who have worked hard to create a safety focused culture.

However, the Panel did identify areas where improvements could be made. Some of the recommendations are wider than just SUHT and acute care and consider patient pathways across the whole health and social care system. Where recommendations are SUHT specific, they may also apply to other organisations although it was not within the remit of the Inquiry to explore this. Therefore, this report is intended to be useful to all health and social care providers and commissioners in Southampton and the Panel are keen to see implementation of the recommendations across organisations.

Reporting Patient Safety Information

Patient safety performance reporting is a complex area. There are a myriad of different sources that the public can access to gain an understanding of patient safety (including Dr Foster reports, CQC assessments and registration documents, national statistics and National Patient Safety Agency data and local safety reports). However, these are often difficult for patients and the public to interpret and contextualise.

The Panel felt that while SUHT's publicly available patient safety reports are comprehensive, it was often difficult for lay people to fully understand the reports – use of unexplained acronyms, percentages not alongside real numbers and vice versa, contextual information not included. While it is recognised that the reports are essentially Trust Board papers, it should be remembered they are also public documents and useful to patients and stakeholders.

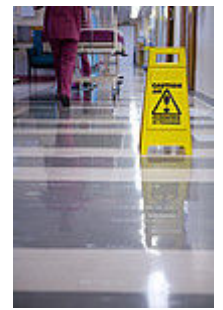
Additionally the Panel were not aware of the many good initiatives and pilots that were underway in relation to patient safety prior to the Inquiry. Negative press reports highlight issues and incidents and, while there is still room for improvement, much progress has been made in recent years and the Trust should take steps to ensure good news stories are also reported and publicised.

Recommendation:

- 1. To ensure the public can fully understand the data presented in SUHT's Progress Reports on Safety reports needs to be succinct with contextual information to explain the numbers and percentages detailed in the report.*
- 2. SUHT needs to promote best practice and share information on their progress more widely, to provide a more balanced perspective on performance.*

Patient Safety Walkabouts

The Panel were impressed with the unannounced patient safety walk walkabouts that are currently undertaken at SUHT. Of particular note was that they take place both day and night and are led by senior managers.



The Panel felt that they are important in several respects including:

- increasing awareness of patient safety issues among staff;
- encouraging staff to discuss incidents and near misses;
- engaging with patients regarding safety issues;
- demonstrating a commitment to patient safety and acting as a role model for staff; and
- increasing senior management visibility to a wide range of staff.

Most importantly the Panel were pleased that the walkabouts had delivered changes in practice to reduce safety incidents. The Panel are very keen for this element of best practice to be implemented more widely across Southampton in all health and social care settings and would encourage other providers to engage with and learn from SUHT's experience of implementation.

Recommendation

3. *SUHT's Patient Safety Ward Walkabouts, both day and night, are an example of good practice. The Panel would like to see these rolled out further in other Southampton health and care settings.*

The Aging Population

In 2009 there were over 31,000 residents aged 65+ years in Southampton with 5,300 of these aged over 85. Based on current estimates by 2026 the figures will have increased to 38,900 aged 65+ with 7,400 of these being over 85. An aging population brings increased challenges for patient safety as a result of higher demand for services, a greater number of sicker patients with multiple complex conditions, and more vulnerable patients who pose a higher risk and have increased recovery times from injury.

The Ombudsman report "Care and compassion? Report of the Health Service Ombudsman on ten investigations into NHS care of older people" published in February 2011 cited an example from 2007 in SUHT where elderly care "fell significantly below the relevant standards". While this Inquiry took a strategic approach and did not look at either elderly care specifically or individual cases, the Panel recognise that the Ombudsman's report raises concerns and it would be remiss not to refer to it in this report. However, the Panel also acknowledge that the case in question was in 2007 and performance against patient safety indicators shows that there have been significant improvements at the Trust since this period, although current statistics show there are still issues with patient nutrition which need addressing.

Evidence provided to the Panel highlighted concerns that while both the NHS and Social Care have started thinking about the safety issues that will arise as the older population increases, further work is required. The care pathways for older people and how health and social care work together on this issue will be important. The Panel felt that as care pathways change and more people are supported at home for longer it will be important that budgets reflect this change and there is sufficient flexibility in the system to allow this. Joint commissioning and pooled budgets between health and social care will help facilitate this approach.

Keeping people healthier for longer to improve their quality of life and avoid costly hospital admissions and intensive social care interventions will become increasingly important, Public Health play an important role in providing advice and service to keep people older people healthy. The Panel would like to see Public Health playing an active role in working with other council services that interact with older people to explore how they can support preventative work and the move of public health into the local authority will provide an enhanced opportunity to take this forward.

Another area that the Panel felt important was the facilitation of social responsibility in caring for older people and helping to keep them safe. The Panel would be keen to see the NHS and Social Care facilitating a 'big society' approach towards our ageing population.

Recommendation

- 4. The increasing older person population and changing patient pathways will bring new challenges for Patient Safety. Further joint work across the health and social care organisations in the City needs to be carried out to plan for this particularly in relation to joint commissioning and pooled budgets that support older people.*
- 5. The Panel would like to see Public Health playing an active role in working with other council services that interact with older people to explore how they can support preventative work and the move of public health into the local authority will provide an enhanced opportunity to take this forward.*
- 6. The Panel would like to see the role that the voluntary sector and the general public can play in supporting older people recognised and included in SCC's plans.*

Falls

According to a report by Age UK published in June 2010, falls among elderly people may be costing the NHS in England up to £4.6m a day, one in three people aged 65 and over fall each year, they are a major cause of injury and death among the over 70s and account for more than 50% of hospital admissions for accidental injury. Around 14,000 die annually after a fall. Falls can take place in any location and fall prevention work ranges from home adaptations and pavement repairs to balance classes for older people.

Avoidable falls in hospitals are also an issue and the panel are aware that falls reduction is one of SUHT's top priorities. The Panel are pleased the SUHT is taking part in the Department of Health's falls pilot (Turnaround) and have a detailed Falls Prevention Project. They are also a member of the health system Falls Prevention Group which covers key stakeholders in the community including Primary and Social Care.

However, while there is a significant amount of fall prevention work underway in Southampton, this needs to be better promoted and given a higher profile across all organisations and all departments considering what role they can play.

Under the "sloppy slippers" scheme pensioners are offered the chance to swap their old slippers for a new high quality pair. The self-fastening slippers provide a better fit than slip-ons and reduce the risk of trips. Research by the University Hospitals of Leicester suggested 24,000 over-65s in the UK fall over at home every year because of poorly fitting footwear – especially slippers. While they have slippers fitted by specialist podiatrists pensioners can also have their risk of falls assessed, get advice and information, and be referred to other services. Southampton City Council ran the

scheme in 2010. However, the Panel would like a better understanding of the outcomes as a result of the sloppy slipper exchange (either from the Southampton scheme or elsewhere) and if there is evidence that it has reduced falls would like to see the scheme extended at targeted locations where those elderly people and at high risk of fall can be accessed for example care homes and hospitals. Savings resulting from reduced falls could be used to fund such a scheme.

Recommendations

7. *Strengthen cross sector working on falls prevention. Work that is going on also needs to be better promoted and mainstreamed.*
8. *The panel recommend an evaluation of the outcomes of the sloppy slipper exchange and /or similar initiatives should take place. If there is evidence that it has reduced falls the Panel would like the programme to be extended and rolled out in health and social care settings. This could be funded from the savings generated as a result of a falls reduction.*

Pressure Ulcers

Pressure ulcers are a type of injury that affects areas of the skin and underlying tissue. They are caused when the affected area of skin is placed under too much pressure. Pressure ulcers can range in severity from patches of discoloured skin to open wounds that expose the underlying bone or muscle.

It is estimated that just under half a million people in the UK will develop at least one pressure ulcer in any given year. This is usually people with an underlying health condition. For example, around 1 in 20 people who are admitted to hospital with an acute (sudden) illness will develop a pressure ulcer. Two out of every three cases of pressure ulcers develop in people who are 70 years old or more. An estimated cost by Posnett of treating grade 4 pressure ulcers is £11,000 per patient. The cost of pressure ulcers to the NHS is estimated to be £2.5 billion.

Although SUHT saw an increase in hospital acquired pressure ulcers in 2010 the Panel understands that this was due to a change in report requirements which were extended to include the reporting of grade 4 pressure ulcers. The rate is now falling at the Trust are on target (76) to meet their target a 25% reduction in patients with grade 3 &4 pressure ulcers, an overall annual target of 81.

The Panel are pleased that SUHT was selected by the Department of Health to take part in the Turnaround pilot project to create an advanced method of regularly monitoring patients that cuts the risk of avoidable injuries while in hospital. Every two hours, nursing teams monitor all patients considered at risk of developing pressure ulcers or at high risk of falling using a new prevention tool developed by staff at Southampton General Hospital.

The Panel understands that the project has been extremely successful in delivering results and on the wards that it has been fully implemented there have been no avoidable pressure ulcers and look forward to it being fully implemented on all relevant wards in the near future.

However, the Panel are concerned that the numbers of patients admitted to the hospital with community acquired grade 3 and 4 pressure ulcers has not reduced. The Panel are keen to see SUHT sharing their learning from the pilot widely including with social care and GPs who can advise on the care of patients in the community. Where pressure ulcers have been acquired in community settings the Panel would like to see care homes working with SUHT to undertake joint root cause analysis and sharing learning.

Recommendation

- 9. The Panel recognise that work is ongoing to reduce pressure ulcers, however there is a need to continue to improve cross sector working with Care Homes and GPs on this issue. The Panel recommends that the learning from the Turnaround project is shared across the whole care pathway in Southampton.*

Everybody's Business

While this Inquiry focused primarily on patient safety in acute care it is important to recognise the roles that other services can play in patient safety and the safeguarding of adults. The Panel has found that there is a lot of joined up working in Southampton on safety and safeguarding. In addition to the examples already cited in this report other examples include all health providers in the area are signed up to the multi agency safeguarding adults protocol and a process has recently been agreed for addressing safeguarding concerns within NHS provision. The process is based on the practice tools used by the Adult Social Care and Health Directorate to determine the level of intervention required to manage safeguarding investigations and subsequent actions. However, the Panel believe there is scope for further joint working across health and social care and other organisations and departments need to be more involved in the safety and safeguarding agenda.

As discussed above the ageing society will increase demand on the whole health and social care system. The Panel is keen to see all partners working together to ensure all capacity within the system is used. People need to be treated in the right place at the right time and prevention services, which are already becoming more important, will need to be given a higher focus.

During the Inquiry concerns were raised about artificial barriers stopping further joint working on safety and safeguarding. As work on patient pathways and keeping people at home longer develops it will become increasingly important to ensure that resources are in the appropriate place. Commissioning across health and social care will need to become more joined up and where investment in one organisation or service results in savings for another this should be recognised. Also duplication of services across organisations needs to be rationalised to ensure a joined up individual focused approach that promotes value for money. The Panel hope that the move towards GP commissioning will help support this joint budgeting approach.

As services continue to become more personalised and people have more choice and control over their care the role of other services in meeting their needs and ensuring well being will increase in importance. The Panel would like to see staff working in sectors such as leisure, housing, transport and environment giving a higher priority to spotting potential issues and ensuring concerns are shared.

The Panel are pleased with the addition of care and support services to the Buy with confidence scheme which recognises and promotes businesses committed to trading lawfully, safely and fairly, as example of joint working across the council on safeguarding. From April, the scheme is being expanded to include companies providing care and support services. This helps both self-funders – people who buy their own care services and residents that receive financial social care support from the council and who control their own care budget.

As mentioned above the Panel recognise the important role that family, friends and neighbours can play in keeping vulnerable people safe and supporting them in the community. The Panel believe that the role of the 'big society' should be promoted and encouraged in relation to safety and safeguarding from speaking up about concerns and assisting with shopping, to checking on neighbours in extreme weather conditions.

Recommendation

- 10. The profile of the role of other services in safety and safeguarding should be strengthened – from leisure in improving balance, housing in spotting issues including if inadequate housing is harming health, and finance in protecting assets.*

RESOURCING THE ACTIONS

The majority of the recommendations from this inquiry do not have any significant additional financial implications on the Council and its partners. Where there are costs associated with recommendations it is predicted that they would result in savings that could be used to fund them, however in some case (e.g. sloppy slippers) further research is recommended to confirm this is the case. The panel believe that the majority of recommendations within the report could be progressed by re-focussing council officer and partner's time and existing work programmes.

RECOMMENDATIONS SUMMARY

RECOMMENDATIONS	Lead organisation/s	Can the recommendation be applied to other Health and Social Care settings?
1. <i>To ensure the public can fully understand the data presented in SUHT's Progress Reports on Safety. Reports needs to be succinct with contextual information to explain the numbers and percentages detailed in the report.</i>	SUHT	All health and social care providers and commissioners should review the readability of their performance reporting
2. <i>SUHT needs to promote best practice and share information on their progress more widely, to provide a more balanced perspective on performance</i>	SUHT	All health and social care providers and commissioners may want to consider
3. <i>Pleased with SUHT's Patient Safety Ward Walkabouts, both day and night, as an example of good practice. Would like to see these rolled out further in other Southampton health and care settings.</i>	All health and social care providers with support from SUHT	All residential health and social care providers
4. <i>The increasing older person population and changing patient pathways will bring new challenges for Patient Safety. Further work joint work across the health and social care organisations in the City needs to be carried out to plan for this.</i>	SCC/PCT	All health and social care providers and commissioners
5. <i>The Panel would like to see Public Health playing an active role in working with other council services that interact with older people to explore how they can support preventative work and the move of public health into the local authority will provide an enhanced opportunity to take this forward.</i>	SCC	All health and social care providers and commissioners should consider how they can help promote community involvement
6. <i>The Panel would like to see the role that the voluntary sector and the general public can play in supporting older people recognised and included in SCC's plans.</i>	Director of Public Health	SCC/PCT
7. <i>Strengthen cross sector working on falls prevention. Work that is going on also needs to be better promoted and mainstreamed.</i>	SCC	All health and social care providers and commissioners
8. <i>The panel recommend an evaluation of the outcomes of the sloppy slipper exchange and /or similar initiatives should take place. If there is evidence that it has reduced falls the Panel would like the programme to be extended and rolled out in health and social care settings. This could be funded from the savings generated</i>	All health and Social Care providers with support from SCC	

RECOMMENDATIONS	Lead organisation/s	Can the recommendation be applied to other Health and Social Care settings?
<i>as a result of a falls reduction.</i>		
<p>9. <i>The Panel recognise that work is ongoing to reduce pressure ulcers; however there is a need to continue to improve cross sector working with Care Homes and GPs on this issue. The Panel recommends that the learning from the Turnaround project is shared across the whole care pathway in Southampton.</i></p>	SUHT/PCT	All health and social care providers
<p>10. <i>The profile of the role of other services in safety and safeguarding should be strengthened – from leisure in improving balance, housing in spotting issues including if inadequate housing is harming health, and finance in protecting assets.</i></p>	SCC/PCT	

Health Inquiry – Patient Safety in Acute Care Terms of Reference and Inquiry Plan

1. Scrutiny Inquiry Panel: Scrutiny Panel B

Membership: Councillor Capozzoli (Chair)
Councillor Daunt
Councillor Drake
Councillor Harris
Councillor Marsh-Jenks
Councillor Payne
Councillor Parnell

2. Purpose:

In context of the recently published White Paper – Equity and Excellence to examine how adult acute providers in the City respond to and learn from safety and adverse incidents where factors outside of the acute care setting have been a contributory factor.

3. Background:

The Government's White Paper Equity and excellence: Liberating the NHS sets out its objectives as to reduce mortality and morbidity, increase safety, and improve patient experience and outcomes for all. It states that "A culture of open information, active responsibility and challenge will ensure that patient safety is put above all else, and that failings such as those in Mid-Staffordshire cannot go undetected".

It goes on to say "In future, there should be increasing amounts of robust information, comparable between similar providers, on..... Safety: for example, about levels of healthcare-associated infections, adverse events and avoidable deaths, broken down by providers and clinical teams".

In 2008/09 NHS Southampton City spent around 400m. £350m of this was spent directly on purchasing healthcare and the vast majority (£270m) on secondary care. Almost 50% of secondary healthcare spend was on general and acute care (and this specialism accounts for 32% of the Trust's overall spending). This is the largest single spending area for NHS Southampton City. The vast majority of general and acute care is commissioned from Southampton University Hospitals Trust although other agencies also provide acute care including community hospitals and the private sector such as the Spire and the Independent Sector Treatment Centre.

Against this backdrop, this Inquiry proposes to look at patient safety in relation to adult acute care providers but also focus particularly on those incidents where factors outside of the acute care setting have been a factor. In such cases the actions of both private and public sector organisations may have contributed for example social care settings/home support or nursing home/rest homes, the police and housing agencies.

Every day more than a million people are treated safely and successfully across the UK by the NHS. However, the advances in technology and knowledge in recent decades have created an immensely complex healthcare system. This complexity brings risks, and evidence shows that things will and do go wrong in the NHS; that patients are sometimes harmed no matter how

dedicated and professional the staff. The main challenge is to ensure the safety of everyone who requires a health service.

Risk to the safety of patients can fall into a variety of board areas:

Risk/harm arising from healthcare intervention or non-intervention e.g.

- Medical devices/equipment
- Surgical errors
- Failure to treat
- Unsafe transfer of care

Risk/harm from care and environment issues for which there is a healthcare responsibility e.g.

- Patient accidents(including falls)
- Poor nutrition and hygiene
- Poor infection control
- Inappropriate action/relationship with healthcare staff.

Risk/harm unconnected to healthcare provision, but which may become known during provision of healthcare, and impact on the person's health and require additional treatments e.g.

- Hypothermia
- Poor pressure area care prior to admission
- Injury sustained from abuse or domestic violence
- Potential abuse by paid or unpaid carers.
- Poor infection control
- Avoidable falls
- Poor nutrition and hygiene

Causes of concern should always be reported using local clinical governance systems and in some circumstances local safeguarding systems. It is important to understand these errors and their causes as this can act as a good barometer for the efficiency and effectiveness of the healthcare system. Securing efficiencies and improving value for money while at the same time improving the patient experience will become increasingly important as resources are directed into preventative services and providing care in more localised settings. From 1 April 2010, it became mandatory for NHS trusts in England to report all serious patient safety incidents to the Care Quality Commission as part of the Care Quality Commission registration process. The NHS White Paper states that it is the government's intention to strengthen the role of CQC by giving it a clearer focus on the essential levels of safety and quality of providers.

4. Objectives:

- To consider the culture around and importance afforded to the reporting of patient safety incidents and adverse events by acute providers in the City;
- To examine the processes in place to ensure incidents are robustly followed up so that all contributing factors and root causes are identified and lessons learnt, with any recommendations implemented across all agencies involved;
- To identify areas of best practice already in place relation to patient safety and areas where lessons could be learnt and/or efficiencies made including in relation to the role of partners.

5. Methodology and Consultation:

- Review and analysis of existing data and literature in relation to patient safety incidents and near misses in Southampton;
- Examination of the current process for dealing with patient safety incidents;
- Identify best practice in acute settings;
- Seek provider and stakeholder views.

6. Proposed Timetable:

The Inquiry will be undertaken by Scrutiny Panel B between July 2010 and March 2011 as follows:-

Meeting 1 - Thursday 29th July

Meeting 2 – Thursday 14th October

Meeting 3 - Thursday 11th November

Meeting 4 - Thursday 10th February

Meeting 5 - Thursday 17th March

7. Inquiry Plan-

Meeting 1

To agree Terms of Reference including the scope of the Inquiry.
National context – now and in the future.

Meeting 2

Current position in Southampton is now is in terms of:

- Data on patient safety and near misses
- National assessments on current performance
- Current processes for recording and responding to near misses

Meeting 3

To hear from managers, practitioners and patients/relatives on their experiences.
More detailed examination of the current situation/data and where there are issues and area for improvement.
The role of partners – hear from partners and consider what contributions partners could make to improving patient safety.

Meeting 4

Best Practice

- To hear from a leader/s in the field
- To hear about success stories in the city
- To consider areas where improvements could be made

Meeting 5

To discuss and agree the final report.

Summary of Meetings

DATE	MEETING THEME	TOPICS	EVIDENCE PROVIDED BY
1/07/10	Introduction to inquiry	To agree Terms of Reference including the scope of the Inquiry. Set the local and national context now and in the future.	Jane Brentor - Head of Care Provision, SCC Judy Gillow - Director of Nursing, SUHT Dr Michael Marsh - Medical Director, SUHT Ayo Adesina - Associate Director of Performance and Integrated Governance, NHS Southampton City
29/07/10	Where are we now	Current position in Southampton is now is in terms of: <ul style="list-style-type: none"> • Performance on patient safety • National assessments on current performance • Current and future issues This paper describes the work of the Adult Social Care and Health (ASCH) Directorate in improving patient safety.	Judy Gillow - Director of Nursing, SUHT Dr Michael Marsh - Medical Director, SUHT Ayo Adesina - Associate Director of Performance and Integrated Governance, NHS Southampton City
30/09/10	The role of Social Care	Exploring the role of Southampton City Council's Adult Social Care and Health (ASCH) Directorate in improving patient safety	CLlr Ivan White – Cabinet Member for Health and Social Care, Southampton City Council Carol Valentine - Head of Service - Personalisation and Safeguarding, Southampton City Council
21/04/11	Agree final report	Approve report for submission to Overview and Scrutiny Management Committee	

All presentations and notes on witness evidence available on request

Cruise Industry Inquiry – Summary of Recommendations

Recommendation	Accepted by Executive (Y/N)	How will the recommendation be achieved? (Key actions)	Responsible Officer	Target Date for Completion
<p>Transport Infrastructure</p> <p>1. Following the unsuccessful bid to the Regional Growth Fund to finance developments in Platform Road, the City Council is recommended to work with the business community to identify alternative sources of funding that will fund the required works.</p>				
<p>Signage</p> <p>2. To enable passengers to get to the Port and from the Port to the City Centre, Southampton City Council works with ABP to improve signage inside and outside the Port, including locating Legible Cities signs at cruise terminals.</p> <p>3. The City Council and key stakeholders design new signage for the City and meet with the Department for Transport to propose adoption of the signs on the principal highway network.</p>				

Recommendation	Accepted by Executive (Y/N)	How will the recommendation be achieved? (Key actions)	Responsible Officer	Target Date for Completion
<p>Detachment of the Port from Southampton City Centre</p> <p>4. To improve access from the cruise terminals (particularly the Mayflower Terminal and QE2 terminals that are more distant) to the city centre, it is recommended that the City Council facilitates discussion with the private sector about establishing a coach service for cruise passengers and crew from the terminals to the city centre. The potential for extending existing bus services to the terminals should also be explored.</p> <p>5. To project a better image of Southampton the City Council encourages ABP Southampton to consider options to enhance the appearance of the routes within the Port used by cruise passengers, and that SCC takes this into account when planning highway improvements at the docks gates used by cruise passengers. Consideration should be given to allowing access via Dock Gate 8 to achieve this aim.</p>				

Recommendation	Accepted by Executive (Y/N)	How will the recommendation be achieved? (Key actions)	Responsible Officer	Target Date for Completion
<p>Promotion and Branding of Southampton</p> <p>6. That Southampton Connect, the successor to the Southampton Partnership, gets behind Marketing Southampton to help achieve its objectives.</p> <p>7. That the Cultural Ambassadors initiative is developed to encompass crew from cruise liners, and its focus is expanded to include the promotion of the wider offering available within the City. The objective is to have key people who interact with visitors to Southampton acting as advocates for the City.</p> <p>8. The City Council reviews the Southampton related merchandising offer in City Council venues to meet and stimulate demand from visitors.</p>				
<p>The development of packages and tours</p> <p>9. Building on what is currently available, and learning from good practice in port of call cities, Southampton City Council works with private sector partners to facilitate the development of cruise packages, tours and</p>				

Recommendation	Accepted by Executive (Y/N)	How will the recommendation be achieved? (Key actions)	Responsible Officer	Target Date for Completion
<p>the cross marketing of attractions to promote to:</p> <ul style="list-style-type: none"> ○ Cruise companies whose ships visit Southampton; ○ The operators who the travel agents book hotel packages and attraction through. <p>Recognising the potential to extend this offer to other visitor markets.</p> <p>10. To help travel agents promote the City it is recommended that, to coincide with cruise events at the Port, Southampton City Council works with private sector partners to invite travel agents from across the country to visit the City and experience what Southampton has to offer visitors.</p>				
<p>Leadership</p> <p>11. Southampton City Council reviews its approach to the visitor economy, in line with sub-regional developments, to reflect the potential role visitors can play in the development and diversification of the City economy. A Senior officer should be identified to co-ordinate the City Council's approach.</p>				

REPORT OF SCRUTINY PANEL C

CRUISE INDUSTRY INQUIRY – HOW CAN CRUISE SHIP PASSENGER SPEND IN SOUTHAMPTON BE INCREASED?

JANUARY 2011 – MAY 2011



PANEL MEMBERSHIP

Councillor Ball (Chair)
Councillor Bogle
Councillor Fitzhenry
Councillor Furnell
Councillor Jones
Councillor Odgers
Councillor Thomas

Policy and Performance Analyst - Mark Pirnie

Mark.pirnie@southampton.gov.uk

023 8083 3886



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Cruise Industry Inquiry - How can Cruise Ship Passenger Spend in Southampton be Increased?

Introduction

1. The Port of Southampton is the dominant UK cruise port and the largest home port for cruise ships in Northern Europe. The world's two largest cruise line companies, Carnival, the company whose brands include Cunard and P&O, and Royal Caribbean, both have ships based in the Port. Approximately 360 ships calls are expected in 2011 with more than 1.4 million cruise passengers expecting to pass through the Port.¹
2. There is a perception that Southampton does not benefit as much as it could from the passage of cruise passengers through the Port. A study of the Cruise Industry in Southampton undertaken in 2005, and advised by a steering group comprising the City Council, ABP, Carnival and others connected to the industry locally estimated that cruise passengers contributed £10.5m to the Southampton economy with the crew making a contribution of £4.8 million per annum. Apart from hotel expenditure spend per head on other goods and services was low.
3. Recognising the potential impact that increasing spend in Southampton by the growing number of cruise passengers visiting the Port could have on the local economy, the Overview and Scrutiny Management Committee (OSMC), at its meeting on 20th January 2011, requested that Scrutiny Panel C undertake an Inquiry into the cruise industry and report back their findings to the OSMC.
4. The agreed purpose of the Inquiry was to understand the scope for increasing cruise ship passenger expenditure, with a focus on the role of the Council and others, and identifying priorities for action.
5. The set objectives of the Inquiry were:
 - a. To understand what measures are required to maintain and grow the number of cruise passengers using Southampton
 - b. To understand the way in which the cruise industry operates and the influence that this has upon customer behaviour and expenditure
 - c. To understand the different motivations of the main stakeholders
 - d. To examine the key factors in improving passenger experience in spend and issues for maintaining the City's roads and pavements
 - e. To identify priorities for action in addressing the issues raised and associated roles and responsibilities.

The full terms of reference for the Inquiry, agreed by the OSMC, are shown in Appendix 1.

Consultation

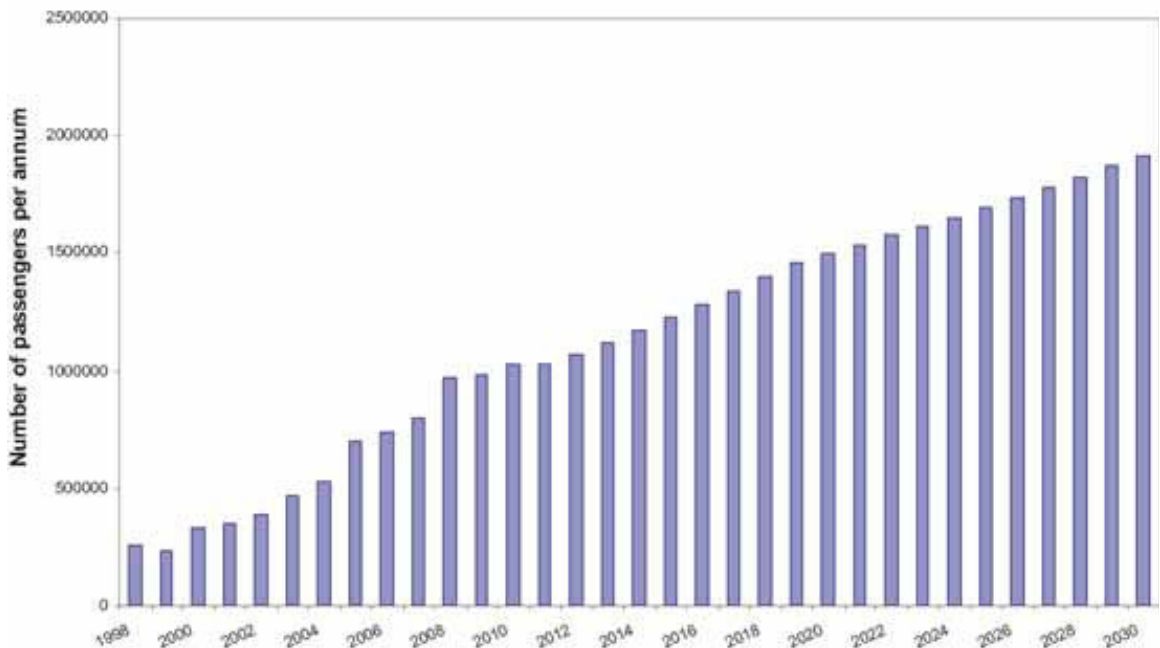
6. Scrutiny Panel C undertook the Inquiry over 3 evidence gathering meetings and received information from a wide variety of organisations to meet the agreed objectives. A list of witnesses that provided evidence to the Inquiry is detailed in Appendix 2. Members of the Scrutiny Panel would like to thank all those who have assisted with the development of this review.

¹ ABP Southampton count, in the figure of 1.4 million passengers, embarking and disembarking passengers separately, even if it is the same individual departing the Port of Southampton on a cruise and returning to Southampton at the end of the cruise.

Background

7. The overall size of the UK cruise market in 2009 was 1,533,000 passengers². The industry saw double digit growth from 2006-2008, and 3.6% growth in 2009.
8. The Port of Southampton is the dominant UK cruise port with over 50% of the market. Southampton is the home-port for Carnival's Cunard and P&O Cruises; other operators from the Port include Princess Cruises (Carnival), Royal Caribbean, Celebrity Cruises, Fred Olsen, MSC and Seabourne. Carnival own 60% of the cruise vessels calling at Southampton.
9. Figure 1 below illustrates the rapid growth in the number of cruise passengers travelling through the Port of Southampton, and the forecast future growth. From 500,000 passengers in 2004, the ABP Port of Southampton Masterplan 2009-2030 forecasts that there will be approximately 2 million cruise passengers travelling through the Port by 2030. To accommodate future demand ABP has recently announced plans to build a 5th cruise terminal at the Port.

Figure 1 - Southampton cruise passenger numbers 1998-2030.



Source – ABP Port of Southampton Masterplan 2009-2030

10. Southampton is the UK's principal Home Port of cruise ships but receives few Port of Call vessels. Home Port cruise business is based on the port being the base for cruises to start and finish while Port of Call business is based on a ship calling at a port and the passengers spending a day in the port city or local area.
11. Whilst the Port receives fewer Port of Call vessels the number of cruise ships scheduled to visit Southampton is to increase significantly from fewer than 10 in recent years to about 30 in 2011, mainly due to the decision of MSC to operate in Southampton. This is out of an estimated total of 360 ship calls in 2011.

² Source - European Cruise Council: This figure is the total number of passengers, it does not count embarking and disembarking passengers separately.

Cruise Passenger Spend in Southampton

12. In 2005 a study of the economic impact of cruise tourism in the City and surrounding area by TTC International, in association with Roger Tym & Partners, estimated that the cruise industry contributed over £202m to the Southampton, Hampshire and the Isle of Wight economy.
13. The report estimated that the financial contribution made to the economy through cruise passenger spend was £10.5m, supporting 153 jobs in Southampton. The financial contribution included 57,000 hotel stays. A summary of passenger spend is shown in Table 1.

Table 1 – Passenger spend by economic sector

	Total Passenger Spend p.a	Jobs Supported in Southampton
Retail	£453,939	5
Food,drink etc	£4,759,861	50
Leisure	-	0
Transport	£1,303,834	14
Hotel	£3,867,643	82
Other	£135,721	1
Total	£10,521,298	153

Source: Southampton Cruise Tourism Report, TTC International & Roger Tym & Partners,2005

14. The report identified that cruise ship crew contributed a further £4.8 million per annum.
15. The estimates were based on the Port of Southampton welcoming 500,000 cruise passengers and approximately 200 ship calls. As this report has already highlighted the cruise industry has grown rapidly in Southampton since this study was undertaken, and with the increase in passengers, ship calls and the size of cruise ships ABP Southampton estimates that each ship call is now worth £1.5m to the local economy.
16. Marine South East has been commissioned by the Port of Southampton to conduct a study aimed at providing an assessment of the economic impact of Southampton Port, including its cruise functions, which will update the Southampton Cruise Study published in April 2005. An Executive Summary of the report should be available by the end of May this year.

Findings, Conclusions and Recommendations

17. A summary of the key evidence and findings presented at each of the Cruise Inquiry meetings is attached as Appendix 4. Conclusions were drawn from each meeting and disseminated to the Panel.

Conclusions

18. The Scrutiny Panel recognise that the cruise industry is a significant, and growing contributor to the local economy, and that collectively Southampton needs to do what it can to maintain and grow the City's prominent position within the UK cruise market at a time when other ports are seeking to develop their cruise operations.
19. Whilst stakeholders within the cruise industry may have differing motivations the Scrutiny Panel recognise that increasing passenger spend in the City can benefit all key stakeholders, including passengers.
20. The Panel recognise that due to Southampton being predominantly a Home Port a sizeable percentage of passengers will continue to travel directly to the Port of Southampton on the day of departure, without spending money in the City. However, evidence presented to the Panel outlined that Southampton has enough to offer cruise passengers to keep them in the City for a period prior to a cruise.
21. The Panel therefore concluded that there is scope to increase cruise passenger spend in Southampton.
22. During the Inquiry the following 4 key areas where opportunities exist to increase cruise passenger spend in Southampton were identified:
- **Increase the overall number of cruise passengers passing through the Port of Southampton** – This may not increase spend per passenger but will result in an overall increase in value to the economy.
 - **Increase the number of passengers staying in the City / Region prior to going on a cruise** (the post cruise market is limited according to information presented to the Panel) - This would increase spend in Southampton's hotels, restaurants, bars and cafes, shops and entertainment outlets.
 - **Promote the City's offering to cruise passengers during the slack period in embarkation** (see Appendix 3) – This would be welcomed by Carnival to help avoid possible congestion, and would increase spend in Southampton's restaurants, bars and cafes, shops and entertainment outlets.
 - **Encouraging port of call passengers to visit Southampton** – 30 visiting cruise ships scheduled for the Port of Southampton in 2011. Currently visiting passengers are being coached to various destinations including London and Winchester.
23. In addition the following opportunities to increase cruise related spend in Southampton were identified during the Inquiry:

- **Increase expenditure in Southampton by cruise ship crew**
 - **Develop the financial potential of cruise related events** – A number of people are attracted to Southampton to view the cruise ships arriving in the Port, especially the occasions where new ships are launched or for special occasions.
24. During the Inquiry the Scrutiny Panel sought to identify what was preventing Southampton from taking full advantage of the opportunities identified previously to increase spend in the City.
25. The Scrutiny Panel have also been made aware, throughout the evidence gathering process, of developments that would help to mitigate the limitations identified.
26. Table 2 on the following page provides, from the information presented to the Panel during the Inquiry, a summary of:
- The factors limiting Southampton’s ability to maximise the available opportunities to increase cruise spend in the City
 - The developments in train that will help to overcome the limitations
 - Recommendations of the Panel that, if implemented, will help to address the limitations and increase the economic benefits to Southampton generated by the cruise industry.
27. Members of the Panel recognise that the City Council has a role to play in enabling and facilitating cruise related initiatives, however, in many areas the private sector needs to take the initiative and grasp the financial opportunities available. This is reflected within the recommendations identified in Table 2.

Table 2 – Findings and Recommendations

What is limiting Southampton from maximising the opportunities to increase spend in Southampton?	Positive Developments	Recommendations
<p>Transport Infrastructure – Traffic congestion, both current and forecast is limiting the competitiveness of the City and poses a significant threat to the expansion of the cruise industry.</p>	<ul style="list-style-type: none"> ○ Modelling has been undertaken for the Transport Assessment of the Port. The development of Platform Road is recognised as being key to reducing congestion in the short and long term. ○ Operators are looking at increasing options available to travel to cruise terminals by train. 	<ol style="list-style-type: none"> 1. Following the unsuccessful bid to the Regional Growth Fund to finance developments in Platform Road, the City Council is recommended to work with the business community to identify alternative sources of funding that will fund the required works.
<p>Signage - A review has been undertaken of signage in the City, despite this the Panel were informed of the need to improve signage to, and outside the port, to enable passengers to get to the Port and, importantly, from the Port to the City Centre.</p>	<ul style="list-style-type: none"> ○ For pedestrians Legible Cities – New signs will be located in key locations in the City Centre. 	<ol style="list-style-type: none"> 2. To enable passengers to get to the Port and from the Port to the City Centre, Southampton City Council works with ABP to improve signage inside and outside the Port, including locating Legible Cities signs at cruise terminals. 3. The City Council and key stakeholders design new signage for the City and meet with the Department for Transport to propose adoption of the signs on the principal highway network.
<p>Detachment of the Port from Southampton City Centre - ‘Out of site out of mind’. The appearance of the Port and the physical detachment of the Port from Southampton City Centre inhibits passengers from venturing into the city centre from the terminals, and limits people in the</p>	<ul style="list-style-type: none"> ○ The planned Watermark West Quay and the Royal Pier developments will link the city centre to the waterfront. ○ City Centre Masterplan and Action Plan – A key element of this is to improve the connection between the existing retail core with the waterfront. 	<ol style="list-style-type: none"> 4. To improve access from the cruise terminals (particularly the Mayflower Terminal and QE2 terminals that are more distant) to the city centre, it is recommended that the City Council facilitates discussion with the private sector about establishing a coach service

What is limiting Southampton from maximising the opportunities to increase spend in Southampton?	Positive Developments	Recommendations
<p>city centre from considering potential cruise passenger related business opportunities.</p>	<ul style="list-style-type: none"> ○ QE 2 Mile - Providing new public spaces and pedestrian thoroughfares. ○ Local Transport Plan 3 – Improving the pedestrian environment and pedestrian crossings is included in this plan. ○ The renaissance of Southampton Old Town. ○ The City offer is improving with the opening of Tudor House Museum, the construction of Sea City and the new arts centre. 	<p>for cruise passengers and crew from the terminals to the city centre. The potential for extending existing bus services to the terminals should also be explored.</p> <p>5. To project a better image of Southampton the City Council encourages ABP Southampton to consider options to enhance the appearance of the routes within the Port used by cruise passengers, and that SCC takes this into account when planning highway improvements at the docks gates used by cruise passengers. Consideration should be given to allowing access via Dock Gate 8 to achieve this aim.</p>
<p>Promotion and Branding of Southampton - The identity of the City is not clear. Southampton is not perceived to be a destination. There is little awareness of what the City has to offer visitors.</p>	<ul style="list-style-type: none"> ○ The existence of Marketing Southampton to provide leadership and co-ordination of marketing activity. ○ The Cultural Ambassadors awareness sessions run for taxi drivers, hotel staff and coach companies to inform them about Tudor House Museum. This will enable them to promote the museum to their customers. ○ Welcome Host customer care training undertaken by a number of transport operators in Southampton, and planned for hotel and retail sectors to coincide with 2012 Olympics. 	<p>6. That Southampton Connect, the successor to the Southampton Partnership, gets behind Marketing Southampton to help achieve its objectives.</p> <p>7. That the Cultural Ambassadors initiative is developed to encompass crew from cruise liners, and its focus is expanded to include the promotion of the wider offering available within the City. The objective is to have key people who interact with visitors to Southampton acting as advocates for the City.</p>

What is limiting Southampton from maximising the opportunities to increase spend in Southampton?	Positive Developments	Recommendations
	<ul style="list-style-type: none"> ○ A loyalty card for crew. ○ Reviewing merchandise offer for Sea City and Tudor House Museum. 	<p>8. The City Council reviews the Southampton related merchandising offer in City Council venues to meet and stimulate demand from visitors.</p>
<p>Provision of Information to cruise passengers at the right place, and at the right time</p> <p>- The Panel were informed that information about Southampton, and what it has to offer visitors was not being promoted to the cruise passenger at the time when they want it. Notably at the terminals, and when they are booking their cruise.</p>	<ul style="list-style-type: none"> ○ CruiseSouthampton.com – The development of this website and accompanying leaflets is being targeted specifically at cruise passengers and crew. It will provide them with relevant information about Southampton when they need it, both via the internet, at the cruise terminals, on board ship, and through travel agents. This development has the potential to increase cruise passenger spend in Southampton. 	<p>None</p>
<p>The development of packages and tours</p> <p>- Over 80% of cruise bookings are done through travel agents. Travel agents are good at selling packages and add-ons to holidays at the time of booking. Southampton has enough to offer to keep visitors entertained. To increase pre-cruise hotel and excursion bookings by travel agents and visiting cruise liners, there is a need to develop packages, and promote them to the organisations that supply products to the leading travel agents, and cruise companies. This has been done in other destinations. Nobody has yet done this in Southampton.</p>	<ul style="list-style-type: none"> ○ The developing Cultural Quarter, the opening of Tudor House Museum, the renewal of Walk the Wall information boards, and the open top bus tour of the City that is set to commence in May all increase the offering available to cruise passengers and the potential for cross-marketing of attractions. ○ The hotel stock in the City is increasing ○ Stay and cruise packages are available for most hotels in the City ○ Destination Southampton, the City's official conference bureau, promotes, amongst other things, cruise and stay 	<p>9. Building on what is currently available, and learning from good practice in port of call cities, Southampton City Council works with private sector partners to facilitate the development of cruise packages, tours and the cross marketing of attractions to promote to:</p> <ul style="list-style-type: none"> ○ Cruise companies whose ships visit Southampton; ○ The operators who the travel agents book hotel packages and attraction through. <p>Recognising the potential to extend this offer to other visitor markets.</p>

What is limiting Southampton from maximising the opportunities to increase spend in Southampton?	Positive Developments	Recommendations
As a result visiting cruise passengers are coached to Salisbury for lunch, and staying in other towns and cities prior to their cruise.	deals.	10. To help travel agents promote the City it is recommended that, to coincide with cruise events at the Port, Southampton City Council works with private sector partners to invite travel agents from across the country to visit the City and experience what Southampton has to offer visitors.
<p>Leadership</p> <p>- The 2005 Southampton Cruise Industry study identified key factors which appear to be absent in the Southampton equation. Amongst them were the lack of an agreed cruise development strategy and marketing framework and the absence of a cruise-related tourism support infrastructure. Evidence presented to the Panel has identified that the lack of strategic leadership is still missing, and that the City Council needs to recognise the economic value and potential of the visitor economy in Southampton. The Council has to play a greater role supporting and enabling the development of the visitor economy, and outlining a vision for the visitor economy in Southampton.</p>	<ul style="list-style-type: none"> ○ The alignment of the leisure, culture and tourism functions within the Economic Development Directorate in the City Council. 	11. Southampton City Council reviews its approach to the visitor economy, in line with sub-regional developments, to reflect the potential role visitors can play in the development and diversification of the City economy. A Senior officer should be identified to co-ordinate the City Council's approach.

Appendices

Appendix 1 – Cruise Industry Inquiry Terms of Reference

Appendix 2 – Project Plan

Appendix 3 – Passenger Flow (Carnival UK)

Appendix 4 – Summary of Key Evidence

Appendix 1 – Cruise Industry Inquiry Terms of Reference

Cruise Industry Inquiry – How can the cruise ship passenger spend in Southampton be increased?

Terms of Reference and Inquiry Plan

1. Scrutiny Inquiry Panel: Scrutiny Panel C

Membership:

- Cllr Ball - Chair
- Cllr Fitzhenry
- Cllr Jones
- Cllr Odgers
- Cllr Bogle
- Cllr Furnell
- Cllr Thomas

2. Purpose: To understand the scope for increasing cruise ship passenger expenditure with a focus on the role of the council and others, and identifying priorities for action.

3. Background:

- a. The Port of Southampton is the dominant UK cruise port and the largest home port for cruise ships in Northern Europe. The world's two largest cruise line companies, Carnival and Royal Caribbean, both have ships based in the port. Approximately 360 ships calls are expected in 2011 with more than 1 million cruise passengers passing through the port. ABP has recently announced plans for a 5th cruise terminal providing further capacity in a market that is expecting further growth.
- b. The number of vessels making 'port of call' visits (where Southampton is part of a longer itinerary) is small and in recent years has generally accounted for fewer than 10 ship visits per year. The distinction between ships home porting and those making port of call visits is important as in each case the needs and wants of the passengers will vary. It is also worth noting that because the major lines are already using Southampton as a home port the scope for developing port of call visits is reduced.
- c. There is a perception that Southampton does not benefit as much as it could from the passage of cruise passengers through the port. A Study of the Cruise Industry in Southampton undertaken in 2005 and advised by a steering group comprising the City Council, ABP, Carnival and others connected to the industry locally estimated that cruise passenger contributed £10.5m to the Southampton economy with the crew making a contribution of £4.8 million per annum. Apart from hotel expenditure (estimated at £67 per head) spend per head on other goods and services was low.
- d. In reality Southampton has to consider:
 1. Maintaining and growing the overall number of cruise passengers using Southampton as a means of increasing total overall spend
 2. Increasing spend per head from passengers.

The factors that are likely to influence (1) above are:

- The rate at which the market grows
- Southampton's competitive position as a cruise port, and;

- Choices made by cruise companies as to positioning of ships and itineraries.

Factors likely to influence 2 above are:

- The type of cruise ship visits
- The timing of arrivals and departures
- The way that passengers arrive in Southampton and at the port
- Passenger origins
- Information, promotions and packages that encourage visitors to stay (or not)
- Southampton's attractiveness as a destination in comparison to other locations
- Transport and physical links between the cruise terminals and the city centre.

4. Objectives:

- To understand what measures are required to maintain and grow the number of cruise passengers using Southampton
- To understand the way in which the cruise industry operates and the influence that this has upon customer behaviour and expenditure
- To understand the different motivations of the main stakeholders
- To examine the key factors in improving passenger experience in spend and issues for maintaining the city's roads and pavements
- To identify priorities for action in addressing the issues raised and associated roles and responsibilities.

5. Methodology and Consultation:

- Undertake desktop research
- Seek stakeholder views

6. Inquiry Plan: (subject to the availability of speakers)

Meeting 1: 27th January 2011, 6pm

Introduction, Context and Background

- Agree Terms of Reference

Meeting 2: 24th February 2011, 6pm

- Background to the Cruise Industry and the Role of Southampton

Presented by:

Doug Morrison ABP

Passenger Shipping Association

David Dingle or David Pickett Carnival UK

Representative from Royal Caribbean Cruise Liners

Meeting 3: 31st March 2011, 6pm

Improving the Passenger Experience

- Transport
- Information and Awareness

Presented by:

Jan Halliday

Sarah Davies

Jamie Brown

Damian Gevertz

Frank Baxter

South West Trains

BAA Southampton Airport

Tourism SE

Princess Coaches

D & G Media

Southampton City Council – Travel and Transport

Taxi Driver Associations
Representative from organisations who handle the liners

Meeting 4: TBA

Increasing Passenger Spend in Southampton

Presented by:

Ian Welland	Streets Ahead Southampton Ltd
PJ Kenny	Southampton Hoteliers Association
Mike Harris	Southampton City Council - Leisure
Tourist Guides Association	

Meeting 5: 28th April 2011, 6pm

- To receive any outstanding information/issues
- Agree Recommendations

Appendix 2 – Project Plan

DATE	MEETING THEME	TOPIC DETAIL	EVIDENCE PROVIDED BY
27/01/11	Agree Terms of Reference		
24/02/11	Background to the Cruise Industry and the Role of Southampton	Size and growth of industry Limitations to growth Opportunities to increase passenger spend	<ul style="list-style-type: none"> • Doug Morrison – Port Director, ABP Southampton • David Pickett – Head of Fleet Shore Operations, Carnival UK
31/03/11	Improving the Passenger Experience	Transport Information and Awareness	<ul style="list-style-type: none"> • Frank Baxter – Travel and Transport Manager, Southampton City Council • Jamie Brown – General Manager, Princess Coaches • Anna Hales - Project Manager, Business Southampton • Damian Gevertz – Managing Director, D & G Media • Sarah Davis – Formerly of Tourism South East and Co-ordinator of Southampton Cruise Partnership • Written information from: <ul style="list-style-type: none"> ○ Jan Halliday – BAA Southampton Airport ○ Phil Berry – South West Trains ○ Ian Hall – Southampton Hackney Association ○ Steve Fricker – Southampton UNITE Cab Section ○ Graham Wilkins – Radio Taxis (Southampton) Ltd
07/04/11	Increasing Passenger Spend	Promoting offer to cruise passengers Pre-cruise booking through travel agents City Council developments	<ul style="list-style-type: none"> • Laura Robinson – Southampton Branch Manager, Bath Travel • Ian Welland – City Centre Manager, Streets Ahead Southampton Ltd

DATE	MEETING THEME	TOPIC DETAIL	EVIDENCE PROVIDED BY
			<ul style="list-style-type: none"> • Mike Harris – Head of Leisure and Culture, Southampton City Council • Written information from: <ul style="list-style-type: none"> ○ PJ Kenny – Chair, Southampton and Region Hoteliers Association
28/04/11	Agree final report	Approve report for submission to Overview and Scrutiny Management Committee	

The minutes for each meeting and the evidence submitted to the Scrutiny Panel is available at:

<http://www.southampton.gov.uk/modernGov/ieListMeetings.aspx?CId=425&Year=2011>

Appendix 3 – Passenger Flow (Carnival UK)

Time	Activity	Traffic / Queues
06:00	Ship arrival	Low
08:00	Passenger disembarkation starts	Low
09:30	Disembarkation peak	High
10:30	Disembarkation finishes	Med
12:00	Start of embarkation	High
13:00	Embarkation peak	High
14:00 – 16:00	- Slack period	Low
16:00	End of embarkation	Low
16:45	Ship sails	

Appendix 4 - Summary of Key Evidence

Cruise Inquiry Meeting – 24th February 2011

Summary of Evidence:

Doug Morrison – Port Director, ABP Southampton

- **Growth of Industry in Southampton** - The Cruise Industry continues to grow rapidly in Southampton from 500,000 passengers in 2004 to an estimated 1.4m – 1.5m in 2011. Expecting 360 ship calls in 2011 and 370 in 2012. Each ship call worth approximately £1.5m to local economy. Growth forecast to continue to about 2m passengers by 2030 . To accommodate future demand ABP to build 5th Cruise Terminal. Marine South East has commissioned economic impact assessment of contribution port of Southampton makes to the local economy – published May 2011.
- **Increase in port of call visits** – MSC Cruises relocating to Southampton from Dover. 30 visiting ships scheduled in 2011, (part visiting, part turnaround). This represents a significant increase on previous years. These passengers will be expecting excursions from the ship. Other ports of call offer free busses into city centre to encourage passengers to spend money in locality. High % do not go on the organised excursions but visit city centre.
- **Opportunities to increase passenger spend** –Southampton undersells itself. Has a lot to offer and with developments planned such as Royal Pier and Cultural Quarter it will be even more attractive
 - Innovative local excursion packages for MSC passengers (rather than them going to Stonehenge or London)
 - Do not market post cruise excursions as passengers want to get home
 - Encouraging more passengers to arrive early for cruise – overnight stay, packages
 - Events – Make more of cruise related events (ABP keen to enhance viewing of events, difficulties relate to security in port and finding suitable viewing site given size of port).
- **Relationships with other cruise related businesses** – ABP work closely with Taxi industry and hoteliers, including representation at cruise convention in Miami.
- **Challenges**
 - Signage – Within port, and outside port needs improving
 - Transport Infrastructure – Despite investment in train freight and more train patronage by passengers, congestion on roads is a big issue, especially Eastern Docks, and likely to increase as cruise industry grows, new developments planned for city are built, increase in container traffic. Traffic may limit growth of cruise industry in City.
 - Bid by Solent LEP to Regional Growth Fund for funding to improve Platform Rd at Dock Gate 4 (supported by Southampton City Council, ABP et al)

- **Carnival UK operations from Southampton –**
 - UK represents 12% of Carnivals birth capacity
 - Carnival UK Market Share 40%
 - 10 ships operate from Southampton (3 Cunard, 7 P&O) and biggest operator from Southampton, 225 turnaround and 497,362 passengers embarking planned in 2011 representing about 60% of passengers.
 - Each turnaround provides work for about 130 sub-contractors, excluding transport providers, suppliers of ships stores etc
 - Ocean Terminal is terminal of choice for Carnival
 - Busiest months April – November
 - Saturday busiest day for turnaround. But retired people are largest clientele (and families during school holidays) so more flexible about day of departure
 - Carnival's core business is not hotel bookings it is peripheral. 80% of Carnival's cruise bookings are through travel agents. They organise packages for passengers to include hotel stay and entertainment etc

- **Travelling to Southampton – Carnival's passengers:**
 - In port parking (28% - probably higher)
 - Coach (25% - probably higher)
 - Drop off and other – Train , air etc (remainder)

- **Luggage –** Transporting luggage is a reason for car usage being high and linked to desire to get on ship early to ensure security of luggage. Carnival working from 2011 with baggage handler to collect luggage from home for set fee. This may encourage more train/plane use and a more leisurely journey to port (shopping / restaurants / amenities etc).

- **Opportunities to increase passenger spend –**
 - Promote city attractions to passengers during slack period of embarkation (between 2pm-4pm). Marketing info on City is available at terminals but more effective if market the City to passengers before cruise through travel agents/Carnival website
 - Promote city offering to travel agents who set packages
 - Shore offering – Not applicable for Carnival (turnaround not port of call), develop innovate tours of City and attractions (titanic / shopping / walk walls etc) for MSC to market to passengers
 - Crews – Target offers and promotions at crews

- **Challenges**
 - Transport Infrastructure – Access to port from Western and Northern approaches. Concerns about traffic growth limiting Southampton's appeal as a cruise hub. Need a solution for long term growth in area if value cruise industry and contribution to local economy. Working closely with City Council, and Carnival with ABP would potentially contribute financially to a solution alongside broader range of organisations who would benefit from improved transport infrastructure.

Conclusions from meeting

- The Cruise industry is a significant contributor to the local economy
- Opportunities exist to increase passenger spend, and with increasing port of call traffic for 2011 this opportunity is becoming more valuable
- The opportunities are limited by Southampton being predominantly a turnaround port (luggage, keen to get on board), limited demand for extending stay after a cruise
- Transport infrastructure issues present a challenge for the city and growth of the industry
- Areas where improvements can be made: (potential recommendations)
 - Signage (Cllr Dean indicated that Southampton City Council are in a position to work with ABP to improve signage outside port)
 - Events marketing
 - Excursions within city to port of call passengers
 - Transport from port to city centre
 - Promoting city to passengers before cruise (travel agents etc)
 - Offering to crews
 - Luggage – Southampton Central Station (Cllr Deans insight into potential for improved baggage handling and experience for cruise passengers at station)
 - Transport infrastructure – opportunity to improve infrastructure as part of development plans for city centre.

Cruise Inquiry Meeting – 31st March 2011

Summary of Evidence:

Frank Baxter – Travel and Transport Manager, Southampton City Council:

Transport Assessment of the Port

- A Transport Assessment of the Port has been conducted by Southampton City Council and ABP as part of ABP's Port Masterplan. Emerging outcomes identify that it is the growth in cruise passengers that currently causes significant congestion, especially at weekends, by Dock Gate 4, and this is exacerbated when the arrival of 2 or more large cruise ships coincides with a football match or IOW regatta. Modelling based on traffic growth forecasts for 2016 and 2030 indicates that this problem will get worse, if nothing done, as cruise passenger numbers increase.
- The Transport Assessment has concluded that 2 key locations are the cause of most congestion problems:
 - Dock Gate 10 – Solution is to extend right turn filters at junction
 - Dock Gate 4 – Solution is to undertake some simple measures within the Port and to dual Platform Road (bid for £8m Regional Growth Fund monies has been submitted expecting outcome before elections). Modelling indicates that this development could reduce current congestion levels by 2/3rds and by 2030 congestion would still be less

than it is at present. If RGF bid is unsuccessful private funding will be sought to support scheme.

- Modelling has taken planned developments in the City into account.
- Considered option of extending M271 into Port – Scheme would be of benefit but £40m cost is prohibitive.

Signage

- A review of signage has been undertaken, including a survey of 400 cruise passengers. General consensus is that signage in other areas is clearer than Southampton's (eg Dover), red tape preventing movement here. Frank suggested a meeting with the DfT and other stakeholders, with a proposed new signage design to put to them.

Jamie Brown – General Manager, Princess Coaches (In addition to Appendix 1):

City Shuttle Bus

- Princess Coaches, through Cunard, used to run a high quality shuttle service to the City Centre, maps were distributed to passengers, and drivers provided info and promoted the City. Contract has been re-tendered and now being delivered by First Bus who use double decker bus. Provides different impression of City to passengers (Portsmouth City Council funds free bus from cruise terminal to city centre).

Train Travel

- A subsidiary of Bath Travel is trialling chartering trains from Edinburgh, Glasgow, Manchester and Birmingham straight to transport passengers straight into the Cruise Terminals in Southampton. Other operators looking at train travel options.

Luggage

- A large number of Royal Caribbean cruise customers use Southampton Airport. Princess Coaches piloted an initiative with the Airport to transport passengers to city centre and luggage to the ships. The venture was not financially sustainable.

Why no Coach Tours of Southampton?

- Calling cruise passengers coached to destinations including London, Windsor, and Winchester. Southampton is not marketed very well. Image of City needs improving and promotion of available activities.
- Crew expenditure in City could be higher than passengers but the City needs to value crew more.

Discussion on Marketing and Promoting the City

Anna Hales, Marketing Southampton (In addition to Appendix 7);

Damian Gevertz, D&G Media;

Sarah Davis, Formerly of Tourism South-East and coordinator of Cruise Partnership:

The Marketing of Southampton as a destination

- Marketing Southampton was established to provide leadership and co-ordination of marketing activity to raise Southampton's profile. First meeting in June 2010, currently trying to develop a co-ordinated message to promote the City – identifying Southampton's Unique Selling Points.
- Southampton needs to be seen as a destination, it has never taken tourism seriously, and the City does not do enough to encourage cruise passengers to stay in the City. Tourism Office open from 9-5. Cruise ships arrive at 7am. People are not prepared to go to the port to meet the passengers and promote the City. On an occasion when this was done (by Jamie Brown, Damian Gevertz and others) 350 passengers went into the City when encouraged to visit. Issue of no Tourism Manager at City Council mentioned.
- Cruise passengers are travelling to Salisbury for lunch
- The Cruise Partnership was created to help put local packages together for passengers. Had support from restaurants, theatres and hotels etc. With the demise of the Partnership this element is lacking co-ordination. Need somebody to drive this forward. Southampton City Council was not always represented at the meetings of the Cruise Partnership.

CruiseSouthampton.Com

- D&G Media are about to launch a new website and map that could address a number of the concerns raised. CruiseSouthampton.com launching on 11th April will provide tailored information to passengers and crew answering the key questions asked by passengers. Specific Information will be available from each terminal, on all ships and it is a single source of information, in one location relevant to passengers. It provides details on parking, travel, restaurants, hotels, entertainment etc specifically for the cruise market.
- Travel agents have signed up to the product and will be promoting this to passengers when they book their cruise from Southampton.
- Significant work being undertaken promoting the site, training ABP employees. Long term plans to include foreign language versions of website, ability to book hotels directly through it, working closely with Destination Southampton.
- Southampton City Council – Worked with some officers at City Council who have assisted D&G Media. Overall impression is that City Council does not listen enough or devote the time to support ventures, not expecting financial support.

Southampton City Council

- View that tourism, and the potential money it could bring to the City, has not, and is not a focus for the City Council. This may be cultural and detachment of Port from City may be a factor in this.
- No single point of contact for tourism in Council.

Conclusions from meeting

- The road improvement in Platform Road is key to reducing congestion and aiding the growth of the cruise industry in Southampton
- Train travel could help to reduce congestion
- There are enough reasons to keep cruise passengers here before and after a cruise
- Encouraging signs:
 - Marketing Southampton is helping to co-ordinate marketing activity and branding
 - CruiseSouthampton.Com website and guide could help to dramatically increase passenger spend in Southampton, especially if travel agents utilise the site
 - Enthusiasm across private sector to get this right.
- Areas where improvements can be made: (potential recommendations)
 - Need to co-ordinate activity and communicate more effectively with the cruise passenger market
 - Southampton City Council needs to play a fuller part, assisting the private sector, and recognise the economic contribution tourism spend could play in the economy of the City

Cruise Inquiry Meeting – 7th April 2011

Summary of Evidence:

Laura Robinson– Manager of Southampton Branch - Bath Travel:

- **Increasing pre-cruise spend in Southampton** – Over 80% of cruises are booked through travel agents. An opportunity to increase spend in Southampton is to encourage pre-cruise hotel / package / attraction bookings in the City at the same time they book their cruise. 2 key websites used by travel agents to book these:
 - Superbreaks – Hotel & Parking
 - Attraction World – ActivitiesThere are no entries for Southampton on either of these sites. Southampton needs to approach these organisations with a costed offering to sell through travel agents.
- **Potential Packages** – Superbreak
 - Hotel inc parking
 - Hotel inc Mayflower Theatre
 - Hotel inc private transfer from airport / train station
- **Potential Packages** – Attraction World
 - Walk Walls Tour / Sea City / Tudor House Museum
 - Personal Shopper Experience (Shopping/ tea/ pre-booked dinner)
- **Encouraging informal promotion of City by travel agents** – Consider inviting travel agents to sample for free the City offer when they are visiting new cruise ships.

- **Challenges**
 - Need an organisation / individual to drive this to make it happen

Ian Welland – City Centre Manager, Streets Ahead Southampton Ltd:

- **www.southamptoncitycentre.co.uk** – Important portal to other websites in Southampton. Provides information on city centre and attractions including section on Stay, Show, Sail to increase cruise passenger spend.
- **Attracting cruise passengers into the City Centre –**
 - Welcome the arrival of legible cities signage at key locations in city centre but more signage to the city centre from the waterfront would be helpful
 - Need to make route from terminals to city centre accessible and attractive – Recognise role City Centre Masterplan and Action Plan could play here
 - Royal Pier and Watermark West Quay developments are key to connecting the port to the city centre and making the waterfront a more attractive gateway to Southampton
 - Loyalty cards for crew are being looked into to attract crew to spend money in Southampton
- **Challenge**
 - Need to join up the various parts of the City to make a more complete offering to cruise passengers and visitors to the City in general

Mike Harris – Head of Leisure and Culture, Southampton City Council: (Notes circulated at meeting attached)

- **Targeting offer at cruise passengers** – No specific promotional activity is targeted at cruise passengers. There is no intention to define cruise passengers as specific audience when new attractions, that will significantly enhance offering, open:
 - Tudor House Museum – Opening summer 2011
 - Sea City – Opening April 2012
 - New Arts Complex – Opening early 2015
- **Cultural Ambassadors** – Awareness sessions are being run for taxi companies, coach companies, hoteliers so that they are more informed about Tudor House Museum and are able to promote it to passengers. This initiative could be expanded to include crew from cruise liners and to inform all about the wider offering so that these key people are advocates for the City.
- **City Branding –**
 - Need to support Marketing Southampton to come up with clear identity to promote City under
 - Need to reduce digital footprint (too many websites = confusion)
 - Opportunities exist to develop merchandising offer. Currently procuring products for Sea City and Tudor House Museum but recognition that we could do more and do it better.

- **Tourism** – No Tourist Information Centre presence in cruise terminals and nothing planned. The majority of the tourism budget is spent on the TIC. Resources are scheduled to be reduced over the next 2 years. With limited resources there is a need to enhance understanding of the cruise market so that if resource is targeted at cruise passengers it is aimed at those who are more inclined, and able to spend money in Southampton.
- **Packaging Attractions / Cross Marketing** – Currently joint ticketing arrangements are in place for Southampton City Council offering. Nothing exists for City attractions in entirety (Solent Sky / Mayflower etc). Commercial benefit for all could arise from cross-marketing arrangements. When external operators are procured to run new City Council attractions joint ticketing may be harder to deliver.
- **Challenge**
 - Need contracts for external operator(s) of new City Council cultural offering to include requirement to promote the broader city offer as well as the venue they are operating.

P.J Kenny – Chair of the Southampton and Region Hoteliers Association: (note circulated at the meeting)

- **Cruise Related Hotel Stays** – Hotels in the region have seen year on year growth in cruise related hotel stays over the past 3 years. All major hotel operators offer cruise packages, often including parking and transfers. Other hotels are now offering this as they see the potential for this business.
- **Challenges**
 - Transport links
 - Providing an attractive enough package to keep people in the City.

Conclusions from meeting

- Passenger spend in the City is increasing as the cruise industry grows.
- To increase pre-cruise bookings by travel agents there is a need to develop packages, and promote them to the organisations that supply products to the leading travel agents. Nobody has yet done this.
- To attract passengers from cruise terminals to the city centre (slack period before embarking) there is a need to make the link between port and city centre better signed from waterfront, more accessible and attractive. Recognise that Legible Cities, City Centre Masterplan, Royal Pier and West Quay developments will help link the terminals with the city centre.
- The City needs to support Marketing Southampton to improve branding and identity of City, and reducing the digital footprint.
- Merchandising and the cross marketing of attractions need to be improved.
- Areas where improvements can be made: (potential recommendations)
 - Southampton City Council's approach to tourism (alongside sub-region)
 - Marketing, merchandising and branding of Southampton
 - The development and promotion of packages that can be booked in advance at travel agents.

D R A F T

DATED

2011

East Hampshire District Council
Eastleigh Borough Council
Fareham Borough Council
Gosport Borough Council
Havant Borough Council
Isle of Wight Council
Portsmouth City Council
Southampton City Council
Test Valley Borough Council
and
Winchester City Council

AGREEMENT

Relating to

**Partnership for Urban South
Hampshire and Isle of Wight
[“PUSH”]**

Mark R Heath
Director of Corporate Services
Southampton City Council
Civic Centre
Southampton
SO14 7LT

RECITALS

1. The Parties to this Agreement are all Local Authorities who have joined together to form the Partnership for Urban South Hampshire and Isle of Wight (hereinafter referred to as "PUSH"), the purpose of which is to promote sustainable, economic-led growth and development of South Hampshire and the Isle of Wight supported by enhanced transport and other infrastructure and to lobby and/or influence on all other associated aspects of life within the PUSH Area.
2. The Parties wish to enter into this Agreement to record their respective rights and obligations to each other
3. The Parties enter into this Agreement in pursuance of their powers under the Local Government Acts 1972 and 2000 and all other enabling powers.

NOW IT IS AGREED:

1. Commencement

This Agreement shall come into force on the date above and shall continue in force until determined in accordance with Clause 13 of this Agreement.

2. Description

The Parties have entered into this Agreement with the intention of codifying the governance arrangements for PUSH. This Agreement records the present intentions of the Parties. It is entered into in good faith, but it is expressly recognised that this Agreement cannot fetter the discretion of the Parties. Subject to that, the following points are agreed.

3. Parties

- a. East Hampshire District Council of Penns Place, Petersfield, Hampshire, GU31 4EX
- b. Eastleigh Borough Council of Civic Offices, Leigh Road, Eastleigh, Hampshire SO50 9YN
- c. Fareham Borough Council of Civic Offices, Civic Way, Fareham, Hampshire, PO16 7PP
- d. Gosport Borough Council of Town Hall, High Street, Gosport, Hampshire. PO12 1EB.
- e. Hampshire County Council of The Castle, Winchester, Hampshire, SO23 8UJ.
- f. Havant Borough Council of, Civic Centre Road, Havant, Hampshire PO9 2AX
- g. Isle of Wight Council, County Hall, High Street, Newport, Isle of Wight, PO30 1UD
- h. Portsmouth City Council of Civic Offices, Guildhall Square, Portsmouth, Hampshire, PO1 2BG

- i. Southampton City Council of Civic Centre, Southampton, Hampshire S014 7LY
- j. Test Valley Borough Council of Beech Hurst, Weyhill Road, Andover, Hampshire, SP10 3AJ
- k. Winchester City Council, Colebrook Street, Winchester, Hampshire, SO23 9LJ

4. Definitions

- 4.1 “The Parties” means the Parties to this Agreement set out in Clause 3
- 4.2 “PUSH” means the Partnership for Urban South Hampshire and the Isle of Wight
- 4.3 “The PUSH Area” means the geographical area shown on the plan in Appendix 1
- 4.4 “Key Objectives” means the Key Objectives for PUSH laid out in Appendix 2
- 4.4 “Lead Authority” means the local authority appointed by the Parties under this agreement to lead on a particular function in accordance with Clause 12.

5. Interpretation

- 5.1 The headings for each section throughout this Agreement are provided for ease of reference only and shall not affect its construction or interpretation.
- 5.2 Where the masculine gender is used it shall also incorporate the feminine gender. Where the singular is used, it shall also incorporate the plural and words importing party and persons includes bodies, corporate and unincorporated and (in each case) vice versa.
- 5.3 Any reference to legislation shall include a reference to that legislation as amended, applied, consolidated, re-enacted by or as having affect by virtue of any subsequent legislation

6. Principles and Key Objective

- 6.1 The Parties agree to establish and participate in a Partnership to be known as (“PUSH”).
- 6.2 The Key Objectives for PUSH are as set out in Appendix 2.

7. Governance Structures, Joint Committee and Working Groups and Membership

- 7.1 The Governance Structures, Joint Committee and Working Group shall be established as set out in Appendix 3. The Joint Committee may set up and/or vary any sub-committees or working parties at any time.

- 7.2 The membership of the Governance Structures, Joint Committee and Working Group shall be as laid out in Appendix 4. Any proposed change to membership shall be treated as a variation in accordance with Clause 18.

8. Decision Making

- 8.1 A Joint Committee will be established with the terms of reference, membership and constitutional arrangements as set out in Appendices 3 and 4.
- 8.2 This Joint Committee will be administered by the relevant Lead Authority appointed in accordance with Clause 12 of this agreement. The constitutional arrangements for this Joint Committee will be determined by that Lead Authority and will, unless the Lead Authority determines otherwise, follow the Constitutional arrangements of the Lead Authority.
- 8.3 Decisions shall be made by a simple majority vote.
- 8.4 A joint overview and scrutiny committee with delegated functions to scrutinise and call-in joint committee decisions will be established with the terms of reference, membership and constitutional arrangements as set out in Appendices 3 and 4. Each member authority will nominate a member of their choice to sit on the joint overview and scrutiny committee.

9. Legal, Governance and Financial Administration Issues

- 9.1 PUSH shall appoint one of the Parties to provide the services of legal adviser to the Partnership under this Agreement, and that authority shall act as Lead Authority for providing advice and guidance on all corporate governance, constitutional and other legal matters. The charges for such provision (which may be sub-contracted by that authority to other authorities or the private sector) shall be met in accordance with clause 10 of this Agreement.
- 9.2 PUSH shall appoint one of the Parties to provide the services of financial adviser to the Partnership under this Agreement and that authority shall act as Lead Authority for providing advice and guidance on all financial administration and other associated financial issues. The charges for such provision (which may be sub-contracted by that authority to other authorities or the private sector) shall be met in accordance with clause 10 of this Agreement.

10. Financial Commitments of the Parties

- 10.1 The financial contributions of the parties shall, unless or until varied by the Joint Committee, be apportioned based on the proportions set out in the PUSH Cost Share Model Table set out below:

PUSH Cost Share Model

Authority	Population Strategic	Strategic Popn. %	Population Local	Local Popn. %	Weighted %	2011/12 Contribution
Southampton CC	217,445	20	217,445	21	20.4	72,493
Portsmouth CC	186,701	17	186,701	18	17.5	59,886
Hampshire CC	560,867	51	-	0	26.4	88,253
IOW Council	132,731	12	132,731	13	12.5	44,126
Eastleigh BC	-	0	116,169	11	5.5	18,911
Fareham BC	-	0	107,977	10	5.1	18,911
Gosport BC	-	0	76,415	7	3.6	12,608
Havant BC	-	0	116,849	11	5.5	18,911
Test Valley DC	-	0	43,160	4	2.0	6,304
Winchester DC	-	0	16,831	2	0.8	3,152
East Hampshire DC	-	0	15,191	1	0.7	3,152
Sub-Total	1,097,744	100	1,029,469	100	100.0	346,707

11. Staff and key representatives

- 11.1 When any Party agrees to undertaking work at the request of PUSH, the staff of the Party undertaking such work shall be considered to be seconded to PUSH.
- 11.2 During the period of secondment, the staff shall continue to be employed by the Party from whom they were seconded and managed by that Party and no changes to the staff's terms and conditions of employment shall take place.
- 11.3 When the period of secondment comes to an end, the staff shall be treated as having returned to their original authority on the terms and conditions applying to their posts had they not been seconded

12. Lead Authorities and their Duties

- 12.1 In order to achieve the objectives of the partnership, the Parties may appoint a Lead Authority to act on their behalf in implementing decisions of the Joint Committee.
- 12.2 In the event of an authority being appointed as Lead Authority by PUSH, subject to any terms, conditions, limitations or caveats, the Lead Authority shall:
- a. act as agent for PUSH in the management and day-to-day supervision of the particular task the Lead Authority has been asked to lead on;
 - b. compile and return all financial and participation data relevant to the task that the Lead Authority has been asked to lead on;
 - c. convene meetings comprising such individuals, bodies or others as agreed by PUSH in establishing the Lead Authority arrangements and update the Parties to this Agreement on the progress of the task assigned to the Lead Authority;

- d. act as the representative of PUSH in any discussions or negotiations when acting as the Lead Authority;
 - e. provide such administrative resources and office facilities as are reasonably necessary to enable the Lead Authority to manage the project (subject to any caveats or limitations agreed by PUSH in establishing the Lead Authority arrangements);
 - f. exercise overall responsibility for ensuring the quality assurance of the project or task assigned to the Lead Authority, including monitoring and evaluation in consultation with other Parties; and
 - g. play such other role(s) as would normally and reasonably be expected of a Lead Authority in relation to the project or task as assigned.
- 12.3 The Lead Authority shall have full authority and power to act within the scope of the roles and responsibilities laid out in this Agreement on behalf of PUSH in the course of or for the purpose of doing the activities agreed by PUSH as Lead Authority in relation to the specific task assigned. Such action may be taken without further consent or approval from the Joint Committee provided this is within the scope of the Agreement. The Parties shall take such steps as shall be necessary to enable the Lead Authority to discharge the functions as assigned to them by PUSH.

13. Termination and Withdrawal

- 13.1 PUSH recognises that the success of the partnership depends upon the mutual co-operation of all the Parties and the withdrawal of any Party may have serious administrative and financial repercussions for the remaining Parties and any Party other than the Isle of Wight Council, Hampshire County Council, Portsmouth City Council or Southampton City Council withdrawing from PUSH may only do so at the end of a financial year and must:
- a. give six months notice in writing of withdrawal to all other Parties; and
 - b. indemnify the remaining Parties for any expenses reasonably incurred by them as a consequence of the withdrawal.
- 13.2 In respect of the Isle of Wight Council, Portsmouth City Council or Southampton City Council, where one of these authorities gives six months notice in writing of withdrawal to all other Parties, the other Parties shall consider what future arrangements should apply for the discharge of the functions under this Agreement which may include agreeing to continue joint arrangements further to a new or revised joint Agreement.
- 13.3 For the avoidance of doubt, where a Party wishes to withdraw from this agreement but makes that decision and gives notice within six months of the end of the current financial year, they may not withdraw from this agreement until the conclusion of the subsequent financial year.

14. Intellectual Property

- 14.1 Unless otherwise agreed:

- a. The Parties shall not acquire any right, title or interest in or to the intellectual property rights of PUSH.
 - b. PUSH will not acquire any right, title or interest in or to the intellectual property rights of the Parties.
- 14.2 Any issues, challenges or claims in relation to any intellectual property rights shall be advised to each of the Parties immediately, and any intellectual property right claim shall be managed by the Parties as agreed.

15. Data Protection, Freedom of Information, information sharing & confidentiality

- 15.1 Without prejudice to the specific requirements of this clause, each Party shall comply with its legal requirements under data protection legislation, freedom of information and associated legislation, and the law relating to confidentiality.
- 15.2 An authority will be appointed as a Lead Authority for the purposes of ensuring compliance with any legislative or legal requirements relating to these issues should they arise directly in relation to PUSH (as compared to information held by the Parties to this Agreement).
- 15.3 Subject to any legal obligations either arising upon the Parties and/or PUSH, information supplied by the Parties or third parties shall, unless agreed by PUSH, subject to any over-riding legal obligations, be treated as confidential.

16. Liability of the Parties

- 16.1 Whilst the Parties shall make all reasonable attempts to mitigate loss, each Party (“the indemnifying Party”) shall be liable for and indemnify the others against any expense, liability, loss, claim or proceeding whatsoever arising under any statute or at common law in respect of personal injury to or death of any person whomsoever arising out of or in the course of or caused by any act or omission of that indemnifying Party in respect of its role in the activities of the Joint Committee and/or under this Agreement and /or where acting as Lead Authority .
- 16.2 Whilst the Parties shall make all reasonable attempts to mitigate loss, each Party (“the indemnifying Party”) shall be liable for and shall indemnify the others against any reasonable expense, liability, loss, claim or proceeding in respect of any injury or damage whatsoever to any property real or personal in so far as such injury or damage arises out of or in the course of or is caused by any act or omission of that indemnifying Party in respect of its role in the activities of the Joint Committee and/or under this Agreement and/or where acting as Lead Authority .
- 16.3 Whilst the Parties shall make all reasonable attempts to mitigate loss, each Party (“the indemnifying Party”) shall indemnify the others in respect of any reasonable loss caused to each of the other Parties as a direct result of that indemnifying Party’s negligence, wilful default or fraud or that of any of the indemnifying Party’s employees in respect of its role in the activities of the Joint Committee and/or under this Agreement and/or where acting as Lead Authority.

16.4 Where a Party is appointed the Lead Authority under the terms of clause 12 of this Agreement, the other Parties shall each indemnify the Lead Authority on pro rata basis according to the proportions of their respective financial commitments as set out in Clause 10 of this Agreement with the intent that the Lead Authority shall itself be responsible for its own pro-rata share.

17. Review

This Agreement may be reviewed at any time by agreement between the Parties

18. Variations to this Agreement

This Agreement may at any time be varied or amended by the Monitoring Officer of PUSH following consultation with the Chief Executives of all the Parties. Following consultation if, in the Monitoring Officer's opinion, the matter is such that he feels it inappropriate to proceed under this provision, he may refer the issue either to the Joint Committee to make a recommendation to the constituent authorities, or to the relevant constituent authorities to make a decision direct. Any variation may be given effect by a notice issued by the Monitoring Officer to all the Chief Executives of the Parties.

19. Insurance and Indemnification

Each of the Parties shall ensure that they have a sufficient policy of insurance of any work that they undertake on behalf of PUSH and for a period of six years after termination of this Agreement.

20. Severability

If any term, condition or provision contained in this agreement shall be held to be invalid, unlawful or unenforceable to any extent, such term, condition or provision shall not affect the validity, legality or enforceability of the remaining parts of this agreement.

21. Publicity

The Parties recognise their respective public reputations and legal responsibilities. Each Party shall use all reasonable endeavours not to harm or compromise these.

22. Waiver

No term or provision of this Agreement shall be considered as waived by any of the Parties to this Agreement unless a waiver is given in writing by that Party to all other Parties to this Agreement.

23. Notice

Any notice, demand or other communication required to be served under this Agreement shall be sufficiently served if delivered personally to or sent by pre-paid first class recorded delivery post or facsimile transmission to the addresses set out in Clause 3 and if so sent shall, subject to proof to the contrary, be deemed to have been received by the addressee at the time of personal delivery or on the second working day after the date of posting or unsuccessful transmission as the case may be. Anything served personally or transmitted which is received at the recipient's premises on a day when it would not in the ordinary course of its business have been open for business shall be deemed to have been received on the next following day when it is open in the ordinary course of business or would have been if it had not ceased to conduct business.

24. Governing Law

This Agreement shall be governed by and construed in accordance with English Law and the Parties hereby submit to the exclusive jurisdiction of the English Courts.

25. Counterparts

This agreement may be executed in any number of counterparts, all of which when taken together shall constitute one and the same instrument.

26. Exercise of statutory authority

Without prejudice to this agreement, nothing in this agreement shall be construed as a fetter or restriction on the exercise by any of the Parties of their statutory functions.

27. Exclusion of Third Party Rights

Save to the extent as expressly provided for in this Agreement no person not a Party to this Agreement shall have any right to enforce any term of this Agreement and the provisions of the Contracts (Rights of Third Parties) Act 1999 shall not apply to this Agreement

28. Survival of Clauses

The following clauses shall survive the expiry or termination of this Agreement

- Clause 1 Definitions and Interpretations
- Clauses 6 (Principles), 10 (Finances), 14 (Intellectual Property), 15 (Data Protection) and 19 (Insurance and Indemnities)
- Clause 13 Legal Governance and Financial Administration Issues
- Clause 23 Notices
- Clause 28 Survival of Clauses

29. No Partnership at Law

As public bodies, the Parties do not enter into this Agreement with any view of profit. The use of the terms “partners” and “partnership” in this Agreement merely denotes the intention of the Parties to work within local government legislation in a common way to achieve shared objectives, and should not be taken as an indication of any legal partnership for the purposes of the Partnership Act 1890.

**THE COMMON SEAL OF THE PARTIES IS
HEREUNDER AFFIXED IN THE PRESENCE OF:**

Authorised Signatory _____
East Hampshire District Council

Authorised Signatory _____
Eastleigh Borough Council

Authorised Signatory _____
Fareham Borough Council

Authorised Signatory _____
Gosport Borough Council

Authorised Signatory _____
Havant Borough District Council

Authorised Signatory _____
Hampshire County Council

Authorised Signatory _____
Isle of Wight Council

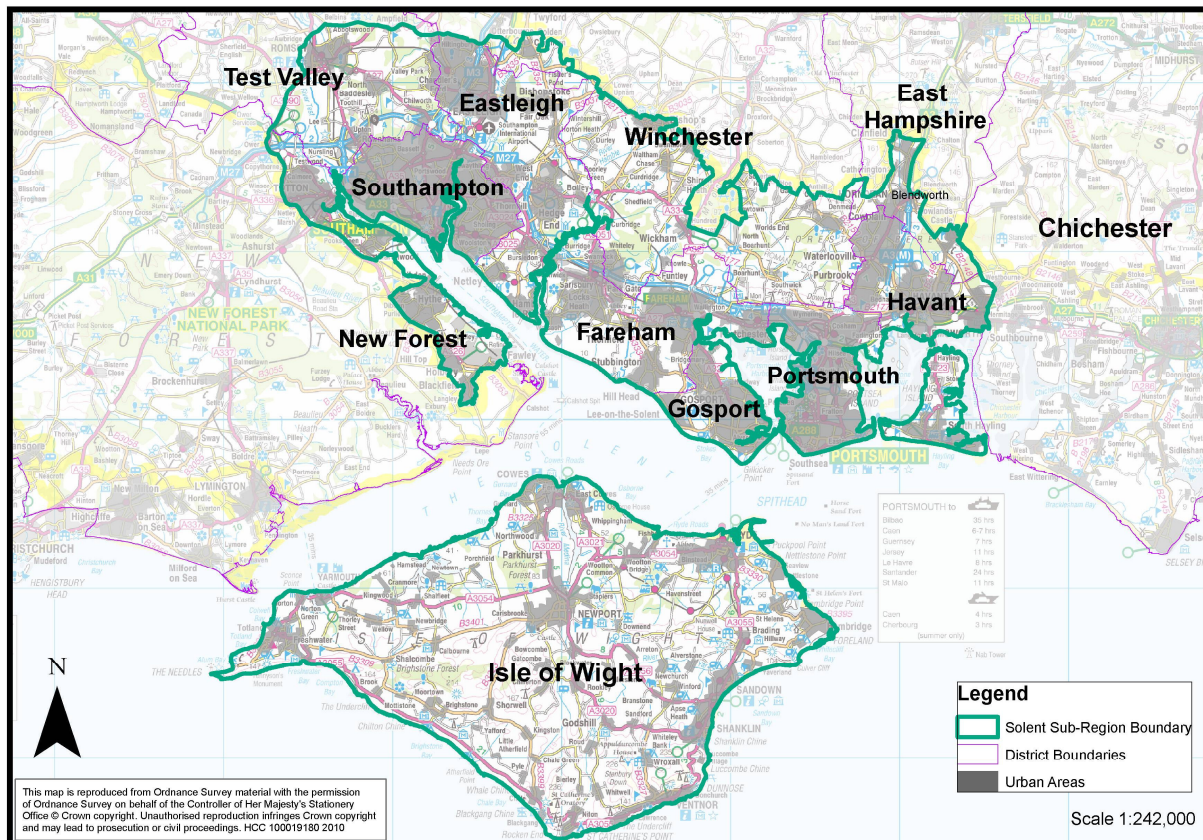
Authorised Signatory _____
Portsmouth City Council

Authorised Signatory _____
Test Valley Borough Council

Authorised Signatory _____
Winchester City Council

Authorised Signatory _____
Southampton City Council

Solent Economic Area



KEY OBJECTIVES OF PUSH

PUSH was formed to deliver regeneration of the core urban areas in south Hampshire, focused on the cities of Portsmouth and Southampton. The adjoining older urban areas are also very much at the heart of this urban renaissance strategy and PUSH believes that the strong functional and physical links between the core urban areas and the semi rural hinterland must form the basis for the proper planning of the south Hampshire sub region; which must also be seen in the wider Hampshire context.

PUSH has pursued an economic regeneration/urban renaissance-driven strategy which SEERA adopted in crafting the SE Plan. PUSH believes that a balanced approach, with economic, social and environmental sustainability at its heart, is the responsible and appropriate way to plan for the future of south Hampshire, with an inclusive and integrated spatial strategy delivering sustainable communities into the future.

PUSH accepts and embraces managed and sustainable growth as a policy instrument to help lift deprived communities and households out of poverty and deprivation, whilst providing a foundation for the long term security of the quality of life of all the people of south Hampshire, which is dependent on economic prosperity, adequate provision of and access to housing, and maintenance of the sub regional environment.

The key objectives for PUSH are as follows, most of which were reflected in PUSH's sub-regional strategy submitted as advice to SEERA, but now include the outcomes from the new Economic Development Strategy (adopted 2010). This sets out our ambitions for the PUSH area in the light of substantial changes to the economic and policy environment since we developed our previous strategy: :

- Encouraging conditional, managed growth through the adoption of a *Plan, Monitor and Manage* approach to land release and plan review, with development conditional on timely and adequate infrastructure provision;
- Securing necessary enhancements to infrastructure (covering transport, water supply and waste water treatment, social and community facilities, education and healthcare provision and green infrastructure) to support new development and addressing existing infrastructure deficits;
- Securing a realistic and sustainable level of economic growth, with a target for GVA growth for 2% average annual GVA growth over the period 2006-26
- Delivering "Smart Growth", based on increased productivity and economic activity rates, principally delivered through enhanced workforce skills and training for the indigenous labour force and population;
- Providing for circa 74,000 additional dwellings over the period 2006 to 2026, in the South Hampshire area, to meet the needs of the existing population and to accommodate labour supply requirements to sustain sub regional economic performance and prosperity;
- Pursuing a *brownfield and city first* spatial strategy focusing on brownfield and existing sites up to 2011, adding sustainable urban extensions up to 2016 and bringing in larger greenfield Strategic Development Areas after 2016 to deliver sustainable communities with links to the two cities;
- Adopting strong policy protection for strategic gaps, designated nature conservation and protected landscapes, and areas of high quality built environment;

- Achieving the highest environmental standards for new development in the South East, particularly in terms of resource conservation and reduction of environmental impact, by the application of consistent standards and policy approaches in partner authorities' local development documents covering the PUSH area;
- Delivering enhancements to the green infrastructure and high quality design in the built environment to consolidate and improve the environment and quality of life of the sub region and to promote urban renaissance;
- Promoting locally-led and democratically accountable and cross-party leadership, management and delivery of the vision and spatial strategy for south Hampshire and securing the participation and engagement of communities of place and interest, including the private sector.

GOVERNANCE, JOINT COMMITTEE AND WORKING GROUPS

PUSH - TERMS OF REFERENCE FOR JOINT COMMITTEE OF PUSH

GENERAL

- a. This is a joint committee of the Parties under the Local Government Acts 1972 and 2000.
- b. The Parties have arranged for the discharge by the Joint Committee of such of the council's functions as are within the terms of reference (set out below).
- c. Certain functions are delegated by this Joint Committee within their terms of reference to officers.
- d. Where a function or matter within the Joint Committee's competence has been delegated, the Joint Committee may exercise that function/matter concurrently with the officer to whom it has been delegated.
- e. Each of the Parties shall have one representative upon the Joint Committee (normally though not necessarily the Leader of the Council).

TERMS OF REFERENCE

1. To develop a strategic policy framework within which the Parties can each discharge their transportation, planning and economic development functions and other incidental or linked functions so as to achieve the Key Objectives.
2. To recommend the Annual Business Plan and budget to each Party and to implement the Approved Annual Business Plan in accordance with the approved budget.
3. Subject to paragraph 2 above, to discharge, on behalf of the Parties their functions (as set out in paragraph 9) where such arrangements:
 - Affect two or more of the Parties; and
 - Have been authorised by the Parties affected by being specifically referred to in the Approved Annual Business Plan.
4. To influence, advise and lobby government and other agencies, both nationally and internationally, where to do so is consistent with the Key Objectives.
5. To commission research into matters relevant to the Key Objectives.
6. To develop proposals for the future development of PUSH for consideration in the Draft Annual Business Plan).
7. To develop proposals on how the Parties can discharge their functions to promote or improve the economic, social and environmental wellbeing in the PUSH area to achieve the Key Objectives

8. To carry out such other activities calculated to facilitate, or which are conducive or incidental to the discharge of the PUSH's functions in implementing the Annual Approved Business Plan
9. The relevant functions to be carried out by the joint committee shall be in accordance with the table set out below

FUNCTIONS DELEGATED BY THE PARTIES TO THE PUSH JOINT COMMITTEE

Table 1 sets out the functions delegated to the PUSH Joint Committee.

In exercising delegated functions, the Joint Committee operates according to certain key principles.

<ul style="list-style-type: none"> • <i>A commitment to partnership and joint working</i> <p>Successful delivery of the South Hampshire & IOW, Sub-Regional Strategy depends upon effective and wholehearted collaboration between member authorities at both political and officer levels, and genuine partnership working with other sectors and agencies with an interest.</p>
<ul style="list-style-type: none"> • <i>Subsidiarity</i> <p>Matters that are best done at individual local authority level should continue to be performed at that level. Conversely, matters that would more effectively be dealt with at a sub-regional level, or that may have impacts or require a response on a cross-boundary basis, should be led by PUSH.</p>
<ul style="list-style-type: none"> • <i>Geographical limitations</i> <p>PUSH would have no jurisdiction or responsibilities outside of its boundaries, unless expressly agreed between PUSH and the relevant local authority or statutory agency.</p>
<ul style="list-style-type: none"> • <i>Functional limitations</i> <p>PUSH will only do the things that authorities collectively agree that it should do. This needs to be applied flexibility to allow for innovation responsiveness and maximising opportunities.</p>
<ul style="list-style-type: none"> • <i>Collective Responsibility</i> <p>The member authorities will be collectively responsible and mutually accountable for delivering PUSH's objectives, strategy and activities.</p>

The business plan sets out the range of matters on which the Joint Committee has delegated authority to act and make decisions. These matters are ones that have cross-boundary implications, rather than affecting one authority alone. The Joint Committee has all necessary delegated functions to implement the approved business plan. Individual authorities retain the power to determine local issues affecting their area alone, as these would not be included in the approved business plan.

TABLE 1	
FUNCTION	SCOPE OF DELEGATION
<i>Generic Functions</i>	
Business Planning and Partnership Development	<ul style="list-style-type: none"> • Development, performance management, monitoring and evaluation of the PUSH business plan and its implementation • Ongoing monitoring of key indicators • Development, design and negotiation of longer-term delivery arrangements for the South Hampshire and IOW sub-regional strategy.

TABLE 1	
FUNCTION	SCOPE OF DELEGATION
	<ul style="list-style-type: none"> Engagement of other sectors and partners at the strategic level to support delivery of the business plan and PUSH strategy
Information, studies and analysis	<ul style="list-style-type: none"> Commissioning (through individual lead authorities) studies, consultancy work, research and analysis to support strategy development and implementation Providing public access to information about the sub-region
External Relations & Communications	<ul style="list-style-type: none"> Being the voice and champion for South Hampshire in dealings with Government, other National or Regional bodies and Agencies and networks (e.g. Solent Local Enterprise Partnership) Preparing responses to national and regional policy initiatives on behalf of the sub-region Promoting public understanding and involvement in sub-regional issues, and of the work of PUSH and its partners through broadcast, internet and print media
Knowledge Transfer	<ul style="list-style-type: none"> Promoting and facilitating training and best practice / knowledge transfer for officers, members and other sectors on matters relating to PUSH's work programme
Promoting delivery of infrastructure	<ul style="list-style-type: none"> Analysis of infrastructure needs and support in negotiating delivery and financing options Monitoring delivery of infrastructure Development of policy approaches and priorities for implementation of sub-regionally important infrastructure
External Funding	<ul style="list-style-type: none"> Commissioning, coordinating and administration of external funding bids and negotiations relating to sub-regional projects or programmes (e.g. EU funding, Regional Growth Funding (RGF) on cross-boundary schemes, funding delegated or allocated from National or Regional Agencies) Coordinating inward investment into the sub-region and promoting inward investment opportunities
<i>Thematic Functions</i>	
Economic Development	<p>Economic stewardship and development activity benefiting the PUSH sub-region, in particular:</p> <ul style="list-style-type: none"> Strategy development relating to strategically important employment sites having a cross-boundary impact Promoting key sub-regional sites to avoid negative competition between authorities Ensuring effective programme management of strategically important economic development and regeneration schemes Facilitating support and capacity-building to individual authorities on smaller economic development schemes Working with other agencies operating at sub-regional level on a range of topics

TABLE 1	
FUNCTION	SCOPE OF DELEGATION
	<ul style="list-style-type: none"> • Preparation of reports to inform monitoring, policy development and business planning
Housing	<ul style="list-style-type: none"> • Development of consistent policy approaches, e.g. on Affordable Housing • Collaboration on relevant studies e.g. Housing Market Assessments • Collaboration on nomination rights to social housing on strategically important development sites • Development of a sub-regional housing strategy • Leading engagement with Housing Corporation/English Partnerships/Communities England on sub-regional strategic and resource allocation issues
Planning	<ul style="list-style-type: none"> • Advising the Government on national planning policies impacting upon the sub-region • Advising on local development frameworks (LDFs) and encouraging shared working where appropriate • Preparation of consistent policy approaches (e.g. affordable housing [as above], consultation, sustainability) and consistent approaches to supplementary planning guidance (e.g. urban design) • Assisting and encouraging shared working on the Appropriate Assessment of LDFs • Advising and supporting master-planning, development briefs and local development documents relating to strategically important sites promoting consistency of approach in the PUSH context • Automatic consultee on planning policies, proposals and applications relating to strategically important sites • Supporting development of consistent approaches to s.106 negotiations and the utilisation of developer contributions, particularly in relation to strategically important sites
Sustainability	<ul style="list-style-type: none"> • Development of sub-regional strategies, consistent policy approaches, guidance and standards • Collaboration on sub-regional projects, eg ESCo • Capacity-building on sustainability issues • Promoting sustainable waste management solutions across the sub-region
Culture	<ul style="list-style-type: none"> • Developing policy approaches and parameters for enhancing the cultural assets of the sub-region • Working with National and Regional Agencies to promote cultural opportunity across South Hampshire and IOW

**PUSH –
TERMS OF REFERENCE FOR JOINT OVERVIEW AND SCRUTINY COMMITTEE
OF PUSH JOINT COMMITTEE**

GENERAL

- a. This is a joint committee of the Parties under the Local Government Acts 1972 and 2000.
- b. The Parties have arranged for the discharge by the Overview and Scrutiny Committee of the PUSH Joint Committee such functions as are within the Panel's terms of reference (set out below).
- c. Certain functions are delegated by this Joint Committee within their terms of reference to officers.
- d. Where a function or matter within the Joint Committee's competence has been delegated, the Joint Committee may exercise that function / matter concurrently with the officer to whom it has been delegated.
- e. Call-in may be triggered by two or more Committee members giving due notice to the proper officer.

TERMS OF REFERENCE

1. To scrutinise and call-in Joint Committee decisions.
2. To scrutinise in particular the PUSH Business Plan and its delivery. .
3. In respect of any call-in:
 - To review decisions made in accordance with the approved business plan and where they consider it appropriate, refer such decisions back to Joint Committee with comments for reconsideration;
 - To review decisions not made in accordance with the approved business plan where they may either refer such decisions back to Joint Committee with comments for reconsideration or refer the decision back to individual authorities.

TERMS OF REFERENCE FOR THE WORKING GROUP

GENERAL

- a. This Working Group is an informal body and without statutory powers or authority save as directly delegated to individual officers by their authority / the Joint Committee.
- b. The Working Group may create sub-groups, reporting to the Working Group, to be responsible for specific themes and/or activities.

TERMS OF REFERENCE

1. Providing advice and guidance to the Joint Committee.
2. Monitoring and reviewing the budget, governance, financial compliance matters and issues.
3. Monitoring the action plan and delivery.
4. As delegated by the Joint Committee, to be responsible for operational decision making and the day-to-day management of projects and activities carried out in the name of or on behalf of PUSH.
5. Performance management of dedicated officer support.
6. Developing proposals for the long-term governance and delivery of PUSH's key objectives for consideration by the Joint Committee.

MEMBERSHIP

Joint Committee

The Executive Leaders of each of the partner local authorities (the position in relation to Gosport is as advised by Gosport).

Joint Overview and Scrutiny Committee

Each Party will nominate a member of their choice to sit upon the joint Overview and Scrutiny Committee.

Working Groups

The Chief Executives of each of the partner local authorities shall determine the membership of the Working Groups.

HOUSING STRATEGY - EXECUTIVE SUMMARY

2011-2015 – Homes for Growth

Our Vision is: For Housing to work towards attracting more jobs for local people, securing more investment in the City and delivering high quality, low cost services that meet customer needs.

Housing is the foundation for a good quality life. Southampton's Housing Strategy identifies plans which will support continued economic growth and prosperity for the city. The right mixture of housing is important for a prosperous economy both to meet local needs in the city and keep wealthier residents in the city. This in turn will have benefits such as improving school performance and contributing to making Southampton a more prosperous, safer, greener, healthier place to live.

The strategy brings together the key elements of health, housing and the environment. It is less about bricks and mortar, and more about providing homes and environments where people will want to stay and form prosperous, sustainable communities.

Southampton - the Future

Southampton is looking ahead to a period of opportunity over the next 20 years which will bring between 10 – 20,000 additional jobs, more than 16,000 homes; a significant growth in commercial space, a diverse and enhanced cultural experience and a new cruise terminal. The city will play a central role in helping the Solent Local Enterprise Partnership ensure that the city and surrounding travel to work area is positioned to attract and support jobs. In a current tight financial climate, the main priorities for the city are to achieve sustained economic growth and for the council to provide low cost, efficient, customer centred services to benefit all local people and businesses.

Drivers for Change

What's happening nationally?

The national policy context for housing is changing. A decline in regional influence and focus has been replaced with 'Localism' and the Government concept of 'Big Society' which will decentralise power to local councils and neighbourhoods and give local communities greater control of housing and planning. The Localism Bill will introduce some major changes for housing. 'Self-financing' will allow councils to have more control over the way they manage their housing stock and deliver future investments. The Localism Bill will also change the way affordable homes are allocated and the way waiting lists for homes are held; introducing flexible tenancies and requiring Local Authorities to produce a Strategic Tenancy Policy and changing the way council's can respond to households who have been accepted as homeless. At the same time changes are being made to the welfare and benefit system.

Changes to Housing policies will need to be shaped alongside other agendas in health and social care and economic development to tackle deprivation and disadvantage.

Major changes have been introduced to the way the provision of affordable housing will be funded in the future. The Homes and Communities Agency has £4.5B available nationally to provide 150,000 affordable homes. Housing Associations (or Registered Providers) are required to bid for resources for the period 2011-15. Southampton's partner Housing Associations will work with the council to continue to maximise these resources for the city. Homes will be provided at a new Affordable Rent level (up to 80% of market rent). As part of the bidding process Housing Associations have been required to look to include income from letting a certain percentage of their existing homes at Affordable Rent levels. How and to whom these higher rent homes are let will be a key challenge for the future.

The total number of homes completed nationally in 2010 was 102,570, the lowest number since 1923. Housing starts in 2010 increased 32 per cent from 2009, reaching 103,140. This is still a long way off household formation projections, which show 232,000 new homes need to be built in England each year to 2030 to meet demand. Since the credit crunch more than three years ago, lending criteria has tightened and homebuyers have struggled to get a foot on the property ladder, unless they have a sizable deposit.

The planning system is fundamental to delivering economic growth and delivering more homes. The country's current planning system has been regarded as complicated and being responsible for holding back investment by deterring development and growth. The Government plans to overhaul the UK's planning system including making applications more streamlined and developments more sustainable. The New Homes Bonus will provide an incentive to promote a positive attitude to growth, and create an environment in which new housing is more readily accepted. The Community Infrastructure Levy is a new levy that Southampton is likely to charge on new developments in its area. The money can be used to support development by funding infrastructure that the council, local community and neighbourhoods want. Further incentives include Tax Increment Financing create funding for public" projects that may otherwise be unaffordable to localities, by borrowing against future property tax revenues.

Working with our Neighbouring Authorities

Southampton is a part of the Partnership for Urban South Hampshire (PUSH) which is a partnership of local authorities working on a cross boundary basis, and it is dedicated to sustainable, economic-led growth. The Government has endorsed the Solent Local Enterprise Partnership which will establish a partnership and commitment between public and private sector organisations in the area to make a positive difference to the lives of local people. There is the recognition of the need to focus on areas and communities that are currently dependent on the public sector ensuring they make the transition to

sustainable private sector led growth. A responsive supply of land that supports business growth and increases housing supply, working with partners to help improve investment opportunities is crucial to the area. Key priorities for future work include:

- Establishing a single interface between PUSH and the Solent LEP
- Providing a coordinated sub-regional approach to land use planning, affordable housing supply and inward investment across the sub-region

PUSH has developed a Local Investment Plan in partnership with the Homes and Communities Agency. This provides a framework of local priorities for action and investment. It seeks '*to provide a balanced housing supply with the right kinds of houses in the right number and in the right places*'. The emphasis will be on providing family homes in preference to smaller dwellings, strategic sites such as estate regeneration and developing mixed communities. This will be used by the Homes and Communities Agency to inform the allocation of funds for affordable homes 2011- 15.

Southampton Issues

The 2009 mid year estimate of Southampton's population was 236,700. The city is growing with a forecast increase in the population of Southampton of 53,600 people (22.9%) over the forecast period from 2008 to 2033 (compared to 18% nationally and 20.1% in the South East region). The 20-29 age range who traditionally form new households requiring homes will grow by 12.5%. The 30-44 age group, the main economically active and moving group also shows a rise of +26.8%.

As at 1 April 2010, there were 99,600 homes in Southampton. The city has twice the national average of privately rented accommodation (including over 7,000 Houses in Multiple Occupation), below the average number of owner occupied homes and a higher proportion of council homes (18%). The profile of the city's housing stock together with some of the issues of deprivation it faces is unusual in the prosperous south-east. The Indices of Multiple Deprivation are a range of indicators which identify poverty. Southampton ranks 81st out of 326 local authority areas, with issues around education and training particularly on Southampton's social housing estates where there are also concentrations of communities with poorer health and without employment. To help address these issues the council has embarked on a major Estate Regeneration Programme. Plans will not only ensure that new developments are of mixed tenure and that existing homes are improved but that physical changes will bring about job and training opportunities and improvements in health and education. Regeneration will also facilitate community involvement, helping to tackle fear of crime and improve the living environment to improve the quality of life for residents. Across all the city's estates the council has a comprehensive project to tackle worklessness with a range of initiatives targeted to improve opportunities for tenants and residents.

The Construction Industry is critical to the city's economy. A healthy construction industry is synonymous with a healthy economy. Independent research has shown that for every £1 spent on construction, £2.84 is delivered for the wider economy. Southampton has a target to deliver 16,300 homes over the period 2006-2026. The City Centre Masterplan sets an urban design framework with the target of delivering over 5,000 homes for the city centre. This will require seeking creative opportunities for new housing such as mixed use developments and the conversion of unused offices to "live - work " units and bringing empty property back into use.

Over the period 2005/9 a (net) average of 1,057 homes were completed in the city. During 2009/10 this fell to 525 homes, evidence suggests this may be beginning to improve. However difficulty in accessing a mortgage remains an issue for many first time buyers. With many excluded from home ownership the demand for affordable housing has increased over recent years. Southampton has been successful in providing new affordable housing, with 472 new homes being delivered in 2010/11 – an estimated 1,800 will be provided over the period 2007-2012. However the demand for affordable homes continues to outstrip supply. As at 1 April 2011 there were 14,608 households waiting for accommodation. The city's Housing Need and Housing Market Survey concluded that there was an annual shortfall of 1,471 affordable homes a year. The Council accepts nearly about 200 households a year as homeless. The focus continues to be on the prevention of homelessness.

The council is keen to promote home ownership including the Right to Buy and Right to Acquire. Increasing home ownership in the city will help address the current tenure imbalances, ensure that more local people stay in the city and have a stake in its future. There are currently around 3,600 households actively looking for share ownership across Hampshire. 75% of those on the register are under the age of 40 and require one or two bedroom homes.

Living in a safe warm and accessible home helps people of all ages to access employment education, health services and leisure opportunities.

The majority (99%) of Southampton's Council homes meet the Government's Decent Homes Standard (1st April 2011). The council is the largest landlord in the south. The Housing Revenue Account Business Plan 2011-2041 'Investment in our Homes and Neighbourhoods' provides a long term plan for managing and improving the Council's own housing stock to contribute to the overall progression of wider corporate and city-wide goals.

A large scale stock condition survey carried out in 2008 shows that 38% (28,400) of all private homes do not meet the Decent Homes Standard, of which 8,500 are occupied by vulnerable people. Improving private housing also helps the local economy by supporting and creating jobs for building contractors and installers of insulation and renewable energy. The council has produced a Private Sector Renewal Strategy which outlines how the council will approach maintaining and improving housing standards in privately owned

and rented homes. There is also a need to reduce the number of empty homes particularly in the private sector.

Southampton leads the way amongst local authorities in demonstrating its commitment to tackle climate change. The Southampton Green City Strategy sets out the key target to reduce carbon emissions by 40% by 2020 and 80% by 2040. Plans for housing within its existing stock, new developments and through the regeneration programmes will help to deliver this target and tackle fuel poverty. Tackling fuel poverty has a major impact not just in terms of improving homes but promoting better health and social and economic well-being. A key challenge for the council is to access external funding to facilitate energy efficiency projects to improve homes in the public and private sectors and maximising the use of the Feed in Tariff for council buildings, promoting the Green Deal and assessing the opportunities of the Renewable Heat Initiative

The population is aging. The 65+ population will increase by +43.8% up to 2033 placing a need to plan housing, support and care solutions which will enable people to live independently. The effective use of adaptations are an important part of this. Under-occupation of homes across all tenures particularly amongst older people is an issue in the city. Tackling under-occupation of family houses (estimated at 9.6% of council homes) would make a positive contribution to meeting the needs of families through better re-let supply. A range of options will enable households to have realistic choices about suitable accommodation for the future. This will include making the best use of sheltered accommodation and the development of extra care housing.

The need for a range of housing with support options have been identified through the Supporting People Strategy. This provides support to a wide range of people including; young people, people with physical disabilities, people with learning disabilities, people with mental health problems and people fleeing domestic violence.

Priorities 2011-15

1. Maximising Homes for the City

We will:

- Investigate the use of the New Homes Bonus, CIL and TIF to deliver more homes for the city
- Deliver at least 850 affordable homes
- Develop 300 new homes as part of Phase Two Estate Regeneration at Laxton Close, Exford Avenue, Cumbrian Way and Meggeson Avenue
- Establish a new affordable housing partnership
- Develop a new letting policy and Strategic Tenancy Policy to accommodate legislative changes and new affordable housing products

- Manage the Housing Register with a focus on households who will realistically be housed
- Promote the Right to Buy and Shared Ownership
- Work with private developers and investors to maximise new homes in the city (including regeneration and the conversion of office blocks and using spare unused land)
- Prioritise City Centre Masterplan housing ambitions

2. Improving Homes – Transforming Neighbourhoods

We will:

- Implement plans in the Housing Revenue Account Business Plan to improve SCC stock and management
- Commence Phase 3 Estate Regeneration projects at Weston and Townhill Park to improve homes to tackle economic deprivation and social disadvantage
- Plan future phases of Estate Regeneration
- Attract investment to improve Southampton's private homes
- Reduce CO2 emissions and meet carbon reduction targets including feed-in tariff, district energy and renewables
- Target empty homes to bring them back into use
- Work with other social landlords to help tenants and residents into training and employment

3. Extra Support for those who need it

We will:

- Continue to focus on homeless prevention
- Support care leavers into homes and employment
- Adapt people's homes faster
- Work with landlords to use private accommodation (where suitable) for homeless acceptances
- Help tenants and residents with the Housing Benefits and Welfare Reforms
- Ensure 5% of affordable homes completed post April 2012 are fully wheelchair accessible and wheelchair livable where possible
- Implement Supporting People priorities to help vulnerable people attain/maintain independence, through targeting housing related support services

How are we going to pay for this?

Most investment in housing is from the private sector in Southampton with billions being spent annually on housing developments, the buying and selling of homes and improving homes.

Over the next two years (2011/12 and 2012/13) the Council will make £58m capital investment for things like Estate Regeneration, Disabled Facilities Grants and improving private and council stock. For future years; the council

will publish its spending plans for council housing in February 2012 in response to the introduction of the Housing Revenue Account “self financing” model. It is hoped that levels of finance for Disabled Facilities Grants will remain at current levels. Partner Registered Providers are bidding through the Affordable Homes Programme to secure investment through the Homes & Community Agency (HCA) for new developments and estate regeneration, investment will be announced later in 2011. It is hoped for investment of at least £20m a year.

How do we keep track on what is being achieved?

The Housing Strategy has been developed through consultation with key organisations that work in partnership with the authority on delivering housing as well as residents and tenants. The Southampton Housing Partnership has also played a key role as representative for the housing sector in the City.

The strategy progress will be monitored through the action plan which has been agreed by partners. This will be overseen by the Southampton Housing Partnership and the Council’s own monitoring and review process. Progress towards achieving the objectives, actions and targets will be reported annually through a progress report.

How to contact us

Southampton City Council is committed to ensuring that all of its customers have equal access to key plans and services. This strategy is therefore available, on request, in larger print, Braille and a variety of alternative media.

If you would like the full version of the Housing Strategy including the Housing Revenue Account 2011-2040 and Private Housing Renewal Strategy 2011-2015. Please go to our website:

<http://www.southampton.gov.uk/living/housing/housingpolicies/>

For further information please contact:

Barbara Compton

Tel: 02380 83 2155

Email: Barbara.compton@southampton.gov.uk

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HRA – BUSINESS PLAN SUMMARY 2011-2041

Investment in our Homes and Neighbourhoods

The strategic context

Southampton City Council is the largest Landlord in the South East of England with over 18,000 properties let to households including tenants and leaseholders. Nearly one in five of every households in Southampton lives in a home owned by the City Council.

Investment in our Homes and Neighbourhoods is a part of Southampton's overarching Housing Strategy for the city. The Council and its partners are working hard to drive forward the Housing Strategy which will improve the quality of life in the city – particularly with regard to the future economic success of Southampton.

The Housing Strategy outlines the priorities for the housing sector in delivering this vision. These priorities are:

- **Maximising Homes for the City**
- **Improving Homes – Transforming Neighbourhoods**
- **Extra Support for those who need it**

The HRA Business Plan specifically relates to how Council housing is managed to support and deliver against these priorities. Investment in our Homes and Neighbourhoods provides a long term plan for managing and improving the Council's own housing stock to contribute to the overall progression of wider corporate and city-wide goals.

Background

This Plan, Investment in our Homes and Neighbourhoods sets out our aspirations for Southampton's Council housing stock over a 5, 10 and 30 year timeframe to enable us to track our progress against the priorities we have set, meeting tenants' aspirations and responding to longer term investment needs.

The Council produces a detailed HRA Business Plan every 4 years to define the asset management aims of the Council and its tenants.. The period between 2007 and 2011 has seen the Council meet the Decent Homes Standard for virtually all of its homes and make significant progress in the maintenance of its buildings and estates through the Decent Homes, Decent Homes Plus and Decent Neighbourhoods programmes.

Over the past four years over £61M has been spent on modernising our homes, fitting new kitchens, bathrooms, rewiring electrics and renewing roofs. We have also invested over £22.M on refurbishing communal lifts, installing new electronic concierge, new door entry systems, replacement double glazed windows, new

heating systems, disabled adaptations and refurbishing many of our supported housing schemes. Since 2005 we have refurbished 9,000 kitchens and 6,600 bathrooms and worked in over 10,000 homes carrying out other work as appropriate

At the end of December 2010, 99% of Southampton's tenanted properties met the Decent Homes Standard. The only homes not meeting this standard were those that we had specifically excluded for future redevelopment under our Estate Regeneration plans. This is a significant achievement as only 13% of the stock met the Decent Homes standard in 2001.

Through our Decent Neighbourhood Programme we have been making our estates safer places to live in by investing in new landscaping around many of our most popular housing areas, in public art and in external fitness facilities and play areas for our tenants.

In order to best manage our homes we have improved the stock condition data we collect and analyse. From this we produce information which we use to manage the repairs and maintenance of our homes and a detailed forecast of how much our homes will cost to maintain in the short, medium and long term. All of our plans are based on this information.

Most importantly tenants and leaseholders are at the heart of our decision-making process as they are the people who pay for and who will benefit from the money which we invest in Southampton, and which provides local job opportunities now and in the future.

Investment in our Homes and Neighbourhoods

Priorities

The priorities which have influenced our business plan are listed below. However our "Guiding Principles" in delivering services and programmes of work for the future will be about providing choice and by providing the best quality materials which we are able to afford for our homes.

The Southampton Home Standard:

Our priorities, in order, for our homes will be:

- Safe, Wind and Weather-tight
- Warm and energy efficient
- Have modern facilities inside the home, and
- Well maintained communal facilities.

Safe, Wind and Weather-tight – The first priority for Southampton as a landlord is to make sure that our homes are safe, wind and weather-tight. It is important for our homes to stop wind and water penetration. The Council can do this by making sure

roofs are replaced when required, that the external fabric of the home is in good condition and that windows and doors prevent wind and water from entering tenants' homes. We will also ensure that our homes have the correct safety systems in place and that we have tested gas appliances and supplies. We will also undertake to make sure that all our tower blocks and other blocks of flats have the appropriate level of fire, electrical and other safety checks carried out.

Warm and energy efficient - Energy Efficiency and a reduction in the energy consumed by our tenants and leaseholders continues to be a main priority for the Council. A continued drive towards energy efficiency will facilitate a reduction in fuel poverty and reduce domestic lighting and heating charges for our residents. The Council also wants to enable residents to use "green" energy either generated by the Council or by providing "green" energy products. We will increase loft insulation, install cavity wall insulation, provide solid wall external insulation, install photo voltaics and solar thermal equipment as well as installing combined heat and power systems to certain blocks of flats. The council will give all tenants control of their heating by providing individual metering over the next five years and also to take advantage of the Feed in Tariffs available now and in the future. Water meter providers are installing water metering where appropriate for individual tenants and leaseholders.

Have modern facilities inside the home – Southampton will continue to refurbish the inside of tenants' homes to meet the priorities that we have established. 9,000 homes have had kitchens replaced over the past 6 years, whilst much of the investment is not seen externally, it is important to meet tenants' aspirations - so this programme of investment will continue into the future and provide reasonably modern facilities for future generations.

Well maintained communal facilities – We will invest in programmes of work specifically to refurbish communal corridors, bin stores, lifts, electronic concierge and door entry systems which will continue to be maintained and refurbished for the benefit of the residents.

Repairs and Maintenance

The quality and performance of our day to day and programmed repairs services is key to maintaining housing conditions. The current Transformation Programme associated with our repairs and maintenance service will modernise these service areas to achieve a reduction in cost and increase service standards.. Improvements in repairs performance has been significant in recent years with more repairs being completed first time and with higher tenant satisfaction levels. This has released funding for direct investment in capital funding but there is still room for improvement so we will increase our performance further over the next five years to release further funding to meet tenants' aspirations.

Re-letting empty Council properties - The Council has halved the time it takes to re-let Council properties when they become empty. We have introduced both a "Moving In" and a "Moving Out standard" and tighter control on the condition that empty properties are left in will reduce the overall cost of re-letting empty homes. Tenants will be expected to leave properties in good condition in accordance with the "Moving Out" standard.

Housing Management

Our priorities over the period of this Business Plan are to:

- plan for and implement flexible tenancies
- maximise rental and other income to help pay for the investments needed
- enforce tenancy conditions, particularly with regard to ensuring residents look after their homes, and do not cause anti social behaviour in their community
- provide support to new tenants moving into their homes, and a tenancy visit before the end of their introductory tenancy
- establish a sustainable programme of tenancy visits and estate inspections
- provide personalised support for residents in supported housing
- promote resident involvement
- ensure more staff are seen out and about on our estates
- support training and employment initiatives and projects to tackle social and economic disadvantage on our estates.

A programme of patch planning is underway to ensure that the right estate improvements are identified and actioned for each locality.

Decent Neighbourhoods

As well as improving your homes, Southampton is leading the way on improving our estates and the wider landscape of our homes. Much of the appearance of our estates has remained largely unchanged. However, during the last four years the quality of the wider home environment has been changing as we work with our residents to challenge what our estates could look like with some imagination and creativity, investment and hard work. Improvements include landscaping, parking, play areas, public art and community safety measures.

Estate Regeneration

We have begun a major Estate Regeneration Programme as part of our wider commitment to tackle economic deprivation and social disadvantage on our estates. We have identified a number of sites which would benefit from comprehensive regeneration to develop more and better homes.

We want to create successful communities on our estates where people will want to live. Our vision is that future communities will be comprised of people of different ages and backgrounds, where work is the norm for all who are able. Homes and public spaces will be designed to provide safe and secure environments and local people will take an active involvement in ensuring the success of the community.

As well as projects already underway or under consultation with local residents, we will be embarking on a major transformation of the Townhill Park estate.

The programme will be funded in part by selling assets and utilising new funding to particular locations which are in a poor condition and which under-utilise the space in which these assets sit.

The estate regeneration programme will transform Southampton and provide modern affordable homes for future generations to come. This is the first part of an ambitious five year plan with further major plans for estate wide regeneration coming forward in the near future.

Resource Planning

The current resources for investment in Council housing come from a variety of sources, mainly however from tenants' rents. For the last four years the Council has been paying a subsidy to the Government and has been unable to spend all the money collected from tenants' rents within the city on tenants' homes and services. The subsidy would have inevitably increased over the period of the Business Plan and would have left Southampton not being able to afford to maintain and manage its homes effectively. However, the recent plans to change the Housing Revenue Account to a "self financing" model is expected to improve the financial forecast for Southampton and allow the Council to maintain and manage its stock of homes and deliver the investments proposed over the next 30 year business plan period, as well as include for flexible tenures and rent reform which will possibly increase income in the future.

This change will mean that Southampton accepts a "one off" debt settlement from the Government which it will need to borrow monies to fund. However, all rents and service charges collected for our homes will be kept by Southampton to pay for services and investment provided to tenants and leaseholders. Southampton welcomes these new arrangements as it is likely to benefit from them compared to the previous subsidy arrangements.

The government's final self-financing proposals will not be published until January 2012 so it is not possible at this time to quantify the financial benefit or to have detailed plans for the annual investment levels, although they will follow the principles in this paper. It is expected that the budget report that is presented to the Cabinet and Council in February 2012 will contain this information. One further resource which has been identified is the ability to sell a small number of empty properties, either through individual sales in the market or through trickle transfer to Registered Providers to facilitate investment in our estate regeneration plans for the future. Assumptions on this initiative will be included in the preparation of this Business Plan over the 30 year period and resources aligned with the programmes being identified.

Consultation

The Council's existing well-established tenant and resident participation structure has been used to obtain views about the development of the HRA Business Plan. Consultation with the Tenants' Capital Group continues to allow residents to understand the funding structures that are in place which allow the Council to expend money on Investment in our Homes and Investment in our Estates.

Residents' representatives expressed priorities centred on promoting greater choice, affordability, the condition of the existing housing stock, the need to link housing actions 'beyond bricks and mortar', making best use of land in the city, bringing empty homes back into use, regenerating run-down areas of the city and meeting the needs of vulnerable people. These are all key issues where the on-going effective

management of the Council's stock can, and will, play a major role. The tenants understand and support the priorities which have been illustrated above.

Action Planning and Achieving our Objectives

To achieve the goals set out in this Business Plan a number of key actions have been identified including their linkages to overall strategic housing priorities, the person responsible for the task, project milestones, indicative costs and a timetable for implementation. Progress will be monitored through the Council's Performance Management Framework, ensuring that all of the Council's plans work towards delivering the long-term vision of the city's Housing Strategy. The priorities outlined in this Business Plan will play a major role in securing the economic, social and environmental well-being of all Council tenants as well as leaseholders and local residents.

This HRA 2011 – 41 Business Plan is driven by the results of consultation. Taking it forward is very much about team-work and this year's plan builds on involving residents and Council staff to ensure a cross-cutting corporate approach. Many staff have been involved in the development of this plan and tenant association representatives have endorsed the approach that has been adopted in updating this year's plan.

Further information

Southampton City Council is committed to ensuring that all of its customers have equal access to key plans and services. This Business Plan is therefore available, on request, in **larger print**, Braille, on audio tape and on disk. It is also available in other languages from Southampton City Information on Tel: 023 8083 3333.

If you would like the full version of the HRA Business Plan, please go to our website address:

http://www.southampton.gov.uk/housing/housing_policies/default.asp#0

This HRA Business Plan sits along side the 20011-2014 Housing Strategy. To avoid duplication the Housing Strategy is often referred to as a reference point in this document and information is only repeated where it is considered to be necessary.

For further information about the content of this business plan please contact:

Bryn Shorey,

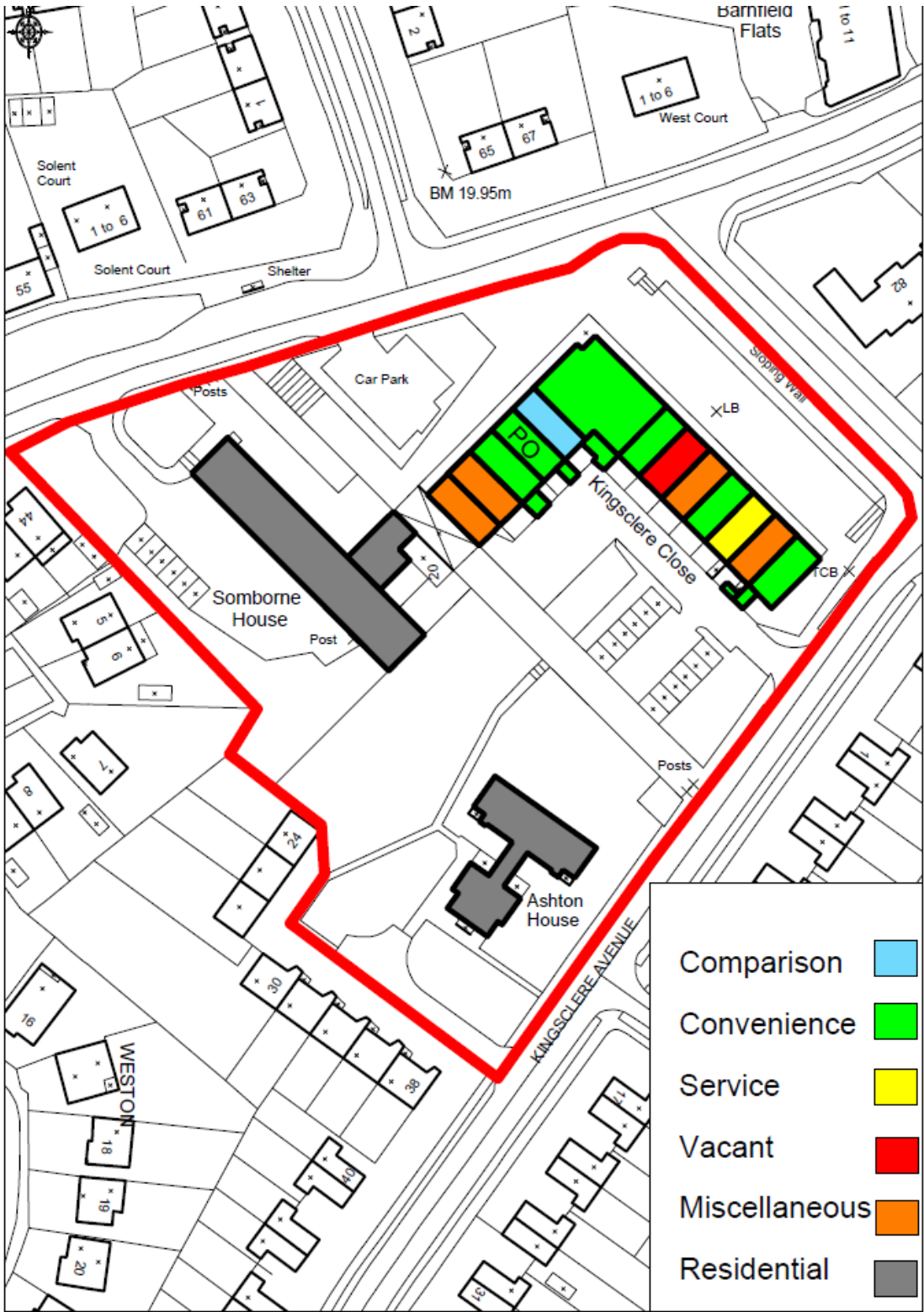
Head of Decent Homes,
Environment Directorate,
Southampton City Council,
tel: 023 8091 7651 or

email: bryn.shorey@southampton.gov.uk.

Agenda Item 12

Appendix 1 – Plan of the Site at Weston

The boundary is indicative



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**Estate Regeneration Programme
Community Consultations at Weston Parade May/June 2011
Solent Centre for Architecture + Design**



Introduction

In May 2011 The Solent Centre for Architecture + Design was engaged to run a public consultation process with residents of Weston in Southampton to gauge opinions of the proposed redevelopment of the area which has been chosen because it is regarded as having come to the end of its useful life. The area to be considered was the Weston Parade (shops with flats over, and included Somborne House and Ashton House).

Prior to SCA+D's engagement Southampton City Council sent all residents and shop-keepers to be directly affected notice of its intention to consult with them about possible regeneration in the area which suffers from poor design and layout and with a retail and related content which is unlikely to be economically viable in the longer term.

SCA+D's brief was to consult with both residents and users of the area and to feed the information, concerns, and ambitions from this into a development brief to be prepared following Cabinet's meeting in July 2011. This work follows the successful programme of consultation run by SCA+D at Hinkler Parade in Thornhill and subsequently at four other areas: Exford Parade, Cumbrian Way, Meggeson Avenue and Laxton Close.

Consultation Process

SCA+D have experience in running consultation programmes like this with tenants and residents and have developed a process that centres on two public events: a Design Festival to encourage people to focus on what the current issues in the area are, and follow-up meeting whereby SCA+D report back to people what conclusions they had drawn from the Design Festival and to check whether these conclusions were shared by residents. There is a danger when engaging in community consultations that professionals take away erroneous assumptions from people's comments – the follow-up meeting gives people a chance to check what has been reported on their behalf. The wider population of the area were informed that the consultation was taking place and prior to the Design Festival flyers were sent to stakeholders inviting them to the events. Posters and flyers advertising the events were also produced and displayed in prominent local community locations.

Building for a brighter future

How do you think Weston Shopping Parade should look in the future?

In July councillors will use your comments to decide whether or not to regenerate Weston Shopping Parade.

Drop-in events Tuesday 24 May, 5pm-7pm at Weston Library

Come and take part in the Design Festival taking place:
Wednesday 1 June, 5pm-8pm,
at Weston SureStart, 99 Forest Close
and Saturday 4 June, 10am-1pm,
outside Weston Local Housing Office

Find out further information at:
Email: estate.regeneration@southampton.gov.uk
Estate Regeneration Tel: 023 8021 7843
Gateway Tel: 023 8022 3855
Visit: www.southampton.gov.uk/estateregeneration

SCAD SOUTHAMPTON CITY COUNCIL

A questionnaire was also given to stakeholders asking a number of questions centred on the nature of their use of the shopping parade and housing, the importance they attached to certain issues, the ranking importance they gave to the individual shopping units and their general feelings about how the area could be improved in the future.

Weston Shopping Parade questionnaire for residents and shoppers

8. It would be useful to know where you live so we can separate out comments according to where people live when we report back to the councillors in July 2011

What is your postcode?

Please confirm if you are: (Please tick the relevant box)

- Local resident living in Weston Visitor/shopper to Weston Shopping Parade

Please confirm if you: (Please tick the relevant box)

- Own your home Rent your home

9. Do you have any other comments you would like to add? (Please state below)

This questionnaire will help us get an idea of the facilities that are important to you. We will use your feedback when the proposals are discussed further to make sure that your needs are considered. Thank you for taking the time to complete it.

1. On average how often do you visit Weston Shopping Parade?
(Please tick the relevant box)

- Every day
 2-3 times a week
 Once a week
 Once a month
 Hardly ever
 Never (Go to Q6)

2. If you use Weston Shopping Parade, how do you travel there?
(Please tick the relevant box(es))

- Walk
 Bus
 Car
 Cycle
 Other please state

www.southampton.gov.uk/estateregeneration

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INVESTOR IN PEOPLE



Design Festivals

Weston Surestart 1st June, 5.00-8.00pm
Weston Parade 4th June, 10.00am-1.00pm

The Design Festivals were held in a two locations at different times in the week in order to allow people with varying work/life arrangements to attend at least one event. On 1st June this was at the Weston Surestart building on a weekday evening; on Saturday 4th June in a gazebo tent on the parade itself.

SCA+D arranged the events to centre around a large Ordnance Survey plan of the area. On 'walls' surrounding this were placed large sheets of paper with the following titles:

Housing Mix and Type
Local Amenities
Public Space and Green Space
Transport Parking and Access
Crime and Anti-Social Behaviour

Each subject had a colour code that related to coloured 'post-it' notes. Participants were encouraged to fill in the post-it notes with their thoughts on the particular subjects and then to place their comments on the map where they felt it was geographically located. People were not restricted in terms of the number of comments they had or the subject matter of their comments. Throughout the event, when the map became congested, the comments were re-pasted onto the sheets on the surrounding walls.





SCA+D, Southampton City Council and other volunteers engaged participants in discussions using the map as a means to encourage both specificity and clarity. People came and went throughout each event and it was noticeable that the nature of those using the area on the Saturday changed as the morning progressed. The event at the Surestart building suffered perhaps by being located off-site and whilst only a handful of people came to this, this was more than compensated for by the number of people attending the event held at the Parade itself on the Saturday. People were very animated in their views – in almost all cases agreeing that the site needed to be re-developed whilst retaining shopping and other amenities in the future.

In all, 158 people filled in a questionnaire or engaged in conversations with the event staff. There was consistency in people's comments and in particular concern that whilst people unanimously agreed that the current environment was indeed very poor, that the amenities were well used and needed to be replaced rather than removed.

Feed-Back Meeting

There is always a danger with consultation events that the comments people make are either misconstrued or taken out of context. It is therefore best practice to hold a feedback session whereby one can test whether the conclusions made are agreed with participants. Unlike our previous engagements where we have held the feedback session before reporting back to the Council, the timetable has meant that this will be held after the report has been submitted. This notwithstanding, SCA+D plan a feedback session at the Weston Parade later in June or early July 2011. In this way we feel that as many stakeholders as possible will be given the opportunity to express their views about the redevelopment plans.

For the feedback session SCA+D will prepare a powerpoint presentation focussing on each of the five subject areas and will ask whether the priorities they had drawn from the participant's comments are correct.

Participant Priorities

Below are listed the priorities of those stakeholders who participated in the consultation process.

Housing Mix and Type

There was general consensus that the Weston shopping parade and surrounding buildings had become an eyesore and were felt to be beyond 'saving' through refurbishment.

Rear deck access to the maisonettes above the shops was considered especially unsatisfactory. There were numerous accounts of anti-social behaviour occurring behind the shops, on the walls to the housing and, since the collapse of a walkway last year, a real sense of fear that these could fall down and cause injury.

People living above the shops and in Somborne House reported clear problems with damp and of the poor condition of the building fabric.

Those people who were aware of it, thought that something along the lines of the re-development at Hinkler Parade might work well here, especially an emphasis on creating more traditional street layout.

The large areas of publicly accessible space in front of and behind the shops were felt to encourage loitering and the anti-social behaviour that comes with this, especially in the evenings. Their removal (again along the lines of Hinkler Parade) was felt would offer a better environment.

People understood that any redevelopment would need to include a mixture of houses and flats in order to make a scheme economically viable.

Most people felt that the wider Weston area was a good place to live and that the current status of the shopping parade seriously let the area down. Re-developed sensitively the area would receive a great boost.



Local Amenities

People agreed that the parade had more shops than could now be expected to be supported. People were happy for a new development to retain far fewer units (3-4) as this would solve the problem of the area looking derelict for most of the time when only a few of the shops are open.

The provision of a convenience store, post-office and a fast food outlet were most popular, followed by the desire for the library to stay and some provision for young people.

Many people felt that the Cooperative was expensive and hoped that a cheaper, though no less comprehensive convenience store would be provided.

The pet shop was also cited by many people as being desirable in any re-development



Some people spoke of the lack of youth club provision in the area and suggested a community hub/youth centre to be included in the area, though not so as to create problems of anti-social behaviour.

Transport, Parking and Access

People felt that pathways need to be properly maintained and repaired and that lighting should be improved to increase a sense of security at night.



Parking was felt to be a real issue in Weston (especially by people who currently use the surgery).

The corner of Wallace Road is very tight and felt to be dangerous. It would be good if the re-development could address this issue.

The large open space in front of the shops was felt by many to be redundant and a magnet for anti-social behaviour. Many felt that in a re-development it should be reduced substantially (with just enough space in front of new shops for a few benches and for people, especially the elderly who walk there, to spend a little time).



The electricity sub-station was felt by some to be an eyesore and should be moved if possible.

Public Space and Green Space

In the evening and after the shops are shut there are problems with people loitering in the area in front of the shops, often drinking alcohol – it feels threatening to many and puts people off walking through the area.

Some people expressed the wish to have some form of green space built in to a new development scheme, but there was an understanding that the emphasis should be on housing. Connections to Mayfield Park could be improved to give access to this large, local green space.



Crime and Anti-social Behaviour

People felt the area was threatening in the evenings (especially in front of the shops and around the garages).

Because there are no 'eyes on the street' to the rear of the shops, there are frequent cases of mischief and anti-social behaviour occurring here, especially around the garages and the rear walk-up decks to the housing.



The derelict nature of the site was felt to be a major cause for further anti-social behaviour. The area has become a place where young people 'hang out' and naturally mischief takes place (broken bottles, windows and graffiti).

Some people thought there should be more weekend patrols in the area.

Key Findings

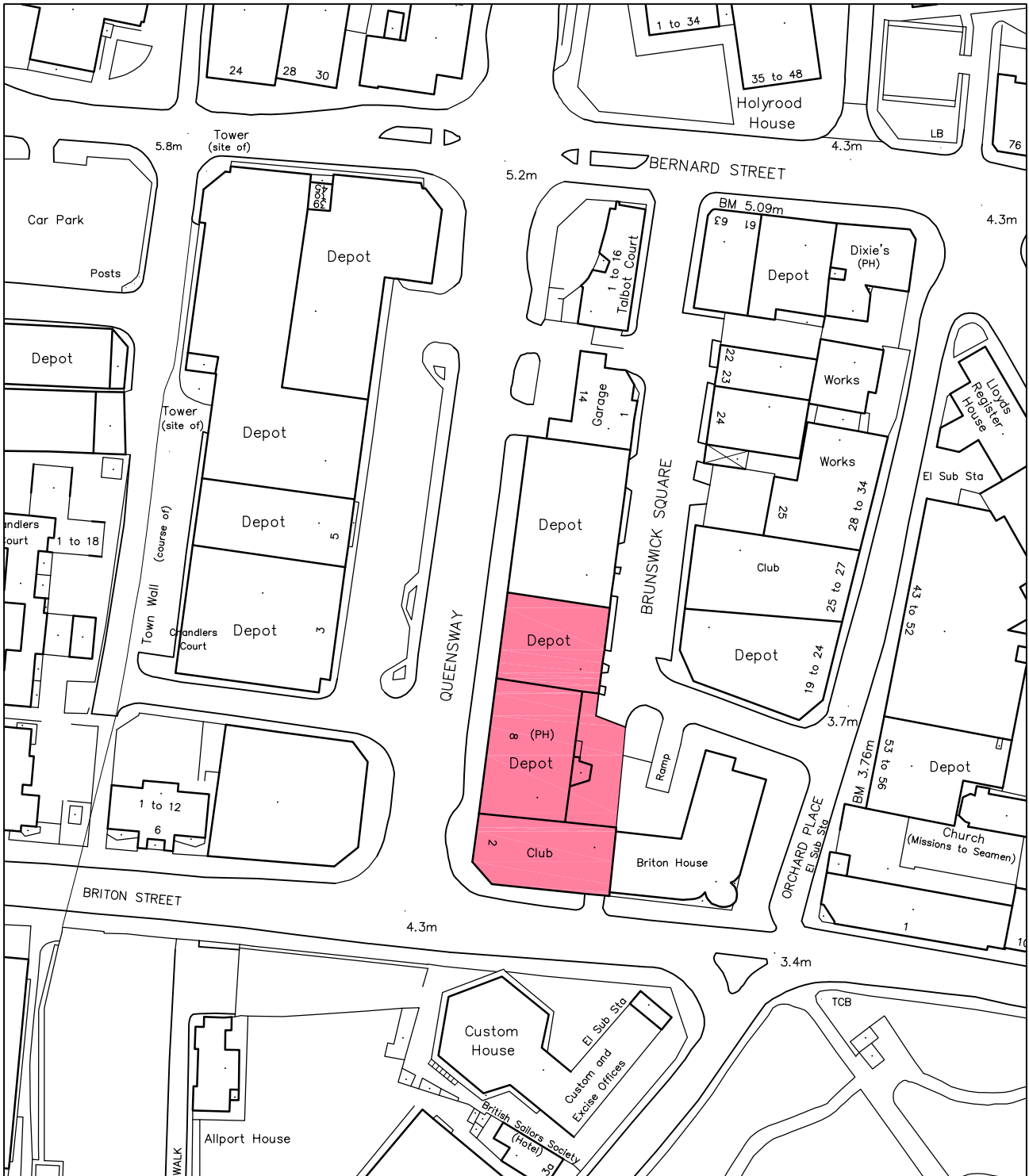
It was clear from our consultations that there is overwhelming support in principle for the redevelopment Weston Shopping Parade and the surrounding buildings. Everyone, it would seem, agrees that the current situation does a major disservice to the wider area, bringing down an otherwise good place to live. Furthermore the inability of the parade to be economically viable in its current form has led to its derelict-looking condition to compound the problem.

The main points can be summarised as follows:

- The existing number of shop units does not reflect modern shopping patterns and the redevelopment of the area should be made up of many fewer units (3-4).
- The most popular amenities to be included in a re-development are a convenience store, post office and fast food outlet (followed by the library, pet shop, youth provision and possibly a hairdresser).
- Whilst flats were acceptable to people as part of the mix these should attempt to reflect the wider area which is predominantly 'suburban' in feel with a more traditional network of streets.
- Housing units should not be accessed via decks and should have front doors opening onto the street. Those who knew it thought Hinkler Parade was a good model to follow.
- Parking was considered to be one of the overriding issues that would need to be addressed by the re-development of the site.
- Some form of youth provision in the area was seen to be desirable.
- Better lighting and maintenance of shared areas was seen as a priority for many to engender a sense of security and to counter a 'fear' of crime and anti-social behaviour that can be just as corrosive as actual cases.
- The large areas of publicly accessible space were seen to be counter-productive in trying to improve the image of the area.

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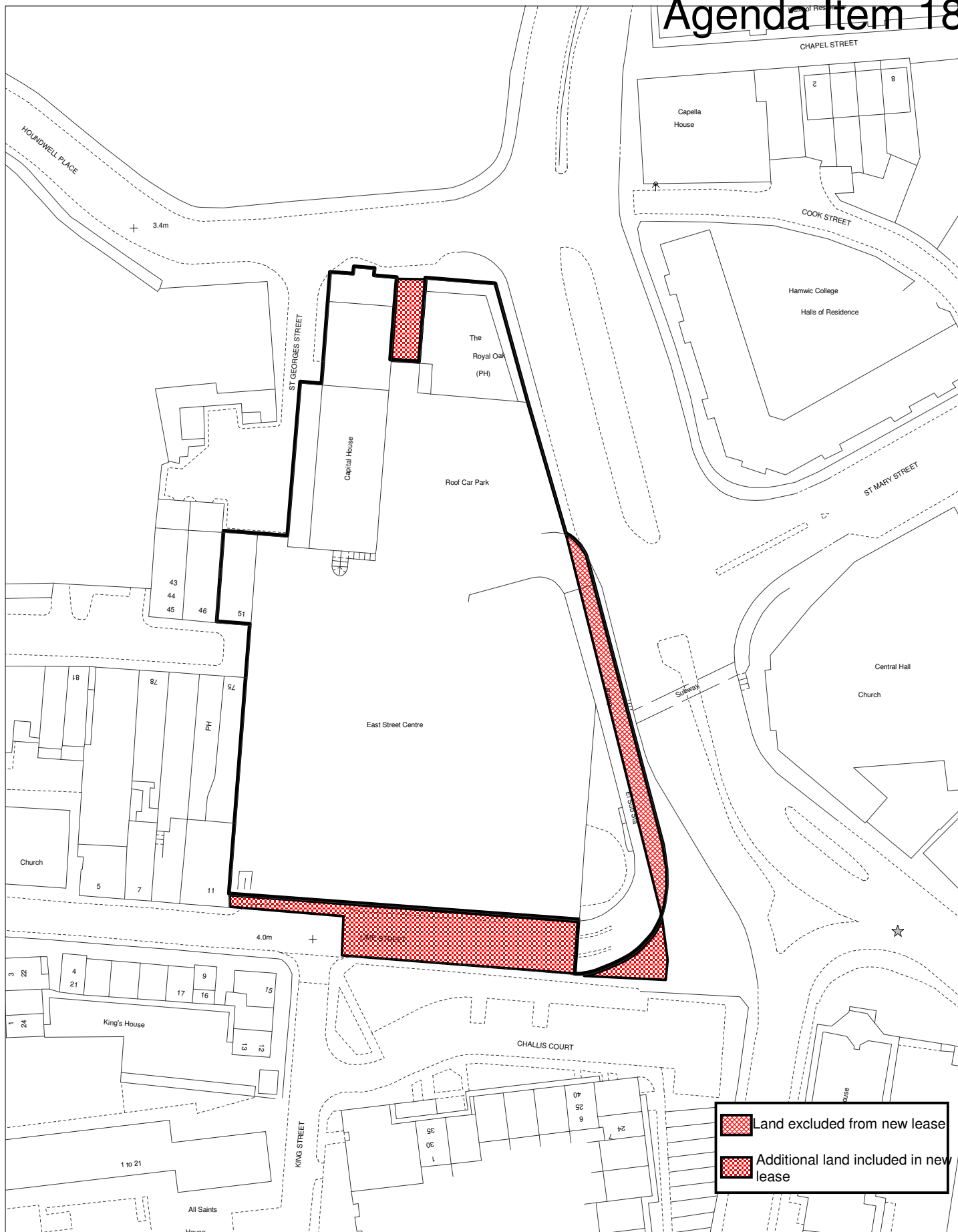


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 SOUTHAMPTON SO14 7PR
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