Southampton City Council
Civic Centre
Southampton
SO14 7LY

Colin Mellors
Chair
Local Government Boundary Commission
for England
Windsor House
50 Victoria Street
London
SW1H 0TL

Please ask for: Leader of the Council
Email: Councillor.D.Fitzhenry@southampton.gov.uk
Our ref: Boundary Review/121021

12.10.2021

Dear Professor Mellors,

We would like to take this opportunity to thank yourself, and your team, for the collaborative work which has taken place on this first stage of the electoral review for Southampton and enclose our council size submission and supporting documentation.

In developing our submission, we have considered how the council and our city has evolved over recent years, coupled with the changes in population since the last review in 2000 and more importantly, our growing electorate. We have reviewed how the council currently operates in governance terms, reflected on what we have in place and been cognisant that we frequently review our governance arrangements and implement changes where we believe they are required.

On October 11th, 2021 a meeting of Full Council considered the matter of council size by way of a full report detailing options for the future size of Southampton City Council.

The outcome being that Council resolved that our council size should increase to 17 wards and 51 members (ie 3 additional members and one additional ward). We believe there is a strong basis for an increase in council size, the rationale being:

- Increased population growth which has already occurred and is forecast to further increase substantially over the next five years
- Casework is increasing, driven by greater expectations from residents. The role a councillor plays in their communities has altered significantly because of the C19 pandemic – forcing further demands on councillors' time
- Deprivation across wards is linked to increasingly complex casework and increased level of need
- Challenges of engaging 'hard to reach' groups across the city who are not on the electoral register (including a resident student population of c40,000)
- Rise of social media channels is raising expectations of councillors and their role in their communities
- The impact of increased demand for core council services, which has seen a rise in adult social care and children's social care work of 20+% and 15% in the past year alone.

We have reviewed our governance arrangements reflecting on our committee structure, number of committees, the number of councillors required to sit on those committees and concluded that our

governance arrangements are strong and current structures effectively support strategic leadership, accountability, and support councillors in their role as community leaders.
We have probed and gained further insight into how the role of elected members may have changed over time, considering aspects such as casework and other commitments as part of this journey.

Our councillors report that three member wards work - they enable councillors to respond to the needs of their residents. It is felt that any reduction in three member wards means councillors will be picking up more casework and less able to respond to the needs of their communities.

We have carefully considered other council size options as part of this process, including a potential reduction in the number of councillors. This has been discounted on the basis that, if imposed, it would place even greater pressure on elected members, with councillors finding it more difficult to respond to the growing needs of their diverse communities. They would be required to attend more council meetings (assuming the number of seats on committees and outside bodies remains similar to now). With the undoubted reduction in level of service provided and expected, this would also likely lead to a reduction in members of the public seeking to take up office. Participation and attendance at community meetings and forums plays a significant part of most ward councillors' work and this need could not be met if numbers were reduced.

Retaining current council size is an option, however this will not address increasing expectations by the public and demands on members' time not least given the anticipated growth in the electorate over the next five years and beyond. Members have already clearly indicated that the hours they spend on elected member duties has grown exponentially over the years and the status quo would not address this.

Finally, we have also considered our electoral arrangements and wish to continue with our current system of voting in thirds.

We look forward to working with you on the second stage of this electoral review process and appreciate you taking our submission, and the views of the council, into account when making your decision on council size.

Best wishes,
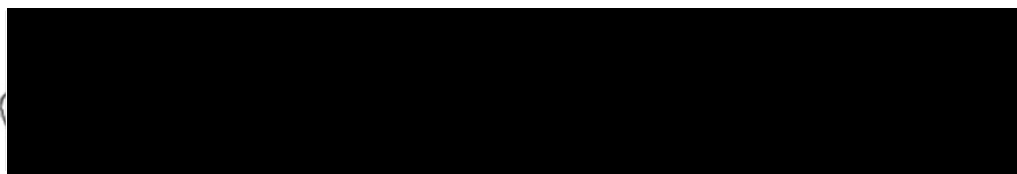
Sandy Hopkins   Cllr Daniel Fitzhenry
Chief Executive   Leader of the Council

Council Size Submission

Southampton City Council

Contents

How to Make a Submission

It is recommended that submissions on future governance arrangements and council size follow the guidance provided and use the format below as a template. Submissions should be treated as an opportunity to focus on the future needs of the council and not simply describe the current arrangements. **Submissions should also demonstrate that alternative council sizes have been considered in drawing up the proposal and why you have discounted them**.

The template allows respondents to enter comments directly under each heading. It is not recommended that responses be unduly long; as a guide, it is anticipated that a 15 to 20-page document using this template should suffice. Individual section length may vary depending on the issues to be explained. Where internal documents are referred to URLs should be provided, rather than the document itself. It is also recommended that a table is included that highlights the key paragraphs for the Commission's attention.

'Good' submissions, i.e. those that are considered to be most robust and persuasive, combine the following *key success components* (as set out in the guidance that accompanies this template):

- Clarity on objectives

- A straightforward and evidence-led style

- An understanding of local place and communities

- An understanding of councillors' roles and responsibilities

About You

The respondent should use this space to provide the Commission with a little detail about who is making the submission, whether it is the full Council, Officers on behalf of the Council, a political party or group, a resident group, or an individual.

This submission is made by the whole Council. The matter has been discussed and considered in detail by a cross political party task and finish group over the summer months and subject to a full report to Council in September 2021

Reason for Review (Request Reviews Only)

Please explain the authority's reasons for requesting this electoral review; it is useful for the Commission to have context. *NB/ If the Commission has identified the authority for review under one if its published criteria, then you are not required to answer this question.*

Southampton City Council was last subject to an electoral review approximately 20 years ago. It is a periodic review and Southampton meets the Commission's intervention criteria for electoral inequality with 3 of 16 (18.5%) wards having a variance outside 10%. One ward (Bargate) has a variance outside 30%. The largest variances are Bargate ward (32%) and Swaythling ward (-15%).

The Context for your proposal

Your submission gives you the opportunity to examine how you wish to organise and run the council for the next 15 - 20 years. **The consideration of future governance arrangements and council size should be set in the wider local and national policy context.** The Commission expects you to challenge your current arrangements and determine the most appropriate arrangements going forward. In providing context for your submission below, please demonstrate that you have considered the following issues.

- When did your Council last change/reorganise its internal governance arrangements and what impact on effectiveness did that activity have?
- To what extent has transference of strategic and/or service functions impacted on the effectiveness of service delivery and the ability of the Council to focus on its remaining functions?
- Have any governance or capacity issues been raised by any Inspectorate or similar?
- What influence will local and national policy trends likely have on the Council as an institution?
- What impact on the Council's effectiveness will your council size proposal have?

Like most upper tier authorities, the most significant change Southampton has embraced was as a result of the Local Government Act 2000 when we moved to a Leader and Cabinet model. Since this time, the council has finessed its governance arrangements and streamlined; bringing the former Audit and Governance Committees into one Governance Committee, which also encompasses employment matters. This has improved efficiency and reduced the amount of time members are spending attending committees.

In addition, we have worked closely with our health partners to create a Joint Commissioning Board which is focused on delivery of integrated health and wellbeing commissioning and meeting our aim of transforming the delivery of care in Southampton, (so that it is better integrated, delivered as locally as possible, person-centred and with an emphasis on prevention and intervening early to prevent escalation). This board has been in place since 2017 and considering the abolition of the Southampton CCG in the last year, and a new county-wide CCG replacing it, we are currently undertaking a fundamental review of the JCB and associated governance arrangements and related, complimentary, and integrated health functions. We will ensure robust and revised governance are in place (and in shadow form if needs be), for full decision making by April 2022.

We work closely with other Hampshire authorities to ensure holistic arrangements are in place for spatial planning, regional and sub regional transport requirements etc. Primarily this is through delegated joint committee arrangements such as the Partnership for Urban South Hampshire, Solent Transport, Transport for the South East etc.

We have actively sought combined authority status with other south coast authorities, but to date this has not come to fruition. It is likely that these conversations will recommence not least on the back of the newly acquired Freeport status and recently announced opportunities by the Prime Minister.

The transfer of public health functions to the Council has worked well and aided the integrated working between the health and local authority sector. This has, of course, been evidenced over the last 18 months during the Covid 19 epidemic and enabled fleet footed, evidence-based decisions to be made during a constantly changing environment.

The council last took part in an LGA peer review in July 2013, which did not result in any recommendations relating to our governance arrangements or committee structure.

Local Authority Profile

Please provide a short description of the authority and its setting, in particular the local geography, demographics and community characteristics. This should set the scene for the Commission and give it a greater understanding of any current issues. The description should cover all of the following:
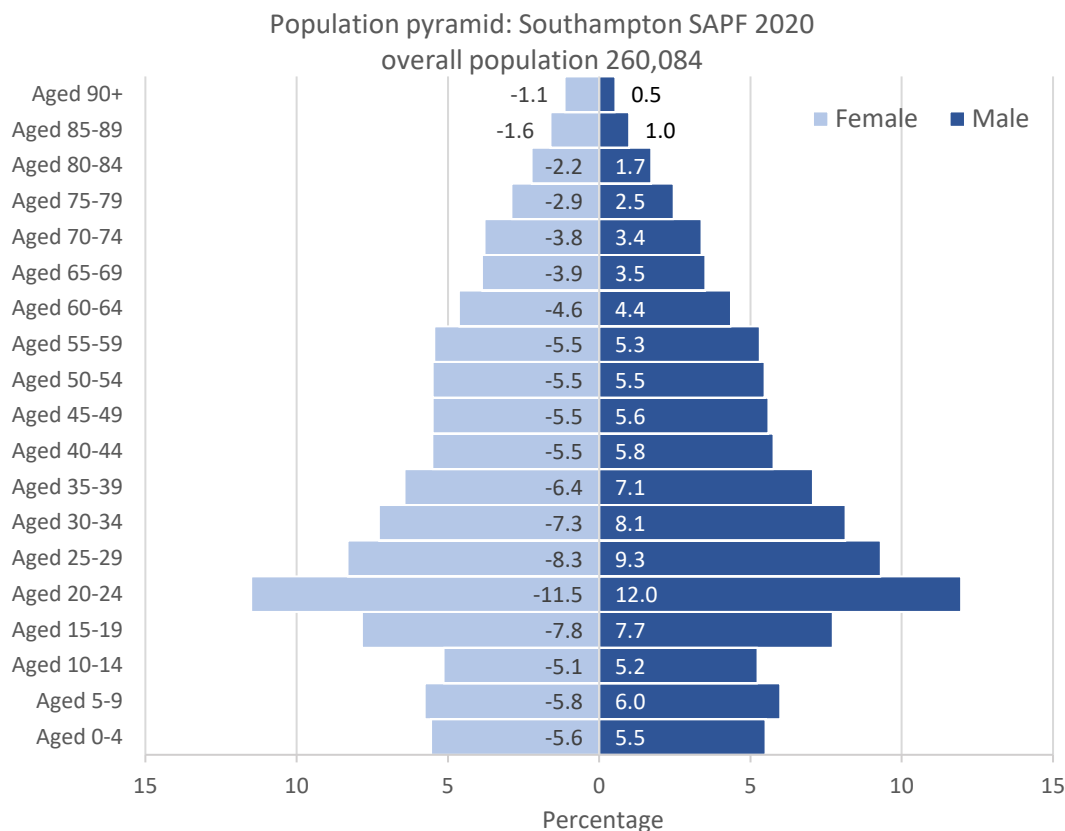
- Brief outline of area - are there any notable geographic constraints for example that may affect the review?
- Rural or urban - what are the characteristics of the authority?
- Demographic pressures - such as distinctive age profiles, migrant or transient populations, is there any large growth anticipated?
- Community characteristics – is there presence of "hidden" or otherwise complex deprivation?
- Are there any other constraints, challenges, issues or changes ahead?

Further to providing a description, the Commission will be looking for a submission that demonstrates an understanding of place and communities by putting forth arguments on council size based upon local evidence and insight. For example, how does local geography, demographics and community characteristics impact on councillor casework, workload and community engagement?

Southampton is an urban environment with a significant number of green spaces and the River Itchen dividing the city in half. It covers 49.8km^2. The council maintains over 416 miles of highways and 53 parks and over 147 other green spaces and 75 eco areas "managed for wildlife" which cover over 95 hectares. The council have recorded 55,000 council owned trees (estimated 267,000 within total urban forest) and 290 hectares of woodland. The council has 3 Green Flag awards for St. James Park, Riverside Park and the 5 Central Parks (as a collective award)

There are 109,210 properties in Southampton of which 51% owner occupied, 25% private rented and 24% social rented (2011 Census). Southampton City Council manages 15,691 council houses. Between May 2020 and April 2021 there have been 987 planning applications. The average house price in Southampton, in April 2021 is £217,646.

According to the Hampshire County Council Small Area Population Forecasts Southampton's population is 260,084. (source SAPF 2020-based)

Population pyramid: Southampton SAPF 2020
overall population 260,084

Age group	Female	Male
Aged 90+	-1.1	0.5
Aged 85-89	-1.6	1.0
Aged 80-84	-2.2	1.7
Aged 75-79	-2.9	2.5
Aged 70-74	-3.8	3.4
Aged 65-69	-3.9	3.5
Aged 60-64	-4.6	4.4
Aged 55-59	-5.5	5.3
Aged 50-54	-5.5	5.5
Aged 45-49	-5.5	5.6
Aged 40-44	-5.5	5.8
Aged 35-39	-6.4	7.1
Aged 30-34	-7.3	8.1
Aged 25-29	-8.3	9.3
Aged 20-24	-11.5	12.0
Aged 15-19	-7.8	7.7
Aged 10-14	-5.1	5.2
Aged 5-9	-5.8	6.0
Aged 0-4	-5.6	5.5

Percentage

Source: Hampshire County Council: Small Area Population Forecasts (SAPF) 2020-base

Southampton's over 65 population is forecast to increase by 15.7% (5,729 people) between 2020 and 2027. The overall population is due to increase by 6.1% (15,940 people) from 260,084, in 2020, to 276,024 in 2027.

In May 2021 in Southampton there were 29,816 (16.7% of the working ages population) people claiming Universal Credit, the impact of COVID-19 is reflected in these numbers. In January 2020 there was only 15,604 people claiming Universal Credit this was 8.8% of the working age population.

When looking at the Claimant Count (job seekers allowance claimants and those individuals claiming Universal Credit who are actively seeking work) in May 2021 there are 11,275 (6.3%) people claiming compared 3.0% in January 2020. Some of this increase is probably related to COVID-19 and job furlong and people being made redundant.

Southampton has about 3,500 supported housing properties which have pull cords available and runs a 60+ support service has provided Housing Related Support to over 474 clients during 2020/21. There are also 1,362 monthly support plans were delivered by Housing Support Workers supporting older vulnerable residents and 389 Extra Care properties in the city.

One of the challenges that has affected the whole country as well as Southampton has been the COVID-19 pandemic. In Southampton we have had 15,708 cases since 30th January 2020. And unfortunately, 389 deaths. As Southampton comes out of the pandemic

into the endemic COVID-19 world we have the challenge of working together to improve the situation in Southampton.

The Index of Multiple Deprivation (IMD 2019) illustrates how Southampton continues to be a relatively deprived city. Based on average deprivation rank of its neighbourhoods (LSOAs), Southampton is now ranked 55th (where 1 is the most deprived) out of 317 local authorities; more deprived than the comparator cities of Bristol (82nd), Leeds (92nd) and Sheffield (93rd). Southampton has 19 Lower Super Output Areas within the 10% most deprived in England and one in the 10% least deprived.
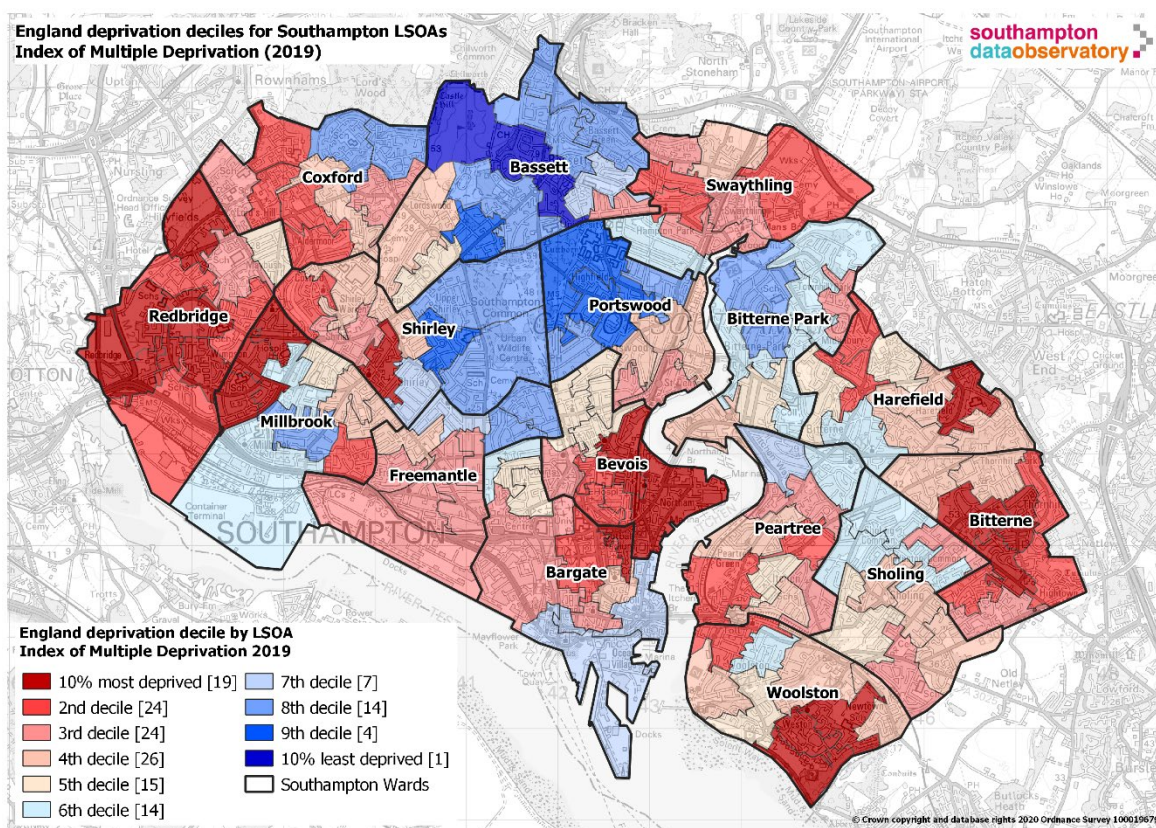
Overall, there has been very little change in relative deprivation levels in Southampton compared to other local authorities in England since the last IMD in 2015, with Southampton remaining a relatively deprived city. Some of the main findings from the IMD (2019) are outlined below:

- Of the 317 Local Authorities in England, Southampton is ranked 55th (previously 54th) most deprived based on average rank of LSOAs and 61st (previously 67th) most deprived based on average score of LSOAs

- The fact that Southampton appears to be more deprived based on the average rank measure (55th nationally and 2nd amongst comparators), illustrates how Southampton is more uniformly deprived rather than being highly polarised (i.e. extremes of deprivation)

- Southampton has 19 LSOAs within the 10% most deprived in England (same as in 2015) and one LSOA in the 10% least deprived in England (previously zero in 2015)

- Around 12% of Southampton's population live in neighbourhoods within the 10% most deprived nationally; this rises to 18% for the under 18 population, suggesting deprivation disproportionately impacts upon young people in the city

- Over 45% of Southampton's population live in neighbourhoods within the 30% most deprived nationally (around 117,000 people)

- At neighbourhood level, approximately half of the LSOAs in Southampton have become more deprived (77/148; 52%) since 2015, whilst half have become less deprived

- The five most deprived neighbourhoods in Southampton are in Bargate (Golden Grove), Weston (International Way), Weston (Kingsclere Avenue), Thornhill (Lydgate Road) and Millbrook (Lockerley Crescent)

- Southampton is ranked 3rd worst in the country for crime deprivation and is in the worst 20% of local authorities for 5 other deprivation domains

Nearly 7,000 children under 5 use our city's children's centres (over 14,000 visits per year) and we look after approximately 490 children who are in our care.

Southampton has approximately 40,000 students living in the city and attending the higher education facilities. The University of Southampton is ranked 15th and Solent University is ranked 120th in the 2021 league tables.

There are 8,310 businesses in Southampton, looking at the wider Travel to Work Area Southampton is ranked 3rd for good growth and recovery from the impacts of COVID-19.

Council Size

The Commission believes that councillors have three broad aspects to their role.
These are categorised as: **Strategic Leadership, Accountability (Scrutiny, Regulatory and Partnerships), and Community Leadership**. Submissions should address each of these in turn and provide supporting evidence. Prompts in the boxes below should help shape responses.

Strategic Leadership

Respondents should provide the Commission with details as to how elected members will provide strategic leadership for the authority. Responses should also indicate how many members will be required for this role and why this is justified. **Responses should demonstrate that alternative council sizes have been explored.**

Topic		
Governance Model	*Key lines of explanation*	➢ *What governance model will your authority operate? e.g. Committee System, Executive or other?*

	Analysis	**Southampton City Council** Southampton has 48 elected members (over 16 wards) elected in thirds and operates a Leader and Cabinet structure. Following local elections in May 2021 the political make-up of the council is 25 Conservative and 23 Labour. **Leader and Cabinet model** The council has operated a Leader and Cabinet model since 2002. There are a few discrete delegations where cabinet members can make decisions individually for their portfolio areas primarily in Education and Health and Adult Social Care, although the majority of decisions are made by the whole cabinet at monthly cabinet meetings and decisions must be in accordance with the budget and plans within the Policy Framework (see Appendix 3) all of which have been agreed by Council. This makes for clear, transparent, decision-making and strong accountability. Further information on the functions and the role of cabinet are outlined in the council's Constitution. The Leader's role is to provide clear political leadership for the city and the council and is elected at the AGM following elections in May. The Leader is responsible for appointing a cabinet (executive) of no fewer than three and no more than ten councillors (including themselves) and determining a scheme of delegation for executive functions. The Leader chooses their cabinet and collectively cabinet set clear and realistic direction (reflected in the council's Corporate Plan and financial strategy), as well as

| | | defining corporate priorities and ensuring they are reflected in the budget and other planning and decision-making processes. The council also has an extensive scheme of delegations to officers as set out in the Constitution which is regularly reviewed to ensure it is fit for purpose.

Before the Leader and Cabinet model, the council operated a committee structure, which was found to be cumbersome with double referrals and multiple debates often occurring. A change in governance structure and implementation of a directly-elected Mayor was previously considered by the council some years ago as part of a combined authority submission to central government, but it is not considered that a move to this alternative governance structure will add any further value or democratic accountability at this time. To that end the council can see no merit in changing this currently and does not intend to move away from the tried and trusted Leader and Cabinet model. It is noted that devolution is back on the Government's agenda and the Council's new Administration is currently reviewing its position.

Full Council
Full Council is held every other month and is attended by all 48 members and chaired by the Mayor of Southampton.

Since the pandemic Full Council (and most other decision-making meetings) are live streamed to ensure easy accessibility, openness, and transparency. Extraordinary Council meetings are held, as required, to consider any urgent business and the council's AGM is held after the election every May when the Leader and cabinet members are elected, along with representatives of outside bodies. The purpose of Full Council is to set the budget and council tax and it makes important decisions that affect the whole council, as well as agreeing the Policy Framework including important plans (such as the Local Transport Plan and Community Care Plan). Members of the public can attend and are actively encouraged to submit questions or deputations. The agenda also includes tabled questions from elected members to be asked and this opportunity is ordinarily well used with circa 100 questions each year. All are published, as are the answers that are given. An overview of Full Council's purpose can be found here in our [Constitution](). |

		Committee structure The council operates several other committees (predominantly statutory) ranging from centralised planning and licensing committees to Overview and Scrutiny Management Committee and our Governance Committee. There is a slim committee structure in place, with all committees busy and fully utilised. A full overview of our committee structure is available in <u>Appendix 4.</u> **Strategic and operational policy** Policy formulation is an integral part of the Terms of Reference for the Overview and Scrutiny function (<u>as outlined here in the Constitution</u>). Major policies are also considered by Full Council whereby all 48 members may contribute.
Portfolios	*Key lines of explanation*	➢ *What portfolios will there be?* ➢ *What will the role of a portfolio holder be?* ➢ *Will this be a full-time position?* ➢ *Will decisions be delegated to portfolio holders? Or will the executive/mayor take decisions?*
	Analysis	**Portfolios** There are currently nine cabinet members with each cabinet lead having responsibility for an individual portfolio. The composition has fluctuated over the years depending on the Leader's preference and corporate priorities. For example, in 2018 the then Leader added a discrete "Green City" portfolio to concentrate on the Council's Green City and environmental agenda including the Clean Air strategy. Southampton's current cabinet portfolios are; • Leader • Deputy Leader and Cabinet Member for Growth • Cabinet Member for Finance and Capital Assets • Cabinet Member for Environment • Cabinet Member for Communities, Culture and Heritage • Cabinet Member for Health and Adult Social Care • Cabinet Member for Children's Social Care • Cabinet Member for Education • Cabinet Member for Customer Service and Transformation More information on our cabinet portfolios can be found <u>here.</u> Except for the Leader, no cabinet positions are full time. Save for some adult social care and education matters, no individual decision making is delegated to cabinet members and all cabinet member decisions are made at monthly cabinet meetings. More

		information on cabinet responsibilities is outlined in <u>Appendix 5.</u> Cabinet members play an active role in attending Full Council, giving updates to questions in relation to their portfolios raised by fellow councillors or members of the public. They are required to attend the council's Overview and Scrutiny Management Committee and give updates on the status and performance of their portfolios. They can also be scrutinised on decisions made by the Executive through the 'call in' process. Cabinet meetings occur monthly and are open to members of the public and live streamed, which ensures public accountability. Cabinet members also attend monthly (internal) cabinet member briefings. These are not formal decision-making bodies, but informal meetings designed to discuss, in confidence, any emerging issues, policies, strategies, major and sensitive political issues. Shadow cabinet member briefings also take place regularly but are less formal. The Council has, in its view, a fit for purpose decision making and scrutiny structure which it regularly reviews and refines. LGA Peer Reviews in 2013 and 2017 have not commented adversely on the structures in place. The call on members time to attend meetings is, in the round, manageable. Other calls on members time as presented later in this submission are greater drivers. More information on cabinet member commitments and time spent attending meetings and briefings can be found in <u>Appendix 6.</u>
Delegated Responsibilities	*Key lines of explanation*	➢ *What responsibilities will be delegated to officers or committees?* ➢ *How many councillors will be involved in taking major decisions?*
	Analysis	Southampton has a comprehensive scheme of delegation which is reviewed by the Monitoring Officer annually (and in year as needs be) and considered at the AGM. The Financial Procedure Rules (FPRs) and key decision thresholds dictate what cannot be decided by officers and form part of our Constitution. The FPRS were substantially rewritten this year, streamlined and adopted by Council at the AGM. All

Topic		
	officer decisions must of course be within policy and budget. Full Council takes all decisions on the policy framework, budget etc.	

Accountability

Give the Commission details as to how the authority and its decision makers and partners will be held to account. The Commission is interested in both the internal and external dimensions of this role. **Responses should demonstrate that alternative council sizes have been explored.**

Topic	
Internal Scrutiny	The scrutiny function of authorities has changed considerably. Some use theme or task-and-finish groups, for example, and others have a committee system. Scrutiny arrangements may also be affected by the officer support available.
Key lines of explanation	➢ *How will decision makers be held to account?* ➢ *How many committees will be required? And what will their functions be?* ➢ *How many task and finish groups will there be? And what will their functions be? What time commitment will be involved for members? And how often will meetings take place?* ➢ *How many members will be required to fulfil these positions?* ➢ *Explain why you have increased, decreased, or not changed the number of scrutiny committees in the authority.* ➢ *Explain the reasoning behind the number of members per committee in terms of adding value.*
Analysis	Scrutiny is widely acknowledged as being the 'cornerstone' of transparent decision-making at Southampton. Scrutiny has a specific statutory basis under Part 1A of the Local Government Act 2000, which introduced executive arrangements for local authorities. The council operates an Overview and Scrutiny Management Committee (OSMC) supported by two sub committees, The Health Overview Scrutiny Panel and the Children and Families Scrutiny Panel. The council also holds an annual scrutiny enquiry. The Scrutiny Inquiry Panel is legally a sub-committee of the Overview and Scrutiny Management Committee, with responsibility for undertaking scrutiny inquiries in accordance with a programme developed by OSMC.

The current core scrutiny arrangements have been in place since the Leader and Cabinet model was adopted in 2002 and ordinarily works very effectively. They have been finessed over the years to allow for the health overview function and other legislative changes.

Overview and Scrutiny Management
The Overview and Scrutiny function is a key component of the Council's democratic system. One of its principal roles is to hold the Executive to account by;
• Questioning and evaluating Executive actions, both before and after decisions are taken
• Monitoring the performance and financial management of the council
• Developing and reviewing policies, including the Policy Framework and budget strategy
• Making reports and recommendations on any aspect of council business (ie non-executive functions) and other matters that affect the city and its residents.

Overview and Scrutiny is a key mechanism for enabling councillors to represent their constituents' views to the executive to inform policy development. Southampton's overview and scrutiny bodies review local authority policies and matters of local concern/interest and make recommendations to the executive and Full Council. In addition, through the "call-in" procedure, scrutiny members can require the executive to publicly defend and, if necessary, reconsider important decisions.

The role of the Overview and Scrutiny Management Committee (OSMC) is set out in paragraph 8 of the council's Overview and Scrutiny Committee Handbook (See Appendix 7) and is responsible for:

• Setting the overall Scrutiny agenda
• Setting and monitoring standards for Scrutiny
• Establishing Scrutiny Panels
• Preparing a Scrutiny Inquiry Programme
• Scrutiny of all corporate and resource management issues
• The exercise of all decisions called in
• Scrutiny of the Forward Plan
• Monitoring performance and budgets
• Considering, at least once a year, actions undertaken by the responsible authorities on the Safe City Partnership
• Responding to the Councillor Call for Action with the exception of health matters where the Health Overview and Scrutiny Panel will respond
• Engaging with the Leader of the Council and appropriate members of Southampton Connect in State of the City debates.

		The Health Overview and Scrutiny Panel is responsible for undertaking the statutory scrutiny of health across Southampton. The Children and Families Scrutiny Panel is responsible for undertaking the scrutiny of services for children and families across Southampton.
		To ensure an effective scrutiny process, the Chair is held by the opposition (by convention) and membership is weighted in favour of the opposition. In addition, the council has external co-opted members on some Scrutiny Panels (Health and Wellbeing and Children and Learning). This demonstrates the council's commitment to openness, transparency and true scrutiny. This approach has been in place since 2002 and is supported by all political parties and allows for a wide range of opinions to be heard (including a clear and strong emphasis on public engagement).
		Overview and Scrutiny Management Committee meets monthly and membership of the panel is currently nine members (five Labour and four Conservative). Committee and panel chairs ensure that items of business are prioritised on the agenda, and that the meeting is conducted in a brisk and business-like manner, without compromising the ability to review agenda items. It should be noted that, by convention, the opposition has more seats on the committee and has the Chair. This aids true scrutiny. Meetings ordinarily do not exceed two hours but in recent times have become slightly longer given the nature of the business on the agenda and required political scrutiny. Cabinet members are not permitted to be members of Overview and Scrutiny, or its sub-committees.
		Task and Finish Groups
		Task and Finish groups are established on a 'needs' basis and participation is good. The council's annual scrutiny enquiry always attracts keen member interest and a willingness to participate. The most recent enquiry being 'Carer Friendly Southampton.'
Statutory Function		This includes planning, licensing and any other regulatory responsibilities. Consider under each of the headings the extent to which decisions will be delegated to officers. How many members will be required to fulfil the statutory requirements of the council?
Planning	*Key lines of explanation*	➢ *What proportion of planning applications will be determined by members?* ➢ *Has this changed in the last few years? And are further changes anticipated?* ➢ *Will there be area planning committees? Or a single council-wide committee?*

		➤ *Will executive members serve on the planning committees?* ➤ *What will be the time commitment to the planning committee for members?*
	Analysis	Southampton operates a centralised Planning and Rights of Way Committee and a separate Licensing Committee (with discrete ad-hoc sub committees and panels to deal with revocation, review of licences etc). Several years ago, an area-based approach was piloted; planning decisions were determined at either east or west planning committee with members on opposite sides of the city making decisions on planning applications. However, the authority moved to a single, centralised, planning committee several years ago after concluding that east and west arrangements were no longer necessary, or working in a timely way, due to statutory determination periods. They did not appear to add to the quality of decision making or add any local community knowledge or advantage. There is an extensive scheme of delegation for both statutory functions which works well and this is reviewed at least annually. Major and contentious planning applications or issues are placed before members. The trigger for contentious applications is either five+ public representations against the recommendation of the planning officer, or three if the application is a departure from the Local Plan, (all must be from the same ward) or a 'call in' from one of the ward councillors. Approximately 2.5% of all planning applications are determined by the Council's Planning and Rights of Way Committee. There has been no substantial change to this in the last few years and there is no expected change for the future. Considering the urban and tight geographical nature of the city there are no area committees for any function, nor is there seen to be any compelling reason to implement this change. The single council wide Planning and Rights of Way Committee is considered effective and should continue. Executive members by convention do not sit on quasi-judicial committees so as to have "clear water" and transparency regarding policy setting and decision making on discrete matters. Planning Committee members are expected to attend training sessions held after annual council and as required. They are also expected to; [a] have read all planning committee reports [b] attend any relevant pre- committee briefings [c] familiarise themselves with application material (available

		on-line) [d] attend and participate in committee meetings. The Chair will have a pre-meeting briefing and occasional meetings with the Executive Director and Head of Planning.
Licensing	*Key lines of explanation*	➢ *How many licencing panels will the council have in the average year?* ➢ *And what will be the time commitment for members?* ➢ *Will there be standing licencing panels, or will they be ad-hoc?* ➢ *Will there be core members and regular attendees, or will different members serve on them?*
	Analysis	The council's Licensing Committee sits to determine and adopt policy. It delegates its other functions to two sub committees, one that deals with the Licensing Act and Gambling Act matters and the other for the remaining licensing functions (predominantly taxi licensing). The constitution has an officer scheme of delegation to allow for determinations and sub-committee deal with more contentious determinations. Licensing Committee (2003 and 2005 Acts) must be made up of a minimum of ten members and from this group there are two sub committees to deal with different aspects of licensing. The sub committees normally sit with three members done on a rota basis but ordinarily with the Chair of Licensing Committee for continuity. We would expect to hold two Licensing Committee meetings each year and including reading papers and attending the meeting the average time is likely to be around five hours for each meeting. Licensing (Licensing and Gambling) Sub Committee is scheduled to be held weekly but is often cancelled due to lack of business. We expect approximately 12 to take place in an average year but are already at 16 in 2021. Including reading papers and attending the hearing, member time will be approximately eight hours each hearing. Licensing (General) Sub Committee is held as and when required and we anticipate approximately five each year.
Other Regulatory Bodies	*Key lines of explanation*	➢ *What will they be, and how many members will they require?* ➢ *Explain the number and membership of your Regulatory Committees with respect to greater delegation to officers.*
	Analysis	**Governance Committee** The council operates a Governance Committee appointed by the Council under the Local Government Act 1972 and Localism Act 2011 to maintain and promote a culture of

openness, accountability and probity in order to ensure the highest standards of conduct of councillors and staff. It meets six times a year and consists of seven members. Certain functions of the committee are delegated to officers.

The remit of Governance Committee includes;

- Leading on the Council's duties under Chapter 7 of the Localism Act 2011 to design, implement, monitor, approve and review the standards of ethics and probity of the council, both for councillors and employees. The committee's powers include responding to consultation documents and the promulgation of codes of conduct but the adoption and revisions to the local members code of conduct are reserved to Full Council.
- To lead on all aspects of corporate governance by promoting the values of putting people first, valuing public service and creating a norm of the highest standards of personal conduct.
- To oversee and manage programmes of guidance, advice and training on ethics, standards and probity for councillors and employees and on the Members Code of Conduct.
- To be responsible for the council's register of members' interests and to receive reports from the Monitoring Officer and Head of Legal, HR and Democratic Services on the operation of the register from time to time.
- To be responsible for written guidance and advice on the operation of the system of declarations of members' interests and to receive reports form the Monitoring Officer on the operation of the system of declarations from time to time.
- To establish, monitor, approve and issue advice and guidance to councillors on a system of dispensations to speak on, or participate in, matters in which they have interests and give dispensation in appropriate cases.
- To exercise the functions of the council in relation to the ethical framework, corporate governance and standards of conduct of joint committees and other bodies.
- To establish a Standards Sub-Committee to investigate and determine appropriate action in respect of alleged breaches of the Members Code of Conduct.
- To receive regular reports on the performance of the corporate complaints process, Local Government Ombudsman referrals, Annual Governance Statement and Code of Corporate Governance and to recommend revisions to related policies and procedures as appropriate.

The committee also plays an audit role in providing independent assurance on the adequacy of the risk management framework and the internal control and reporting environment, including the reliability of the financial reporting process and the annual governance statement.

- To be satisfied and provide assurance that appropriate action is being taken on risk and internal control related issues identified by the internal and external auditors and other review and inspection bodies.
- To receive, and make recommendations on, such reports as are required in relation to all audit matters including the Annual Audit Plan.

The committee has responsibility for oversight of and provision of assurance on the following functions:
- ensuring that council assets are safeguarded
- maintaining proper accounting records
- ensuring the independence, objectivity and effectiveness of internal and external audit
- the arrangements made for cooperation between internal and external audit and other review bodies
- considering the reports of internal and external audit and other review and inspection bodies
- the scope and effectiveness of the internal control systems established by management to identify, assess, manage and monitor financial and nonfinancial risks (including measures to protect against, detect and respond to fraud).

The work of the council's Standards Sub Committee and Appeals Sub Committee has been amalgamated into the Governance Committee in recent years and subsequently the committee also assesses written allegations that a member, or co-opted member (or former member or co-opted member) of the Council has failed, or may have failed, to comply with the Members Code of Conduct in accordance with Chapter 7 Localism Act 2011 and administers sanctions where appropriate. To date they have not needed to hear any referrals from the Monitoring Officer.

Chief Officer Employment Panel
Southampton operates a Chief Officer Employment Panel which meets as required to appoint chief and statutory officers. It has the power to appoint and dismiss on capability grounds as permitted under legislation, the Head of Paid Service, statutory and non-statutory chief officers and deputy chief officers in accordance with the council's Officer Employment Procedure Rules.

		COEP has delegated the appointment and dismissal of deputy chief officers to the Chief Executive and Executive Directors as appropriate. The Chief Executive, Executive Directors, statutory and chief Officers will continue to be appointed (and where necessary dismissed) by COEP subject to statutory procedures.
		Whilst named members are appointed to the committee, it is agreed locally that the relevant cabinet member for the service area to which the officer is being appointed, will ordinarily take the place of the Deputy Leader and Cabinet Member for Customer Service and Transformation, if appropriate.
External Partnerships		**Health and Wellbeing Board** Our Health and Wellbeing Board exists to advance the health and wellbeing of the residents of our city and encourage health and social care services to work in an integrated and joined-up way. It meets approximately two or three times a year and its membership include five councillors alongside the council's statutory officers including the Director of Public Health, Director of Adult Social Services (DASS) Director of Children's Services (DCS) alongside representatives of the CCG. Certain functions under S196 (2) of the Health and Social Care Act 2012 may be delegated by the Board to officers. In 2020 the Southampton Outbreak Engagement Board was established to provide strategic oversight of health protection in relation to Covid-19 including prevention, surveillance, planning and response to ensure they meet the needs of the local population. The board supported the delivery of the primary objectives of the government's strategy to control the Covid-19 reproduction number (R), reduce the spread of infection and save lives. In doing so help to return life to as normal as possible, for as many people as possible, in a way that is safe, protects our health and care systems and releases our economy. In 2021, following central government's release of lockdown measures, the function of this board was amalgamated into the Health and Wellbeing Board to provide a broader overview on the "exit from lockdown" implications and a more integrated approach to health. The composition and make upof the Board is currently under review in order to fully reflect up to date joint working arrangements with health partners. **Joint Commissioning Board** The Joint Commissioning Board between the City Council and the former Southampton City Clinical Commissioning Group has been in operation since July 2017 first as a pilot arrangement before it went "live" in April 2018. The

	arrangement provides for further integration between Health and Social Care in the city to make cooperative decisions on certain agreed functions related to Health and Care. The Terms of Reference for this committee can be found in Appendix 2. However, as previously mentioned, we are currently undertaking a fundamental review of the JCB and associated governance arrangements in light of the abolition of the Southampton CCG and creation of a new county-wide CCG.
Key lines of explanation	➢ *Will council members serve on decision-making partnerships, sub-regional, regional or national bodies? In doing so, are they able to take decisions/make commitments on behalf of the council?* ➢ *How many councillors will be involved in this activity? And what is their expected workload? What proportion of this work is undertaken by portfolio holders?* ➢ *What other external bodies will members be involved in? And what is the anticipated workload?*
Analysis	As referred to above there are several local joint committees to which members are appointed primarily relating to spatial planning and integrated transport planning issues. They have delegated powers to make binding decisions on behalf of the council. Most recently the council has been appointed as a key authority in the regional Freeport programme announced by the Government. The Leader of the Council is a Director of the Solent Freeport company. A full list of outside bodies is attached (See Appendix 9). Primarily appointed members come from the Administration but, for example, the Partnership for South Hampshire (PUSH) Scrutiny Committee has an opposition member to ensure transparent and proper political scrutiny. This list is reviewed annually in order to reflect alignment with Corporate priorities and the significant call on elected members time.

Community Leadership

The Commission understands that there is no single approach to community leadership and that members represent, and provide leadership to, their communities in different ways. The Commission wants to know how members are required to provide effective community leadership and what support the council offers them in this role. For example, does the authority have a defined role and performance system for its elected members? And what support networks are available within the council to help members in their duties? The Commission also wants to see a consideration of **how the use of technology and social media by the council as a whole, and by councillors individually, will affect casework, community engagement and local democratic representation. Responses should demonstrate that alternative council sizes have been explored.**

Topic		Description
Community Leadership	*Key lines of explanation*	➢ *In general terms how do councillors carry out their representational role with electors?* ➢ *Does the council have area committees and what are their powers?* ➢ *How do councillors seek to engage with their constituents? Do they hold surgeries, send newsletters, hold public meetings or maintain blogs?* ➢ *Are there any mechanisms in place that help councillors interact with young people, those not on the electoral register, and/or other minority groups and their representative bodies?* ➢ *Are councillors expected to attend community meetings, such as parish or resident's association meetings? If so, what is their level of involvement and what roles do they play?* ➢ *Explain your approach to the Area Governance structure. Is your Area Governance a decision-making forum or an advisory board? What is their relationship with locally elected members and Community bodies such as Town and Parish Councils? Looking forward how could they be improved to enhance decision-making?*
	Analysis	The Council is of the view that community leadership and complexity of casework is the key element that has changed over the last 20 years which drives any change in elected member numbers. In order to assist in the development of a robust council size submission and gain an insight into councillors' community leadership and casework responsibilities, a cross party Electoral Review Task and Finish Group was established with two Labour and two Conservative party representatives in attendance. Three Task and Finish sessions were held throughout July 2021 and a member survey was also issued to all councillors to gain a deeper understanding and was live from 28 June 2021 to 12 July 2021. The survey (see Appendix 10) contained questions about the length of time respondents had been a councillor, if they had been appointed to any external bodies or organisations, and if they hold any other positions. Subsequent questions included the length of time spent on council duties, what aspect of the job takes the most time and what has changed over the past 12 months? There was a total of 32 respondents out of 48 councillors - a response rate of 67%. Key findings revealed: • Half of respondents have been a councillor for under five years

- Almost half of respondents do not hold any additional positions
- 26 (81%) reported being on a committee, board or panel other than Full Council.
- Over half of respondents have been appointed to outside bodies
- Most respondents reported regularly using a variety of methods to communicate with residents / businesses / organisations in their ward
- Nearly all respondents use face to face or email communication
- Nearly all agreed that they are using the right balance of communication methods to engage with people in their wards. According to free text comments, this is often due to a range of communications methods being utilised.

Feedback from the Electoral Review Task and Finish Group sessions revealed councillors work on a 'proactive' and 'reactive' basis within their communities depending on the issue and the need. Personal contact is developed 'on the doorstep' or by home visits, with councillors also getting a good feel for issues locally by walking and cycling around their wards, being part of online social/ community forums, as well as 1:1 interaction from residents who are contacting their councillor directly via email, social media, phone etc.

Councillors use a range of approaches to engage with their communities. Door knocking, leaflet dropping, home visits, posting information/ updates via social media (e.g party political Facebook pages or community forums etc). Some wards hold monthly surgeries, but this tends to be in wards with designated and recognisable community spaces such as libraries or community centres etc. Some councillors are holding events in conjunction with the police for example such as community 'street huddles' where residents can come and speak to their councillor/ local police officer at the end of their road etc.

Interaction with those residents not on the electoral register and younger people is a challenge and building relationships 'on the doorstep' is felt to be the most effective mechanism councillors use for getting in touch with harder to reach groups across the city.

The major reason for people not being on the electoral register is the considerable, transient, student population in the city (40,000+ pre-Covid as a result of Southampton being home to two universities). The survey captured feedback that some councillors do get requests for help from those that may not be on electoral register (particularly

around housing issues) and some are concerned that the actual number of residents they represent is far higher than the electorate figure due the amount of individuals who have not registered to vote.

During the early days of the pandemic, the role of councillors as community leaders came into sharper focus, with some reporting that their role was to go out into their communities and provide greater levels of help, support and reassurance. Some formed volunteer groups to ensure people were safe and those in need didn't go without essentials such as food or medication.

Common views from members are that in recent years some residents' mental health has suffered and there is an increase in mental health issues in the background when dealing with housing, anti-social behaviour issues and many other areas for Councillors when trying to represent their constituents. This adds an extra layer of pressure and complexity in trying to resolve issues. A detailed example is as below, and from councillor feedback this is becoming more commonplace and vastly increasing the call on councillors' time:

One example which illustrates the complexity of helping more vulnerable people in the community, as described by one of councillors, is outlined below.

"I was called by a volunteer who was helping an older man with his shopping. At first the request for help seemed simple, he wasn't getting shopping done as part of his care package. This was a request I could have easily fielded to officers to see what was happening.

However, to get to the bottom of what he needed I had to go out and speak to him as he didn't have email and wasn't able to use the phone. During our conversation I realised that it was a much bigger issue and his care package on the whole didn't suit his needs. This in itself was something that would take much longer to unpick with calls and emails to several officers.

It also came to light that there were several issues with his housing that needed to be sorted out. I had to keep all these separate threads to his case organised, whilst working with this man who had learning difficulties and was very vulnerable and also liaising with his volunteer who originally called me. This took much more work and a different skillset to just forwarding an email to a council officer.

I also had to speak to council officers' numerous times as different officers were telling me different things and I ended up having to escalate parts of his case to directors.

This is quite typical of casework for more vulnerable people and it is increasing. Some people tend to leave contacting councillors until several issues have built up and are harder to unravel than if they had contacted you with one at a time when they happened.

It's never a case of just an email or a phone call as with more complex cases you have to go round and speak to the person, and perhaps other people, who are working on the persons behalf."

Participation and attendance at community meetings and forums plays a significant part of most ward councillors' work (84% of respondents answering the survey responded that it featured as a regular method of communicating with the electorate). It should be noted that as a result of Covic-19, a large proportion of active community and residents' groups have moved 'online' and this has changed the way councillors have been engaging with the electorate over the past 16 months. A much higher proportion of interaction has been undertaken via social meeting platforms rather than 'in person'. Now lockdown restrictions have been released, councillors are starting to see more requests to attend community forums, meetings and events again in person.

There is a Youth Parliament set up in the city and plans are proposed to elect a Children's Mayor to be a discrete voice of the under 11 cohort. Both these functions feed directly into the Children and Learning Directorate business planning.

Member development and induction
To carry out their community leadership roles effectively, the council has put in place an annual development and induction programme for councillors which commences in May after the local elections. See Appendix 11. This development and induction programme is currently under redevelopment and is being strengthened in 2021/22 to include LGA member development support, mentoring and bespoke support for Cabinet Members (not least given the change in administration in May 2021). The current programme consists of 28 hours of councillor training/ briefing and development opportunities (not including bespoke training for scrutiny panel/licensing committee members etc) spread across the year and councillors are encouraged to attend (although a minimum attendance/ training requirement is not in place).

Casework	*Key lines of explanation*	➢ *How do councillors deal with their casework? Do they pass it on to council officers? Or do they take a more in-depth approach to resolving issues?* ➢ *What support do members receive?* ➢ *How has technology influenced the way in which councillors work? And interact with their electorate?* ➢ *In what ways does the council promote service users' engagement/dispute resolution with service providers and managers rather than through councillors?*
	Analysis	How councillors manage casework varies and depends on the level of complexity. Councillors can deal with some casework enquiries themselves. For example, signposting a resident directly to the council's website regarding a missed bin. For more complex casework (involving areas such as anti-social behaviour, safeguarding issues, housing, or schools' admissions) then elected members will involve the relevant council department. Southampton is a relatively deprived city and ranks 55th out of 317 most deprived local authorities in England. Around 12% of our population live in neighbourhoods within the 10% most deprived nationally, rising to 18% for the under 18 population, suggesting deprivation disproportionately impacts our young people in the city. Southampton is also ranked third worst in the country for crime deprivation. Councillors are reporting that casework is increasing, along with the complexity of casework and that there is a correlation between levels of deprivation and local need and amount of casework received. The councillor survey, which was live from 28 June 2021 to 12 July 2021 revealed the following key findings in relation to quantity and management of casework; • Respondents rated the most time-consuming activity (per month) as dealing with case work, with half reporting that they spend over 16 hours a month on this activity • Respondents spend the least time attending external meetings (a symptom of lockdown restrictions and more external meetings being moved online) • The highest proportion of respondents deal with between 21 and 30 casework enquiries each month (41%) • Half reported that they spend about the amount of time they expected on council business • Over a third reported spending more time than expected on council business and <u>no</u> respondents reported spending less time than expected • Nearly all respondents reported asking specific council officers for support with responding to

casework. Large proportions also report making use of the SCC website or the council's PA team
- A quarter use the customer contact centre, and other sources reported included government websites and other councillors
- A large majority of respondents reported that the amount of time they spend on council business has increased
- A variety of reasons were discussed, including that as they have become more well known as councillors, their contact with residents has increased
- Over three quarters of respondents reported spending more time using email and Microsoft Teams to communicate in the last 12 months
- Respondents generally reported spending significantly less time face to face

Feedback from the Electoral Review Task and Finish Group provided further insight, with councillors sighting the Covid-19 pandemic leading to some increase in certain types of casework (and increasingly complex casework) including concerns around crime and anti-social behaviour, noise nuisance and safeguarding issues.

Technology has had a significant impact on the way councillors interact with their electorate. Survey results showed the electorate are increasingly contacting councillors through digital methods and the way councillors carry out their roles is also heavily influenced by technology (use of MS Teams etc for attending group meetings, meetings with officers, community meetings with residents and before 2021 May elections attending council committee meetings).

A sample of free text comments collected from the survey are outlined below;

- *"case work increased - particularly with regards to issues with crime, private sector housing (HMOs), parking, highways and planning applications*

- *"issues regarding housing, education, anti-social behaviour, all these have been on the increase for a number of years."*

- *Over the past 16 months during the pandemic, the volume of emails both internal to council business and also from constituents and partners has increased a lot, as there are fewer face to face meetings, and fewer informal conversations in the corridor, or at events, or when arriving at/leaving meetings and events.*

- *"There is clearly a large gap between customer facing activities and the needs of residents, which leads to councillors being a part of frontline communication and case management. This is not necessarily a bad thing, however good councillors can and do carry a fair amount of the load at very little expense to the city."*

- *"We receive fewer letters and much more social media approaches. About half of my casework arrives via Facebook and Nextdoor."*

- *"Work is increasing because the public expect immediate response, and to be able to use their preferred method of communication. Now so many organisations employ large teams to run social media, many younger residents expect to be able to make their views known on social media."*

- *"The internet allows angry people to research their issues before writing to their councillors and so a lot more research is needed to respond to many constituents emails or letters."*

Casework is expected to further increase over the next five years as a result of;

    a. Increased population growth (forecast 193 additional electorate per councillor in 2027)

    b. The overall population is due to increase by 6.1% (15,940 people) from 260,084, in 2020, to 276,024 in 2027

    c. Increased demands placed upon councillors in terms of residents' expectations. In this digital age and surge in social media means residents are contacting councillors 24/7, via a range of communications platforms, and expecting speedy/ instantaneous responses to their enquiries and concerns

    d. Increasing complexity of casework

    e. Covid -19 pandemic prompting further interaction with councillors and requests for help and support

    f. Increased demand on council services with the council seeing a significant rise in adult social care work (20+% increase) and children social care work (15%) in the last year alone

		In order to assist councillors with the management of their casework on a day-to-day basis, the council has recently implemented a new case management system for this purpose (Caseworker.uk) which is being piloted with some cabinet and backbench members.
		Complaints/dispute resolution The council promotes dispute resolution through its corporate customer compliments and complaints pages on its website. More information can be found [here](#). Information on this page allows residents to direct their concern through the most appropriate and direct route. For reporting concerns or queries in relation to the most common tasks, residents are given the option to be signposted to specific areas of the council's website in relation to • Missed bins • Reporting potholes and road problems • Housing repairs • Neighbourhood nuisance • Appealing a parking fine Residents clicking through to one of these areas are then directed to complete an online form. There is also information provided in relation to raising a formal complaint, which is a two-stage process. The council will acknowledge a complaint within three working days and the relevant service manager will then respond to a complaint within 20 working days. If the complaint is complicated, more time may be required to investigate, and the resident is kept informed. If the complainant is unhappy with the outcome at stage 1, they also have the option to escalate their complaint to stage 2. A final stage resolution is to take the matter to the Local Government and Social Care Ombudsman. Whilst a formal complaints process is operated at Southampton, this does not stop residents approaching their councillor if they have a concern about a council service and councillors themselves are encouraged to signpost residents via the reporting mechanisms if contacted.

Other Issues

Respondent may use this space to bring any other issues of relevance to the attention of the Commission.

As part of the feedback from the councillors' survey, issued as part of the Electoral Review process, councillors were asked for their feedback on anything else about their experience

as a councillor that might be relevant to this submission on council size. Below is a capture of the major themes received. Comments in detail can be found in <u>Appendix 10.</u>

Major themes

- 3 members wards work
- Concerns about reduction of councillors, or needing more councillors to cater for increasing workloads
- Reduction in ward councillors raises concerns around reduction in numbers of people wanting to become councillors
- Councillors having caring responsibilities
- Population of ward / city is increasing, need more resource to cover
- Some residents have not registered, the actual number of residents per ward is much higher
- Concern about coverage at different times of the year due to large student population in the city
- COVID-19 has led to increased workloads
- Social media / the internet has impacted communication and workload

Summary

In following this template respondents should have been able to provide the Commission with a robust and well-evidenced case for their proposed council size; one which gives a clear explanation as to the governance arrangements and number of councillors required to represent the authority in the future.

Use this space to summarise the proposals and indicate other options considered. Explain why these alternatives were not appropriate in terms of their ability to deliver effective Strategic Leadership, Accountability (Scrutiny, Regulation and Partnerships), and Community Leadership.

In developing our council size submission, we have considered how the council and city has evolved over the past few years coupled with the changes in population since the last review in 2000 and more importantly, our growing electorate. We have reviewed how the council currently operates in governance terms, reflected on what we have in place and also been cognisant that we frequently review our governance arrangements and implement changes where we believe they are required (both in democratic terms and to be 'business like' in our approach).

We have reviewed our governance arrangements reflecting on our committee structure, number of committees, the number of councillors required to sit on those committees and concluded that our governance arrangements are strong and current structures effectively support strategic leadership, accountability, and support councillors in their role as community leaders. We have probed and gained further insight into how the role of elected members may have changed over time, considering aspects such as casework and other commitments as part of this journey.

In summary, we have;

- Analysed and put forward five-year housing development and electorate growth projections – see electorate forecasting methodology (Appendix 1)

- Reviewed our governance arrangements reflecting on our committee structure, number of committees, the number of councillors required to sit on those committees
- Reflected and gained feedback from councillors themselves regarding their role as elected members considering governance arrangements, scrutiny and regulatory functions and councillors' roles in their local communities
- Gained further insight into how the role of elected members may have changed considering aspects such as casework and other commitments

The workload of elected members has been a key feature and consideration, not least because of the emergence of social media and the multitude of platforms that residents of the city and businesses expect to be able to communicate through. This area constantly changes and places additional pressure on elected members. In context, when the last ward boundary etc review was undertaken, mobile phones, laptops etc were in their infancy and social media platforms far less established.

The expectations placed on members to support residents in a timely way has been exacerbated, not only by social media but Covid 19 implications, and whilst we anticipate and trust Covid related matters will dissipate, the way residents communicate is now the norm. This, coupled with the projected population increase in the city over the next five years, has drawn us to the following conclusions outlined below.

On October 11th 2021, Full Council considered the matter of council size by way of a comprehensive report detailing three options for the future size of the council but without a recommended option put forward so as not to sway the debate.

The outcome being that Council resolved that our council size submission should include a recommendation to increase the number of wards by one (an increase to 17 wards and 51 members from current arrangements of 16 wards with 48 members) option B in the Full Council report which can be viewed here.

The council has considered carefully the options relating to council size which are detailed below.

A reduction in the number of elected members - is not recommended. If this were to be imposed it would place even greater pressure on elected members, with councillors required to attend more council meetings (assuming the number of seats on committees and outside bodies remains similar to now). With the undoubted reduction in level of service provided and expected, this would likely lead to a reduction in members of the public seeking to take up office. Moreover,

- Our councillors report that they are already busy, and that they are getting busier
- Increased levels of projected housing development and growth across the city over the next five years will result in increased population generating additional casework
- Recent feedback suggests three member wards work - they enable councillors to respond to the needs of their residents. It is felt that any reduction in three member wards means councillors will be picking up more casework and less able to respond to the needs of their communities.

- Participation and attendance at community meetings and forums plays a significant part of most ward councillors' work and this need could not be met if numbers were reduced.

Retaining current council size - 48 members and 16 wards of three members in each is an option, however this will not address increasing expectations by the public and demands on members' time, not least given the anticipated growth in the electorate over the next five years and beyond. Members have already clearly indicated that the hours they spend on elected member duties has grown exponentially over the years and the status quo would not address this.

Increasing the number of elected members - would have a relatively small overall cost attached. The electorate and overall population of the city will steadily increase over the next five years. The number of present councillors was set in 2000 when the electorate of the city was smaller. In this 20-year period life has changed significantly, along with the expectations of residents and businesses likewise.

Whilst not directly relevant, it is also clear when analysing our CIPFA peer family, that the current number of elected members per head of electorate is amongst the lowest in our CIPFA group. This would be exacerbated further if either the status quo, or a reduction in numbers was imposed. On a purely equitable basis, notwithstanding other compelling factors indicated above, it appears reasonable to increase both the number of elected members by three or six meaning either one or two new wards.

This would mean that each councillor would seek to serve 3,836 residents per ward in the future (taking the figure at the 2027 prediction) as against 3,643 as now. It is appreciated this would require a redrawing of the ward boundaries in the city.

A case for increasing council size can be summarised as a result of;

- Forecast electorate data shows an increase of 193 extra electorate per councillor by 2027. An increase of 9,271 (5.3%) in our electorate when comparing 2021 against 2027. Of the 9,271 increase in electorate it is forecast that 8,322 of those electors will come from new housing development in the city (4,190 new dwellings). There is a reasonable expectation that increase in electorate will also lead to an increase in councillor's casework.
- Bargate ward already has an electorate variance of 32% from the average electorate for the authority (as of December 2019) and forecasted housing development and electorate data identifies that by 2027 this variance will have further increased to over 40%.
- Members report that complexity of casework is increasing, and there is a widespread view from members that in recent years rising mental health-related issues is driving this.
- The impact of increased demand for core council services, which has seen a rise in adult social care work and children's social care work of 20+% and 15% in the past year alone.
- Councillors report complexity of casework is linked to areas of greater deprivation and need across the city. Deprivation data shows Southampton is a relatively deprived city and ranks 55th out of 317 most deprived local authorities in England. Around 12% of our population live in neighbourhoods within the 10% most deprived

nationally, rising to 18% for the under 18 population, suggesting deprivation disproportionately impacts our young people in the city. Southampton is also ranked third worst in the country for crime deprivation. If deprivation levels were to worsen, this puts further pressure on councillors and their workloads and ability to represent the needs of their communities.

- Councillors report the expectation from members of the public is increasing and residents want speedy, or immediate, responses to their enquiries. They also report a steady surge in social media usage in recent years is resulting in additional casework being generated. The simplicity of sending 'direct messages' or posting on social media sites means councillors are being contacted 24/7 across a wide range of communications and engagement channels. This is only likely to increase and keeping up with this demand will become more difficult.
- Challenges of engaging 'hard to reach' groups across the city who are not on the electoral register (including a resident student population of c40,000)

Council size submission

Table of supporting appendices

Appendix number	Document description
1	Population and electorate forecast methodology
2	Terms of Reference Joint Commissioning Board
3	Policy Framework summary
4	Committee structure diagram
5	Cabinet functions
6	Cabinet commitments
7	Scrutiny Handbook
8	List of committees and frequency of meetings
9	Outside Bodies list council and cabinet
10	Electoral Review – Councillor Survey results
11	Member Induction and Development programme
12	Councillor attendance at meetings 2020/21

Forecasting Electoral Data for Southampton Polling Districts
Version 2 - October 2021

Methodology documentation

The LGBC kindly provided a population and electorate forecasting tool to help estimate the potential changes to the electorate at polling district level up to 2027. The methodology uses the latest ONS local authority level population forecasts to project forward the total electorate in the city. The total number of electors for 2027 is calculated by taking the ONS projected total adult resident population for 2027 (215,380), multiplied by the average proportion of the population estimated to be registered to vote in 2018, 2019 and 2020 (calculated by the number of electors in each year divided by the ONS estimated resident population for each corresponding year). This average proportion was calculated to be 84.41% across the three-year period; when applied to the ONS estimated resident population for 2027, this gives a total estimated electorate of 181,811. These electors are then distributed to polling districts and wards using the average distribution of electors from 2018, 2019 and 2020.

Although this tool does produce one possible picture of our electorate in 2027, there is another more accurate and evidence-based dataset available across Hampshire that we have more confidence in which takes account of both the population changes and residential developments across the city.

The Hampshire County Council Small Area Population Forecasts (SAPF) is widely accepted by LAs across the county as the most detailed and accurate model for forecasting future local population and housing numbers. The SAPF includes data from local authorities on planned developments, combined with ONS demographics and other trends to produce detailed and evidence-based projections over many years. More details on the SAPF methodology can be found in Appendix A.

In addition, the SAPF data is available at a sub-local authority geography, allowing a much more granular understanding of changes at the small area level. This enables us to more accurately map changes at polling district and ward levels across the city.

Therefore, we have used the Hampshire County Council Small Area Population Forecasts (SAPF) to project the Electoral Register forwards to 2027 from a 2021 baseline. This methodology statement provides the step by step process we have taken to produce our projections, which gave a total estimated electorate of 184,120 by 2027.

STEP 1 – Calculate the ward level electorate for 2027

- We felt it was important to build up our projections from SAPF ward level data, which should already adjust for locally known changes (such as housing development).
- The 2021 registered electorate figures at ward level were taken as a baseline to project forwards
- The over 18 SAPF population data was then used to forecast the percentage change in the adult population between 2021 and 2027 at ward level. These proportions were then applied to the 2021 electorate baseline to project forwards the electorate for 2027 at ward level (see table below).
- The estimated proportion of the adult population registered to vote in each ward was also calculated. This varies significantly across the city and was used to help explain and adjust some of the outliers against the housing development data we would later find at polling district level.

Ward	2021 SAPF Pop (18+)	2021 Electorate	% Registered	2027 SAPF Pop (18+)	SAPF % change	2027 Electorate
Bargate	22144	13677	61.76%	26464	19.5%	16345
Bassett	13812	10143	73.44%	14084	2.0%	10343
Bevois	16719	12062	72.15%	17780	6.3%	12827
Bitterne	11146	10140	90.97%	11270	1.1%	10253
Bitterne Park	11771	10543	89.57%	11993	1.9%	10742
Coxford	11386	10342	90.83%	11591	1.8%	10528
Freemantle	13928	11854	85.11%	14743	5.9%	12548
Harefield	11439	10603	92.69%	12212	6.8%	11320
Millbrook	13017	11236	86.32%	13326	2.4%	11503
Peartree	11948	10556	88.35%	12162	1.8%	10745
Portswood	13392	11027	82.34%	13682	2.2%	11266
Redbridge	12334	11191	90.73%	13057	5.9%	11847
Shirley	12281	10735	87.41%	12701	3.4%	11102
Sholing	11590	10812	93.29%	11726	1.2%	10939
Swaythling	12957	8590	66.30%	13111	1.2%	8692
Woolston	13195	11338	85.93%	14454	9.5%	12420
Total	213059	174849		224356		183420

STEP 2 – Project the electorate for 2027 at Polling District level

- Using figures for the last five years (2017 to 2021), we calculated the average share of electors in each polling district as a percentage of the ward electorate.
- The figures were consistent throughout the 5-year period. Therefore, the latest 2021 split was used to distribute the forecasted 2027 ward electorate by polling district.

STEP 3 – Review the polling district forecast against the distribution of know planning developments up to 2027

- Housing development data was supplied by our planning department up to 2027. Dwelling numbers were multiplied by 1.9 (advised average number of electors per dwelling) to give an idea of the number of additional electors each development may yield.
- QGIS was used to digitise development sites into polygons for developments with 30 or more electors. Where a development was in multiple polling districts, we allocated electors based on the percentage of the development site that fell within a particular polling district.
- For development sites with less than 30 electors, X Y coordinates were used to map the site in QGIS as a single point. This point was used to map to polling districts.
- Outputs from both steps above were then summed together to give a total number of estimated additional electors by polling district coming from housing development.
- These figures were used to sense check our 2027 forecasts and adjust the 'share' of electors allocated to polling districts in each ward where there was a significant increase in housing.
- In most cases, the overall electorate projection at ward level was not changed; rather electors were redistributed within the ward. There were some exceptions to this (see below).

- There were a small number of wards where the projected number of electors forecast from housing development was significantly in excess of the SAPF forecasted growth and could not be corrected by redistribution.
- As a result, we considered whether 1.9 electors per new dwelling was too high in some areas based on existing registration data. This appeared to be a particular issue in Bargate ward where registration rates are low (<62%). We therefore adjusted the elector numbers by multiplying them by the ward specific registration rate to give an alternative likely number of electors coming from housing development.
- This corrected the majority of remaining outliers. However, where our polling district forecasts continued to be lower than expected, elector numbers were increased to reach this new threshold. This affected a total of four polling districts which were located in Bargate, Bitterne, Millbrook and Woolston wards. The overall number of electors at city level remains within expected levels forecast by the SAPF (increasing from 183,420 to 184,120 by 2027).

Appendix A

The HCC SAPF projections are based on the following:

- Rolled forwards from 2011 Census baseline
- Students are accounted for at their term time address
- Accounting for *known* factors:
    - Known births
    - Known deaths
    - Known dwelling completions
- Also accounting for *unknown* factors such as in and out flows of migrants. This is accounted for by 3 flows controlled by an assumption that at district level the average household size declines at the same annual average rate as the last decade.
    - In migrants to new dwellings
    - In migrants to existing dwellings
    - Out migrants from existing dwellings
- Forecasts based on dwelling supply. The dwelling supply information for the period 2020 to 2027 includes all large and small sites with planning permission, or allocated in local plans as at April 1st 2020. The assumptions on phasing are agreed with the district councils and unitary authorities.
- Additional dwelling information is obtained from district's Strategic Housing and Land Availability Assessment (SHLAA).
- Fertility and Mortality rates are the ONS 2018 based projected rates for England & Wales, adjusted by appropriate ward level correction factors to reflect local variations from the national average.
- In and out Migration propensities have been derived from ONS 2011 Census migration data
- Household Representative rates are ONS 2018 based.
- Vacancy and sharing rates are derived from the 2011 Census and assumed constant. The number of second homes is also assumed constant.
- The geographical base for the forecasts is the 2011 Census Output Areas.

DRAFT Terms of Reference for the Joint Commissioning Board

1.   Introduction

1.1.   Southampton City Council and Southampton City Clinical Commissioning Group have developed a shared ambition for change *'Integrated Health and Wellbeing Commissioning allows the city to push further and faster towards our aim of completely transforming the delivery of care in Southampton, so that it is better integrated, delivered as locally as possible, person centred and with an emphasis on prevention and intervening early to prevent escalation'.* For the purpose of these Terms of Reference, Health and Wellbeing is defined as Health and Care services outlined in the scope Annex A.
If we are to realise this vision and meet the challenges we face then we will need to

- Act as one for the city by
  - developing and delivery a single view of the city's needs and how we can ensure they are best met
  - aligning and allocating our collective resources to achieve prioritised outcomes
  - working for the whole population
- Support people to become more independent and do things for themselves by changing the relationship between citizens and services
- Be innovative and have an appetite for risk to make the change
- Make the most of new opportunities and powers
- Build on our existing good work
- Ensure that the system is financially sustainable and flexible enough to meet current and future challenges.

1.2.   There are a number of benefits from integrated commissioning that have been grouped under three broad headings

1.   **Using integrated commissioning to drive provider integration and service innovation**. It is through these innovations that integrated commissioning has the greatest potential to benefit citizens and patients.
2.   **Improving the efficiency of commissioned services**. This includes both streamlining process and reducing duplication and variation. This is particularly relevant for services/providers working across both commissioning organisations.
3.   **Increasing the effectiveness of commissioning – across the whole of the commissioning cycle.** Combining the knowledge, expertise and importantly authority and leaderships of both organisation (clinical and democratic) has the potential to significantly increase the effectiveness of commissioning across the City.

1.3.   The Council and CCG have therefore established a Joint Commissioning Board to commission health and social care in the City of Southampton. It will encourage collaborative planning, ensure achievement of strategic objectives and provide assurance to the governing bodies of the partners of the integrated commissioning fund on the progress and outcomes of the work of the integrated commissioning function. The Joint Commissioning Board hereafter will be referred to as the Board
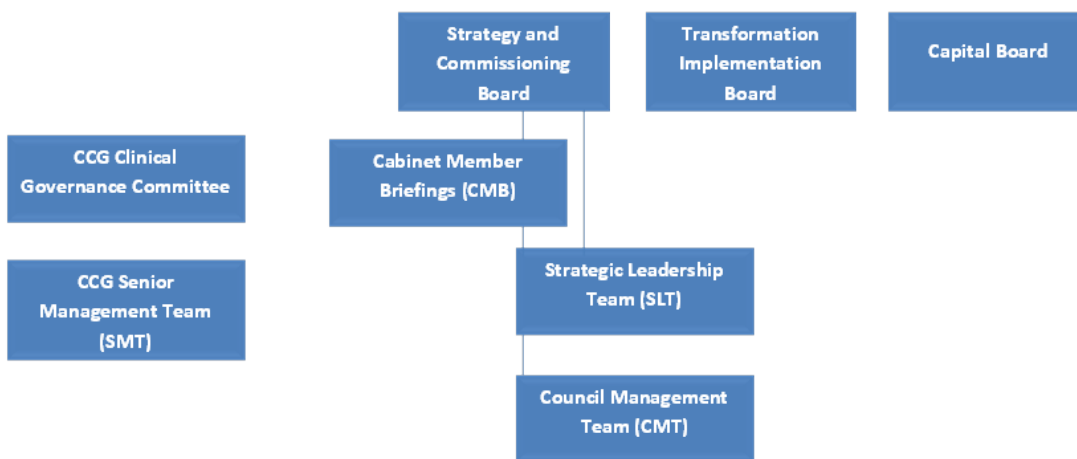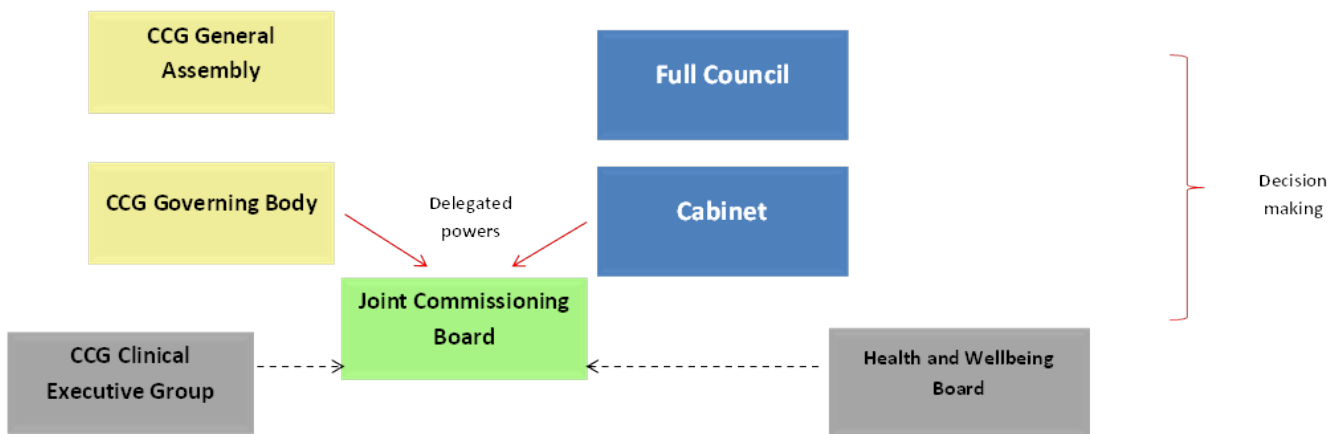
1.4. The Board will act as the single health and wellbeing commissioning body for the City of Southampton and a single point for decision makers. The Board will convene and exercise their functions following consensus / consultation with each other on those functions as defined in Annex A. This includes those areas of health and social care commissioning covered by the Better Care Fund Section 75.

1.5. The CCG Governing Body and SCC Cabinet may grant delegated authority (with any appropriate caveats) to those of its members or officers participating in the Board to make decisions on their behalf, whilst retaining overall responsibility for the decision made by those members or officers. It is therefore the individual member or officer who has the delegated authority to make a decision rather than the Joint Commissioning Board itself.

1.6. It is proposed that the scope of the integrated commissioning arrangements overseen by the new Board will be broadly as described below.

1.7. The Board will have oversight of all schemes established under the Better Care Section 75 and other remaining Partnership Agreements which in some cases may have their own specific Partnership Board, under the NHS Health Act 2006 flexibilities, and Local Government Act 1972 (s.113). This will include shadow monitoring of schemes under development and scrutinising their suitability for future inclusion in the BCF Partnership Agreement or other Partnership Agreements. A list of the schemes

included and planned for the Better Care Section 75 Partnership Agreement can be found at Appendix A.

1.8. The Board has been established to ensure effective collaboration, assurance, oversight and good governance across the integrated commissioning arrangements between Southampton City Council and Southampton City CCG.

1.9. As such, the Board will develop and oversee the programme of work to be delivered by the Integrated Commissioning Unit and review and define the integrated commissioning governance arrangements between the two bodies.

1.10. The Board will monitor the performance of the integrated commissioning function and ensure that it delivers the statutory and regulatory obligation of the partners of the Better Care Fund.

1.11. Evidence based commissioning will be key to achieving our vision and the Board will be informed and driven by needs assessment, market analysis, user experiences, consultation and engagement.

2. Scope

2.1. The scope of the Board will cover joint NHS and City Council services commissioned by the Integrated Commissioning Unit. The scope is outlined in Annex A.

2.2. The Board may, where appropriate, develop a wider range of services subject to final approval of the CCG Governing Body and Council

2.3. Subject to the agreement of the CCG Governing Body and the Council, the Board membership may be amended to include any other partner who jointly commissions with the City Council or Southampton City Clinical Commissioning Group and other agency representatives may be co-opted as necessary.

3. Role and Objectives

3.1. To agree shared commissioning priorities for the Council and CCG based on where a partnership approach will improve outcomes and promote greater efficiencies.

3.2. To approve and monitor the development and implementation of the Integrated Commissioning Plan to ensure it meets agreed priorities, objectives, savings and performance targets and aligns commissioning arrangements with partners' financial and business planning cycles.

3.3. To ensure that all commissioning decisions are made in line with the principles set out in the Integrated Commissioning Strategy.

3.4. To monitor the financial plans and financial performance of the integrated commissioning function, including forecasts for the year.

3.5. To ensure compliance with any specific reporting requirements associated with the formal pooled fund described in the Section 75 agreement.

3.6. To ensure compliance with rules and restrictions associated with any other blocks of funding, including specific grant funding.

3.7. To ensure management response to risks identified and the assurances against them regarding the integrated commissioning function.

3.8. To agree, subject to the financial decision making limits of the council and the CCG, all financial planning commitments across areas of integrated commissioning responsibility for pooled or non-pooled budgetary provision.

3.9. To receive and consider reports on service development, budget monitoring, audit and inspection reports in relation to those services which are the subject of formal partnership arrangements.

3.10. To set priorities for and review the performance of the Integrated Commissioning Unit on behalf of Southampton City Council and Southampton City CCG.

3.11. To seek assurance on the quality and safety of commissioned services in relation to key performance indicators and standards. Where performance is outside of expected threshold to receive exception reports.

3.12. To provide system leadership and direction to the staff of the integrated commissioning function.

3.13. To promote quality and identify how the health and wellbeing strategic intentions and priorities of partners will be supported and enabled through integrated commissioning.

3.14. To maintain oversight of the s.113 arrangements between the two organisations.

4. **Better Care Section 75 Partnership Agreement**

4.1 With specific reference to the Better Care Section 75 Partnership Agreement, the Joint Commissioning Board:

4.2 Shall oversee and review the schemes established under the Better Care S75 Partnership Agreement, ensuring adherence to the relevant legislation and protocols in the development of Partnership Agreements have been followed.

4.3 Shall receive, review and approve Business Cases for new pooled fund schemes to be established under the Better Care Section 75 Partnership Agreement (with reference to the respective Schemes of Delegation).

4.4 Shall receive and review quarterly reports on each Better Care pooled fund scheme on the exercise of the partnership arrangements. These reports shall include details of:
- Annual forward financial plans setting out the projected annual spend
- Review of the operation of each scheme covering:
  - evaluation of performance against agreed performance measures targets and priorities and future targets and priorities;
  - quality of service delivery and how the arrangements benefit and meet the needs of client groups;
  - any service changes proposed;
  - any shared learning and opportunities for joint training;
  - assurance that monitoring and evaluation processes take account of statutory guidance and policy directives pertaining to quality standards, best value and audit arrangements of the Council and the CCG.

4.5   Shall ensure the Services provided under each scheme are meeting the needs of the service users and their carers.

4.6   Shall ensure that commissioning decisions are the result of the wide ranging consultation and discussion with the key people involved in all aspects of the function of delivering joined up health and social care.

4.7   Shall encourage and ensure that service providers work collaboratively with service users, other providers and commissioners and that it is promoted through positive design of payment packages and risk and benefit share arrangements into commissioning contracts.

4.8   Shall ensure that commissioners listen to service users and providers and respond supportively to ideas to make services more effective for the user and more responsive to needs.

4.9   Shall assess and manage any liabilities or risks reported in relation to each of the Better Care pooled fund schemes and act upon these at the earliest opportunity and monitor their impact throughout the delivery of the services. This shall include consideration of proposed changes to the services and funding and how these may impact on each organisation.

4.10   Shall monitor financial contributions of the Council and the CCG and make recommendations regarding future financial contributions.

4.11   Shall provide the Council and CCG with an annual review report and forward plan of the S75 Better Care Partnership Agreement arrangements, incorporating financial and activity performance, risks, benefits and evidence of improvements for service users.

5.   Risk Sharing principles

5.1.   The pooled budget arrangements will be managed in such a way as to avoid destabilising either organisation.

5.2.   Each organisation will retain responsibility for dealing with any deficit it has at the start of the pooled budget arrangement.

5.3.   Each organisation will strive to achieve a balanced budget within the pooled budget.

5.4.   The statutory requirements of each organisation must be maintained.

5.5.   The pooled budget will contain a mechanism for dealing with significant changes to the funding or statutory responsibilities of either organisation that effect the areas on scope of the pooled budget arrangement.

5.6.   The mechanism should be transparent and as simple as possible.

5.7.   Both organisations will develop an appropriate Inter Authority Agreement (IAA) to include a financial management agreement which will feed into the corporate governance arrangements of each partner organisation and provide robust management information.

5.8.   Both organisations will agree a mechanism for the early identification of potential in year under or over spends and for remedial actions to be put into place.

6. Governance and Reporting

6.1. The Board will be accountable to the Council's Cabinet and / or Council as appropriate and the CCG Governing Body. It will work in partnership with the Health and Wellbeing Board and the CCG Clinical Executive Group.

6.2. The Board will need to demonstrate contribution to the Health and Wellbeing Strategy outcomes

6.3. The Board will need to be informed by the JSNA, needs assessments, market analysis and feedback from consultation and engagement with residents and patients.

6.4. The Board will meet monthly and be minuted. Where items require decision by a Member or Officer of the Council the requirements of the Local Government Act 2000 in relation to publication of Forward Plans, Agendas, reports and Decision Notices will be fully complied with.

6.5. At least one meeting each quarter will be dedicated to reviewing the performance of the Better Care S75 Partnership Agreement, undertaking those responsibilities as set out in above.

6.6. The Board shall be entitled to call a meeting, at any time, outside of the agreed meetings schedule, for any purpose, subject to compliance with any statutory requirements in relation to decision making under the Local Government Acts and CCG Constitution.

6.7. All minutes and papers from the Board will be reported to the CCG Governing Body and made available to Council's Cabinet.

6.8. Agendas will be jointly agreed in line with the Forward Plan and will need to be circulated at least 5 working days in advance of the meeting. All new agenda items are subject to agreement of the Chair or Vice Chair. Where a decision of the Council (Member or Officer) is required at a Board meeting then the requirements of the Local Government Act 2000 and Access to Information regulations must be adhered to (publication of notice of key decisions 28 days in advance, publication of reports 5 clear working days in advance, formal decision Notice signed by decision maker and Proper Officer (Democratic Services must attend for this purpose for these items). Decisions that are 'key decisions' within the meaning of the Local Government Act 2000 are subject to the Council's 'call-in' procedures and cannot be implemented until the time for call-in has expired or the matter has been dealt with in accordance with Overview & Scrutiny Procedure Rules.

6.9. The agendas, minutes, decision notices and briefing papers of the meetings of this Board are subject to the provisions of the Freedom of Information Act 2000, the Environmental Information Regulations and the Data Protection Act 1998. If the Chair concludes that specific issues are exempt from publication and should not be made available under the terms of the Freedom of Information Act, a Part 2 meeting of the Board shall be convened to consider them.

6.10. Part 2 meetings have to be notified 28 days in advance of the meeting and reasons for excluding the public included on the report / agenda item or the decision cannot be taken. There are limited urgency provisions but these require prior consent from the chair of the Health Overview and Scrutiny Panel.

6.11. Meetings of the Board shall be advertised in advance on the calendar of meetings of the CCG Governing Body and Council and shall, unless notice of consideration of an excluded item has been given, shall be open to the public to attend from April 2018.

6.12. The Chair will invite questions or statements by members of the public on matters pertaining to that agenda at the beginning of the meeting.

6.13. Administrative support for the Board will be a shared responsibility although agenda publication etc. will be undertaken by the Council.

6.14. The Health and Wellbeing Board will delegate responsibility for Better Care to the Board and the Board will be accountable to the Health and Wellbeing Board for this element.

7. Membership

7.1. The council's representation on the Joint Commissioning Board will be 3 Cabinet Members made through executive appointments, similar to the membership of the Health and Wellbeing Board. The CCG will similarly nominate 3 members from the CCG Governing Body. Both partner organisations will agree a scheme for the appointment of substitute members or nominated deputies at the inaugural meeting of the Board.

7.2. **Other attendees**
- Key senior managers from the Council and the CCG as required.
- The relevant commissioning lead for each of the pooled budgets under the S75 Better Care Partnership Agreement will attend as appropriate the quarterly meetings to present the performance report for the S75 Partnership Agreement.

7.3. The Chair will be a politician from the council or a member from the CCG Governing Body who will rotate on an agreed basis. The Vice Chair of the Board will be from the alternate partner organisation.

8. Quorum, Decision Making and Voting

8.1. The Board will require consensus prior to any delegated decisions being taken; consensus will be demonstrated by a show of hands. It is important that given the nature of the decisions, securing the support of both partners will be critical to the success of this Board. The Board will be quorate if there are at least 4 members in attendance with a minimum of 2 from each.

8.2. In those circumstances where consensus cannot be reached, the matter will be deferred for further consideration by the parties and will be reconsidered after discussions between the Chair and respective partner lead.

8.3. Schemes of Delegation to City Council Members and Council Officers shall be amended to reflect that decisions should not be taken under delegation and should stand either deferred to a future meeting or referred back to the parent body where a consensus of those present do not support the decision proposed. The Chair of the Board shall consult those present before deferring the decision or directing that it be referred back to each partner organisation.

8.4. Legally, it is not possible to have a mechanism that requires individual decision makers to exercise their decision making function in accordance with the will of a majority or quorum of a Board. Any individual decision maker must consider any decision on its

merits as a whole in accordance with established decision making principles. The process for seeking the support of the Board prior to exercising any delegation meets a requirement in the Scheme of Delegation to limit the power to exercise that delegation to situations only where the support of the Board is demonstrated.

8.5. Functions outside the decision making scope of the Board, but related to health and social care will be discussed for information only at the Board, with the considerations and any recommendations of the Board formally minuted. Items will then be referred to the relevant decision maker (e.g. CCG Governing Body, Council).

9. Dispute Resolution

9.1. If disputes relating to the Better Care Section 75 Partnership Agreement arise then the Dispute Resolution process within that will be followed. Otherwise any matter of dispute will be referred for further discussion by the Leader of the Council and Chair on behalf of the CCG before referring back to the Board for further consideration. It is recognised that as the desire is to reach agreement on any matter by consensus that if this is not reached that matter may not move forward. There will be no formal and binding external arbitration procedure.

10. Scrutiny

10.1 Decisions of members of the Joint Commissioning Board will be subject to formal scrutiny normally undertaken by the Health Overview and Scrutiny Panel, on behalf of the Council and Call in. Health scrutiny is a fundamental way by which democratically elected councillors are able to voice the views of their constituents, and hold NHS bodies and health service providers to account. In Southampton the Health Overview and Scrutiny Panel undertakes the scrutiny of health and adult social care. The Panel meets every 2 months. However, there may be some major decisions may be considered by the council's Overview and Scrutiny Management Committee.

11. Conflict of Interests

11.1. The Board will be bound by the Standing Orders/Standing Financial instructions and Codes of Conduct of both parent bodies. Declaration of interests will need to be declared annually and at each meeting of the Board in line with the agenda. Depending on the topic under discussion and the nature of the conflict of interest appropriate action will be taken and recorded in the minutes

12. Variation

12.1. The parent bodies may agree from time to time to modify, extend or restrict the remit of the Board.

12.2. The Terms of Reference will be reviewed in March 2018 or sooner at the request of the Chair or Vice Chair.

30 June 2017 V4

Integrated Commissioning – Potential scope

1. For the first year, it is proposed that the scope of the integrated commissioning arrangements overseen by the new Board will be broadly mirror those areas of health and social care commissioning covered by the Better Care Fund Section 75.

2. As is currently the case, the assumption is that some of the services in scope will be jointly funded and jointly commissioned under a S75 or S256/76 arrangement (primarily through the Better Care Fund S75 Agreement).

3. However there will also be services in scope for which the commissioning responsibility/ decision making remains solely with the CCG or City Council but the funding is aligned to deliver a jointly agreed strategy.

4. Beyond this, there could be areas of shared commissioning where the Council and CCG will want to discuss and share information about relevant commissioning intentions, budget and spend. The Board could also consider bids that are of joint interest. These 3 categories are described below:
    *   Jointly commissioned/funded services
    *   Single agency commissioning aligned under a jointly agreed strategy
    *   Other areas relevant for the achievement of the outcomes

Jointly commissioned/funded services

5. These will be services currently in scope for the 2017/19 Better Care Fund S75 agreement. In addition, the scope will include other existing partnership agreements/shared funding arrangements:
    *   Integrated Services within the established 6 Better Care Clusters: Community health services for adults (Community Nursing, Continence, Podiatry, Community Wellbeing Services, Community specialist services for people with long term conditions, case management, Palliative Care, community navigation, Community Adult Mental Health Services and IAPT (Improving access to psychological therapies) , Adult Long Term Social Care Teams)
    *   Support Services for Carers
    *   Integrated rehabilitation, reablement and discharge services (including the Hospital Discharge Team, Discharge to Assess, residential reablement and extra care, Falls Assessments)
    *   Care Technology
    *   Prevention and Early Intervention services – Behaviour Change, Older Person's Offer, Information, Advice and Guidance
    *   Integrated Learning Disabilities provision (placements)
    *   Direct Payments Support services
    *   Transformation of Long Term Care provision (Adult Social Care additional/improved BCF funding to support transformation of Extra Care and conversion of a Residential Unit to Nursing Care as well as stabilising the Domiciliary Care and Care Home market)
    *   Joint Equipment Service, Wheelchair Service, Orthotics and Disabled Facilities Grant
    *   Integrated services for children with complex health needs (specifically Building Resilience Service and SEND integrated health and social care team).

<u>Single agency commissioning aligned under a jointly agreed strategy</u>

6. This would mean that commissioning responsibility/ decision making remains solely with the CCG or City Council but the funding is aligned to deliver a jointly agreed strategy. This could include:
   - Long Term Care provision (including domiciliary care, nursing and residential CHC and social care packages) – aligned to Better Care strategy
   - 0-19 prevention and Early Help, CAMHS, Community midwifery – aligned to 0-19 prevention and early help strategy/CAMHS Transformation
   - Sexual health (integrated level 3 service, voluntary and primary care prevention services, termination of pregnancies, vasectomies) – aligned to Sexual Health and Reproductive Strategy
   - Substance Misuse Services – aligned to Substance Misuse Strategy
   - Respite and Short Breaks – aligned to Replacement Care Strategy, services for children, e.g. Edge of care, Family Drugs and Alcohol Court, Looked After Children, Safeguarding – aligned to children's   strategy
   - Community development (definition to be agreed)

<u>Benefits</u>

7. The scope will increase the ability of both organisations to:
   - Realise a shared vision – e.g. a shared focus on prevention and early intervention and community solutions to promote independence & a shared commitment to realise it
   - Share risks and benefits associated with implementation of the shared vision, enabling us to do the "right thing" without unfairly disadvantaging or advantaging one organisation
   - Commission against a single agreed set of common outcomes and priorities – making best use of resources
   - Share needs data and good practice evidence – leading to more intelligent commissioning
   - Develop more innovative solutions to meet people's needs in the round (as opposed to commissioning in silos for people's "health" versus "social" needs – leading to improved outcomes for people
   - Bring together health, public health and social care resources and strip out duplication – leading to savings and efficiencies
   - Commission a more joined up health and care system, developing together whole pathways from prevention to care - fewer gaps
   - Enable providers to develop more innovative integrated pathways and organisational models – leading to less fragmentation
   - Shape and develop primary medical care as part of the integrated health and social care system
   - Better understand and manage demand through greater influence over assessment and review processes

Policy Framework

The council's policy framework includes the following documents:

• Sustainable Community Strategy (S.4 Local Government Act 2000)

• Local Transport Plan (S.108(3) Transport Act 2000)

• Local Development Framework and Local Area Action Plans (S.15 Planning and Compulsory Purchase Act 2004)

• Crime & Disorder Reduction Strategy (S.5 and 6 Crime and Disorder Act 1998)

• Youth Justice Plan (S.40 Crime and Disorder Act 1998)

• Statement of Pay Policy (Localism Act 2011);

• Statement of Gambling Policy (Gambling Act 2005)

• Statement of Licensing Policy (Licensing Act 2013)

• Health and Well Being Strategy (S.116A Local Government and Public Involvement in Health Act 2007

COUNCIL

- CHIEF OFFICER EMPLOYMENT PANEL
- GOVERNANCE COMMITTEE
- HEALTH & WELLBEING BOARD

- OVERVIEW & SCRUTINY MANAGEMENT COMMITTEE
  - Children & Families
  - Health Overview
  - Scrutiny Inquiry Panel
- REGULATORY COMMITTTEES
  - Planning and Rights of Way
  - Licensing Committee
    Licensing & Gambling
    Licensing General
- OUTSIDE BODIES & PARTNERSHIPS
  - Hampshire Fire & Rescue Authority
  - Hampshire Police & Crime Panel
  - Partnership for Urban South
  - South East Employers
  - Local Democracy & Accountability Network for Councillors

Appendix 5

CABINET FUNCTIONS

The Cabinet collectively, and Cabinet Members individually, will be responsible for the following functions:

- The community planning process and the search for best value, with input and advice from overview and scrutiny committees and any other persons as appropriate;
- The preparation of the local authority's Policy Framework and Budget;
- The preparation of the authority's financial strategy;
- Setting a clear and realistic direction, reflected in the Council Strategy and financial strategy; setting out clear corporate priorities and ensuring they are reflected in the budget and other planning and decision-making processes; ensuring that decisions of the Executive reflect corporate priorities and plans, including decisions about the allocation of resources; communicating decisions on corporate priorities to the local community;
- The promotion and pursuit of principles espoused by the Council in respect of social cohesion, and a sustainable environment, in its role as an employer, service provider and the exercise of community leadership;
- Achieving efficiencies through taking in-year decisions on resources and priorities, together with other stakeholders and partners in the local community, delivering and implementing the budget and policies decided by Full Council;
- Being the focus for forming partnerships with other local public, private, voluntary and community sector organisations to address local needs;
- Determining proposals for and variations to the Policy Framework and Budget that are to be proposed to Full Council;
- Considering reports of Overview and Scrutiny Management Committee, and its Panels (sub- committees) and formulating responses to those;
- Making any decision in respect of an Executive function which has been delegated where the delegate has decided not to exercise his/her delegation;
- In the absence of any Cabinet Member (including the Leader) or where any Cabinet Member (including the Leader) is not available or able to make a decision, Cabinet may, subject to the Leader's agreement, discharge that Executive function in respect of that decision;
- Subject to the budget, determining the grants to be paid by the Council;
- The Council's pursuit of efficiencies and Value for Money in its use of resources for the provision of services to citizens of the City and its business community by pursuing a holistic approach through the effective integration of programmes and plans including the Sustainable Community Strategy and Southampton Connect and the Council's customer focus through programmes of continuing improvement;
- The appointment of any individual:
  - to any office other than an office in which s/he is employed by the authority;
  - to any other body other than (i) the authority (ii) a joint committee of two or more authorities; or to any committee or sub-committee of such a body. and the revoking of any such appointment, to the extent that appointments are usually but not exclusively to outside bodies in connection with functions which are the responsibility of the Executive;
- The appointment of any panel, body or other grouping of elected Members, officers or other persons, together or in combination, whether or not jointly with any other authority or organisation other than a committee, a sub-committee of the Council or a

joint committee of two or more authorities, as defined in Section 101 of the Local Government Act 1972;

- Matters relating to the Portfolio involving Member contacts with the Government and any Regional or National organisations;
- The application of national policies locally and any consequent forward planning necessary;
- Liaison and joint working with other Cabinet Members to ensure the objectives of the Council are met and that Business and Service Plans link with commitments agreed by the Cabinet;
- Reporting to Full Council and its decision-making and scrutiny functions where appropriate;
- Seeking comments on Policy development through Cabinet and Scrutiny and issuing statements and bulletins related to matters within the Portfolio;
- Representing the Council on and exercising any functions in relation to any Partnership Boards or Committees to which they are appointed.

Cabinet commitments

Leaders' Portfolio

Meeting Title	Frequency	Meeting Length
Council	Bi-monthly	4 hours
Cabinet	Monthly	2 hours
Cabinet/EMT	Fortnightly	1.5 hours
Informal Cabinet	Weekly	1 hour
Leaders CMB	Monthly	1 hour
Business Improvement Board	Monthly	1 hour
Business South	Bi-monthly	2 hours
Southampton Connect	Bi-monthly	2 hrs
Hampshire Partnership	No pattern	3 hours
Joint Commissioning Board	Bi-monthly	2 hours
Local Government Association - HIOWLGA	Quarterly	2 hours
Partnership for Urban South Hampshire	Monthly	2 hours
Partnership for Urban South Hampshire – Overview and Scrutiny Committee	As required	As per agenda requirement
Solent LEP	Bi- monthly but can be monthly (dependant on agenda)	1 to 1.5 hours
South East Employers	Three meetings per year	As per agenda requirement
Solent Freeport Consortium	Monthly	1.5 hours
Local Outbreak Engagement Board	Bi-monthly	2 hours

Appendix 6

Cabinet Member for Growth

Meeting Title	Frequency	Meeting Length
Council	Bi-monthly	4 hours
Cabinet	Monthly	2 hours
Cabinet/EMT	Fortnightly	1.5 hours
Informal Cabinet	Weekly	1 hour
Growth CMB	Monthly	2 hours
Business South	Bi-monthly	2 hours
Port Health Consultative Group	Three times per year	2 hours
Solent Transport Board	No pattern	As per agenda requirement
TFSE Shadow partnership Board	Trimonthly	2hours
Economy and Growth Board	Monthly	1 hour
Solent Transport Joint Committee	Bi-monthly	1 ½ hours
Intelligent City Steering Group	Monthly	2 hours
SRFCC meetings	Variable	2.5 hours

Cabinet Member for Environment

Meeting Title	Frequency	Meeting Length
Council	Bi-monthly	4 hours
Cabinet	Monthly	2 hours
Cabinet/EMT	Fortnightly	1.5 hours
Informal Cabinet	Weekly	1 hour
Environment CMB	Monthly	2 hours
Port Health Consultative Group	Three times per year	2 hours
Corporate Parenting	Bi-monthly	2 hours
Project Integra Strategy Board	No pattern	1 hour
Southampton Energy Partnership	No pattern	2 hours
Southern Regional Flood & Coastal Committee	Trimonthly	2 ½ hours
JMWMS Board Meeting (joint Municipal. Waste Management Strategy)	One meeting listed in diary in July	2 hours

HCC, PCC, SCC Members Strategic Tripartite	One meeting listed in diary in July	1 ½ hours
Project Integra Strategic Board	One meeting listed in diary in July	2 hours
Safeguarding Children partnership	One meeting listed in diary for June	2 hours
Standing Conference on Problems Associated with the Coastline	Three meetings per year	None set – no data available

Cabinet Member for Finance

Meeting Title	Frequency	Meeting Length
Council	Bi-monthly	4 hours
Cabinet	Monthly	2 hours
Cabinet/EMT	Fortnightly	1.5 hrs
Informal Cabinet	Weekly	1 hour
Finance CMB	Monthly	1.5 hours

Cabinet Member for Education

Meeting Title	Frequency	Meeting Length
Council	Bi-monthly	4 hours
Cabinet	Monthly	2 hours
Cabinet/EMT	Fortnightly	1.5 hours
Informal Cabinet	Weekly	1 hour
Children's CMB	Monthly	2 hours
Future of Work Advisory Board	3 monthly	2 hours
Schools Forum	Bi-monthly	Variable
Solent LEP Skills Advisory Board	3 monthly	1.5hours
Wulfriss Education Foundation	3 monthly	2 hours
Corporate Parenting	2 monthly	2 hours

Cabinet Member for Children's Social Care

Meeting Title	Frequency	Meeting Length
Council	Bi-monthly	4 hours
Cabinet	Monthly	2 hours
Cabinet/EMT	Fortnightly	1.5 hours
Informal Cabinet	Weekly	1 hour
Children's CMB	Monthly	2 hours
Community Champion for MH	Variable	Variable
Health & Wellbeing Board	2 monthly	2 hours
Local Safeguarding Children's Board	2 monthly	3 hours
Joint Commissioning Board	Bi-monthly	2 hours
Corporate Parenting	2 monthly	2 hours
Local Outbreak Engagement Board	2 monthly	2 hours

Cabinet Member for Health & Adult Social Care

Meeting Title	Frequency	Meeting Length
Council	Bi-monthly	4 hours
Cabinet	Monthly	2 hours
Cabinet/EMT	Fortnightly	1.5 hours
Informal Cabinet	Weekly	1 hour
Adults CMB	Monthly	2 hours
Community Champion for MH	Variable	Variable
Health & Wellbeing Board	Quarterly	1 hour
CCG	No pattern	Variable
Learning Disabilities Partnership Board	6 weekly	2 hours
Local Safeguarding Adults Board	Bi-monthly	3 hours
Southern Health NHS Foundation Trust	No information available	No meeting data available
UHS Southampton NHS Foundation Trust	No information available	No meeting data available
Local Outbreak Engagement Board	As required	2 hours
Scrutiny Enquiry Panel – Carer Friendly Southampton	Variable (2019/20 financial year)	Variable

Cabinet Member for Communities, Culture and Heritage

Meeting Title	Frequency	Meeting Length
Council	Bi-monthly	4 hours
Cabinet	Monthly	2 hours
Cabinet/EMT	Fortnightly	1.5 hours
Informal Cabinet	Weekly	1 hour
CCH CMB	Monthly	2 hours
Community Champion for Heritage	Variable	Variable
Safe City Partnership	Quarterly	2 hours
Solent Skies Board of Directors	As required	No data available
Southampton International Airport Consultative Committee	Quarterly	2 hours
Youth Justice Management Board	Quarterly	3 hours

Cabinet Member for Customer Services and Transformation

Meeting Title	Frequency	Meeting Length
Council	Bi-monthly	4 hours
Cabinet	Monthly	2 hours
Cabinet/EMT	Fortnightly	1.5 hours
Informal Cabinet	Weekly	1 hour
Customer Services CMB	Monthly	3 hours
Joint Pension Fund Panel & Board	Quarterly	3 hours

Appendix 6

Leader of the Opposition

Meeting Title	Frequency	Meeting Length
Council	Bi-monthly	4 hours
Shadow Cabinet	Monthly	2 hours
Hampshire Partnership	Fortnightly	1.5 hours
Local Government Association	Weekly	1 hour
City of Culture Board of Trustees	Monthly	2 hours
Solent Growth Forum	As required	As per agenda requirement

OVERVIEW AND SCRUTINY HANDBOOK:

A PRACTICAL GUIDE FOR SCRUTINY MEMBERS

JUNE 2021

CONTENTS

INTRODUCTION

Purpose

1.   This handbook is designed to provide information for Members and Officers involved in scrutiny activities and aid the effectiveness of the scrutiny process. It is subject to revision by the Overview & Scrutiny Management Committee from time to time. It sets out locally agreed procedures and processes for Scrutiny, and should be read alongside the Council's Constitution which reflects the legal requirements of the Local Government Act 2000 and other relevant legislation. The Constitution also contains the Code of Conduct for Members and the Officer / Member protocol, both of which are relevant to this handbook.

2.   The statutory Overview & Scrutiny function is defined in Article 6 of the Constitution. The following definitions are used in this handbook:

- The phrase "Scrutiny bodies" encompasses Overview and Scrutiny Management Committee, the Health Overview and Scrutiny Panel, the Children and Families Scrutiny Panel, and the Scrutiny Inquiry Panel.
- "Scrutiny Member" means a person who is a member of a Scrutiny body, and this can include non-Councillors.

3.   Section 9F of the Local Government Act 2000 requires the appointment of at least one overview and scrutiny committee. Southampton City Council will have two bodies that will share the statutory function between them.

Background

4.   Overview and Scrutiny has a specific statutory basis under Part 1A of the Local Government Act 2000, which introduced Executive arrangements for local authorities. This was extended by the Health and Social Care Act 2001, which extended local authority scrutiny to NHS bodies. The Police and Justice Act 2006 empowers overview and scrutiny committees to scrutinise Crime and Disorder Reduction Partnerships, and the partners who comprise it, insofar as their activities relate to the partnership. The Local Government and Public Involvement in Health Act 2007 lists a number of relevant partner authorities overview and scrutiny committees can request information from, and consequently engage them in the scrutiny process. This Act also formalised the Council's existing arrangements requiring the Executive to attend overview and scrutiny meetings when requested and introduced the power for any councillor to refer a local government matter to an overview and scrutiny committee, whether or not they are a member of that particular committee or sub-committee (commonly referred to as the Councillor Call for Action).

5.   The work of overview and scrutiny aims to reflect the "4 Principles of Effective Scrutiny" established by the Centre for Public Scrutiny, which together aim to improve accountability in the local democratic processes and lead to improved public services. The 4 principles are:-

- Providing a "critical friend" challenge
- Enabling the voice and concerns of the public and local communities
- Being undertaken by "independent minded governors" who lead and own the scrutiny process
- Driving improvement in public services.

Key functions

6.   The Overview and Scrutiny function is a key element in the Council's democratic mechanism. One of its key roles is to hold the Executive to account by:-

   - Questioning and evaluating the Executive's actions, both before and after decisions are taken
   - Monitoring the performance and financial management of the Council
   - Developing and reviewing policies, including the Policy Framework and Budget Strategy
   - Making reports and recommendations on any aspect of Council business (ie non-executive functions) and other matters that affect the City and its citizens.

7.   Overview and Scrutiny is a key mechanism for enabling Councillors to represent their constituents' views to the Executive to inform policy development. The Council's Overview and Scrutiny bodies will review local authority policies and matters of local concern and interest, and make recommendations to the Executive and Full Council. They are the main way in which the Executive is to be held to account in public for the discharge of the functions it is responsible for. In addition, through the "Call-In" procedure scrutiny members are able to require the Executive to publicly defend and, if necessary, reconsider important decisions.

FRAMEWORK AND STRUCTURES FOR THE DELIVERY OF OVERVIEW & SCRUTINY

The Council's Overview and Scrutiny function is undertaken by the Overview and Scrutiny Management Committee, the Health Overview and Scrutiny Panel, the Children and Families Scrutiny Panel and the Scrutiny Inquiry Panel.

The role of the Overview and Scrutiny Management Committee

8.   The Overview and Scrutiny Management Committee is responsible for:

- Setting the overall Scrutiny agenda
- Setting and monitoring standards for Scrutiny
- Establishing Scrutiny Panels
- Preparing a Scrutiny Inquiry Programme
- Scrutiny of all corporate and resource management issues
- The exercise of all decisions called in
- Scrutiny of the Forward Plan
- Monitoring performance and budgets
- Considering, at least once a year, actions undertaken by the responsible authorities on the Safe City Partnership
- Responding to the Councillor Call for Action with the exception of health matters where the Health Overview and Scrutiny Panel will respond
- Engaging with the Leader of the Council and appropriate members of Southampton Connect in State of the City debates.

The role of the Health Overview and Scrutiny Panel

9.   The Health Overview and Scrutiny Panel is legally a sub-committee of the Overview and Scrutiny Management Committee.

10.   The Health Overview and Scrutiny Panel is responsible for undertaking the statutory scrutiny of health across Southampton. This role includes:

- Responding to proposals and consultations from NHS bodies in respect of substantial variations in service provision and any other major health consultation exercises
- Scrutiny of Adult Social Care issues in the City unless they are forward plan items. In such circumstances members of the Health Overview and Scrutiny Panel will be invited to the relevant Overview and Scrutiny Management Committee meeting where they are discussed
- Scrutinising key decisions of the health agencies in the City and the development and implementation of the Joint Strategic Needs Assessment and Health and Wellbeing Strategy developed by the Health and Wellbeing Board
- Liaising with, and responding to, matters brought to the Panels attention by Healthwatch Southampton
- Undertaking inquiries relating to health and well-being issues in the city
- Considering Councillor Calls for Action for health and social care matters.

The role of the Children and Families Scrutiny Panel

11.   The Children and Families Scrutiny Panel is legally a sub-committee of the Overview and Scrutiny Management Committee.

12. The Children and Families Scrutiny Panel is responsible for undertaking the scrutiny of services for children and families across Southampton. This role includes:

- Scrutiny of Children and Families Services in the City, including MASH, Early Help, Specialist & Core Service, looked after children, education and early years and youth offending services, unless they are forward plan items. In such circumstances members of the Children and Families Scrutiny Panel will be invited to the relevant Overview and Scrutiny Management Committee meeting where they are discussed.

The role of the Scrutiny Inquiry Panel

13. The Scrutiny Inquiry Panel is legally a sub-committee of the Overview and Scrutiny Management Committee. The Panel is responsible for undertaking scrutiny inquiries in accordance with a programme developed by the Overview and Scrutiny Management Committee.

Membership of Scrutiny Bodies

14. Details of who can be a member of Scrutiny bodies are set out in rule 3 of the Overview and Scrutiny Procedure Rules in the Constitution, as are the arrangements for appointing Chairs and Vice-Chairs of Scrutiny bodies. By local convention, it is agreed that:

- The Chair of Overview and Scrutiny Management Committee will be a Member from a political group other than that which forms the Executive
- The Vice-Chair of Overview and Scrutiny Management Committee may, but does not have to, come from the group(s) forming the administration

Church and Parent Governor Representatives

15. Under Regulations and the Local Government Act 2000, Church and Parent Representatives should be appointed as members of the Scrutiny panels dealing wholly or partly with the Council's education functions. They are eligible to chair Overview and Scrutiny Management Committee and its panels and to vote on matters relating to education. Where a panel chaired by a Church or Parent representative deals with other (non-LEA) functions a Councillor should take over the Chair when non-education matters are being discussed so as to allow the Chair a casting vote if necessary.

16. In Southampton the following arrangements have been made for Church and Parent representatives –

2 Church Representatives: one nominated by the Roman Catholic (Bishop of Portsmouth) board of education and one by the Church of England (Winchester Diocese) board of education;

2 Parent Representatives who have been elected by parent governors at Southampton schools representing the primary and secondary sectors.

17. Unlike other non-Councillors, the 4 Church and Parent reps are by law allowed to vote on education matters considered by the Panel they are members of. They

must be treated no differently than their Councillor colleagues, and have the same rights of access to information, as well as duties to declare interests and exercise powers of Call-In detailed in rule 12 of the O&S Procedure Rules in the Constitution in relation to education matters. These 4 representatives will, therefore, be invited to attend Overview and Scrutiny Management Committee and the Children and Families Scrutiny Panel when it is examining any education matter.

Duration of Scrutiny Meetings

18.   In the interests of economy, and in acknowledgement of the pressure on diaries of Cabinet Members and officers, meetings should not regularly be protracted or unduly long. Committee and Panel Chairs should ensure that the items of business are prioritised on the agenda, and that the meeting is conducted in a brisk and business-like manner, without compromising the ability of Scrutiny Panel Members to review agenda items in a thorough manner.   Members have previously indicated that they prefer, where possible, that meetings should not exceed 2 hours in duration.

Executive Members

19.   Executive Members are not permitted to be Members of Overview and Scrutiny Committees or Sub-Committees. Rule 3 of the Overview and Scrutiny Procedure Rules in the Constitution sets out the rules concerning when a former Executive Member may become a member of a Scrutiny body. In essence a 6 month "firebreak" period exists between ceasing to be a Cabinet Member and becoming a member of a Scrutiny body. There are exceptions, including when there is a change in the political control of the Council.

Attendance at Scrutiny Meetings

20.   The Local Government Act 2000, the Health and Social Care Act 2001, the Police and Justice Act 2006 and the Local Government and Public Involvement in Health Act 2007 gives the Overview and Scrutiny Management Committee / Health Overview and Scrutiny Panel / Children and Families Scrutiny Panel the following legal powers:

- To require officers and Executive Councillors (but not other Councillors or co-optees) both to attend before it and to answer questions;
- To require the Chief Executive or Chair of an NHS Trust to attend before it and answer questions on health matters;
- To require the attendance of a representative from the responsible authorities for crime and disorder to answer questions on community safety issues. Responsible authorities include the local authority, the police force, the fire and rescue authority and the clinical commissioning group;
- To require relevant partner organisations to provide information when requested;
- To invite (but not require) other persons to attend meetings, e.g. local MPs, utility providers, citizens' groups etc.

21.   Executive Councillors and officers are under a legal duty to comply both in attending and answering questions. No-one is required to answer any question they would be entitled to refuse to answer in a court of law. The legal duty to appear and answer questions does not arise until the Scrutiny body has passed a formal resolution to that effect and served a "Requirement for Attendance Notice" on the person concerned in accordance with the procedure set out in O&S

procedure rule 10 in the Constitution. This requires a copy of the notice to be sent to the Monitoring Officer. However, the local convention is that such a notice would only be served if an invitation to attend was rejected or ignored. It is agreed between the political groups that all Councillors, whatever their status, will fully co-operate, and attend to answer questions when invited. If a Councillor refuses to attend for reasons thought unconvincing, this can be recorded in the Committee's / Panel's report. Failure to attend in breach of a Notice is a breach of standards and may be reported to the Governance Committee where an Executive Member has not attended.

Attendance of Officers

22. Section 9F of the 2000 Act allows scrutiny bodies to require officers to attend to answer questions. Where the Overview and Scrutiny Management Committee or Scrutiny Panels exercise that power they should also consider the seniority of officers it would be appropriate to require to appear before it. They should always ensure that the right person with the required level of knowledge and responsibility is the person invited.

Who Scrutiny should call to question at Scrutiny meetings

23. In deciding who to call, Overview and Scrutiny Management Committee and its Panel should consider the following framework of accountability:

24. **The Leader and Executive Members ("Cabinet")**
Accountable for the political direction of the Executive which forms the Council's administration and, subject to their approval by full Council, propose and implement the policy framework and budget strategy. They also discharge those powers given to the executive, whether taken in Cabinet or individually.

25. **The Chief Executive, Executive Directors and Statutory Officers**
The Chief Executive, Executive Directors and Statutory Officers are responsible for the implementation of the approved policy framework and budget strategy and for other decisions taken by executive Councillors or the regulatory committees, for the actions of Council directorates and officers under the scheme of delegation, for policy advice, financial and legal probity, value for money, disciplinary matters and for the Council's overall administration. Although responsible to the Chief Executive, the Monitoring Officer and Chief Financial Officer (Section 151 Officer) have their own particular responsibilities under statute independent of the full Council, the Cabinet, the Chief Executive or any other officers. These are set out in the Constitution.

26. **Service Directors and Heads of Service (Level 1)**
Responsible for the implementation and delivery of policies and other decisions taken by the Cabinet or regulatory committee's in particular service/policy areas.

Manner of Questioning

27. The overall principles which apply to attending Scrutiny meetings are the same as apply to attendance at any other Council meeting, and reflect the Officer / Member Protocol. It is recognised that Scrutiny may from time to time undertake work involving detailed examination and exploration of the reasons behind decisions or performance trends, and as such it is important to have clear ground rules for the

benefit of both those attending to provide information and those carrying out the scrutiny.

28. The principles relating to Scrutiny are designed to ensure fairness to participants in the Scrutiny process and to facilitate effective Scrutiny which relies on the sharing of appropriate, good quality information:

- Every individual invited to appear before a Scrutiny Committee/Panel should be provided with an outline of the topics and areas they can be expected to answer questions on.

- Questioning should remain within the subject area indicated to executive members, officers and other witnesses.

- All individuals attending a meeting should be given a reasonable opportunity to answer questions and to clarify or correct anything they feel may have been misconstrued.

- Everyone will be treated politely, fairly and with respect. (This has particular importance with regard to officers, where breach of this can give rise to grievance or even constructive unfair dismissal claims).

- Certain matters may be subjudice or under investigation by the Council or other agencies, and it may be inappropriate to pursue certain matters at that time accordingly.

- Members of the public can address a Committee/Panel at the discretion of the Chair.

- Compliance with all legal requirements, including (but not limited to) the Human Rights Act and the Council's constitution – is important.

- Scrutiny meetings are not disciplinary hearings, and Scrutiny Members should ensure that when examining the performance of the Executive that they do not stray into this territory. Discipline is the Chief Executive's function alone in relation to staff, and the Monitoring Officer, the Standards Sub-Committee and the National Standards Board as regards the conduct of Councillors/Members under the National Code of Local Government Conduct/Local Code of Conduct.

Consulting others about inquiries/reviews

29. Where appropriate, and particularly when undertaking Scrutiny inquiries, the Scrutiny Inquiry Panel will seek to involve key partner organisations, groups, and individuals from outside the Council in the inquiry. The Overview and Scrutiny Management Committee should formally consider how external parties can make the most effective contribution at the inquiry planning stage. Better outcomes are likely to be generated by seeking views from as many communities and interested parties as necessary to get a balanced picture of the effects of policy and Executive decisions. In particular they should pay attention to obtaining views from 'hard to reach' groups such as minority ethnic communities and disabled people, and vulnerable citizens.

Declarations of interest through previous involvement in decision making

30.   If a Member is involved in the consideration of an item at a meeting of a Committee/Panel, he/she should regard him/herself as having a personal and a prejudicial interest if the business relates to a decision made, or action taken, by another of the authority's committees or sub-committees; or joint committees or joint sub-committees, of which he/she is also a member, unless the member is attending scrutiny to answer questions or give evidence relating to that decision or action.

31.   Where a member has such a prejudicial interest they must:

- Withdraw from the room where a meeting is being held whenever it becomes apparent that the matter is being considered at that meeting, unless he/she has obtained a dispensation from the authority's standards committee; and
- Not seek improperly to influence a decision about that matter.

Rights to Copies of Executive's Documents

32.   The rules on access to the Executive's documents are set out in the 'Access to Information Procedure Rules' of the Constitution. Subject to the next paragraph, the Overview and Scrutiny Management Committee and Scrutiny Panels are entitled to copies of any document which is in the possession or control of the Executive [or its committees] and which contains material relating to –

- any formal decision-making business transacted at a public or private meeting of the Executive or its committees; or
- any decision taken by an individual Member of the Executive.

33.   An Overview and Scrutiny Committee will not be entitled to see:

- any working or background document that is in draft form (This does not apply to draft policy and strategy documents or the draft budget);
- any part of a document that contains exempt or confidential information, unless that information is relevant to an action or decision they are reviewing or scrutinising or intend to scrutinise; or
- advice provided to a Member in confidence, in line with the Officer / Member protocol.

Protection from Defamation

34.   Anyone attending a properly convened meeting of a Scrutiny Body, whether as a member of Overview and Scrutiny Management Committee/Panel or a witness or officer supporting the meeting, has the legal protection of "qualified privilege" from personal liability in relation to the law of defamation.

35.   This means –

- They cannot be sued for defamation in relation to anything said or written, provided they do not do so maliciously.
- The final report will also have the same qualified privilege provided that potentially defamatory material is not included maliciously.

36. Qualified privilege only applies to defamation proceedings and would not cover conduct that might bring other legal liability for e.g. unfair dismissal. Also it only applies to a properly convened meeting of a committee or sub-committee. This means a public meeting of the Overview and Scrutiny Management Committee / Scrutiny Panels convened in accordance with the Access to Information provisions of the Local Government Act 1972, whether or not confidential/exempt items are on the agenda.

Declarations of Interest

37. All Scrutiny agendas follow a standard format. At the start of the meeting Members are invited to declare:

- Personal and pecuniary interests
- Prior participation in any decision taken by a Committee, Sub-Committee or Panel of the Council on the agenda and being scrutinised at the meeting.

38. The Chair is not obliged to read these items out in full, and can simply ask Members whether they have any declarations to make under each item. However, if there are members of the press and public present at the meeting, then in the interests of openness, transparency and accountability it is advisable for the Chair to read the items in full.

Declaration of the Party Political Whip

39. The Government believes whipping is incompatible with overview and scrutiny and recommends that whipping should not take place, and that where it does it should be declared. The proper and thorough examination of decisions and policies in the public interest should come before local party political allegiance and expediency. An item inviting Members to declare the application of any party political whip is included on all scrutiny agendas to reflect government guidance on best practice. If a Member declares the party whip, that fact is recorded in the minutes of the meeting. The Member is not required to leave the meeting.

Limits of the Scrutiny Process

40. Scrutiny Committees/Panels do not exist to serve as a "court of appeal" against decisions or to pursue complaints by individuals (Councillors, officers or members of the public) as other procedures exist for this e.g. the Corporate Complaints Procedure, and external/statutory mechanisms, e.g. the Local Government Ombudsman or appeal to the courts. That said:

- Committees/Panels may investigate the manner in which decisions are made but should not pass judgements on the merits of a decision in individual cases.
- They can comment, however, on the merits of a particular policy affecting individuals.

Review of Regulatory Committee's Work

41. Where a Committee/Panel reviews the work of another Council (i.e. non-Executive) committee it should not scrutinise individual decisions made by such committees, particularly decisions in respect of development control, licensing, registration, consents and other permissions. The Overview and Scrutiny Management

Committee in particular, as the co-ordinating Scrutiny body, will need to ensure such scrutiny is not an alternative to normal appeals procedures.

Review of Non-Executive Functions

42.   Although Committees/Panels have the power to make reports and recommendations on functions that are non-Executive functions, this should normally only be used as part of wider policy reviews.

HOLDING THE EXECUTIVE TO ACCOUNT

Overview and Scrutiny Management Committee - Regular Agenda Items

43.   The Overview and Scrutiny Management Committee will normally meet monthly. At this meeting it will hold the Executive to account by a variety of mechanisms that will include:

*   **The Forward Plan -** The Overview and Scrutiny Management Committee will discuss forthcoming decisions with the Executive and bring to the Executive's attention matters considered to be appropriate in taking individual decisions;

*   **Service and Financial Performance Information –** The Overview and Scrutiny Management Committee will receive the same quarterly performance monitoring reports and periodic financial monitoring as Cabinet Members, detailing service performance, financial monitoring information, and an explanatory narrative to enable progress to be monitored against the targets and commitments set out in the Council Plan;

*   **Any Policy Framework Plans** – Consideration of issues papers summarising the main elements of Policy Framework Plans to be recommended to the Council by the Executive;

*   **Any reports by other Review Bodies** – This might include reports from external inspection bodies. The Committee would be likely to seek the views of the Executive on comments made in the reports and identify actions proposed to address any of the issues raised;

*   **Items placed on the agenda by elected Members (including Councillor Calls for Action)** – This applies where an issue has been placed on the agenda by a member in accordance with overview and scrutiny procedure rule 9, or in accordance with the agreed process for dealing with Councillor Calls for Action.

Policy Framework

44.   Overview and Scrutiny has an integral role to fulfil in policy development. The Executive will consult the Overview and Scrutiny Management Committee during the process of preparing the draft budget and draft plans and strategies. Details of this interaction are set out in the Constitution under the Budget and Policy Framework Procedure Rules.

45.   When elements of the Policy Framework are under review, the Overview and Scrutiny Management Committee should consider:

*   The Executive's initial proposals for the Policy Framework in the form of an Issues Paper detailing significant changes from the existing policy framework, how the proposals reflect any Scrutiny Inquiry or other review recommendations, and details of the consultation underpinning the proposals;

*   The evidence of individuals or organisations invited by the Overview and Scrutiny Management Committee, or else requesting representations to comment on the policy framework proposals, e.g. from partner organisations.

46.   The Overview and Scrutiny Management Committee's role at this stage is essentially one of quality control, ensuring that the policy directions proposed have been adequately researched and developed, that adequate consultation has taken place, and that the results of the consultation are reflected in the proposals.

47.   A report detailing the Committee's comments on the initial proposals will be submitted to the Executive after the meeting at which it was discussed. This report will also be submitted to Council for consideration along with the Executive's proposals.

Call-in

48.   The Overview and Scrutiny Management Committee may hold the Executive to account for the discharge of its functions by examining, challenging, and if necessary requesting changes to, executive decisions made, but not yet implemented. This power is exercise through "Call–In". The power does not enable the Overview and Scrutiny Management Committee to require that a decision be changed.

49.   The Council's Call-In procedure is set out in rule 12 of the Overview and Scrutiny Procedure Rules in the Constitution. It applies to decisions taken by the Executive as a whole, or an individual Executive Councillor or an officer acting under delegated powers. The procedure's main features are :

- Only Overview and Scrutiny Management Committee can exercise the Call-In function;
- Call-In applies to all executive decisions taken by the Cabinet Members, either working individually or collectively, and to "key" executive decisions taken by officers under delegated powers;
- The particular decision must not have been implemented at the time Call-In is made. However, it should be noted that the decision cannot be implemented until after the Call-In meeting has taken place;
- Urgent decisions cannot be Called-In, as the Chair and Vice-Chair of the Overview and Scrutiny Management Committee will have already been involved in the question of whether the particular decision is urgent;
- Call-In has a special role to play where a decision is thought to be contrary to, or not wholly in accordance with, the approved policy framework or budget.

50.   Call-In procedures have the potential, if abused, to significantly disrupt the smooth running of the Council and should be used only in exceptional circumstances. Overview and Scrutiny Management Committee will report to Council on a 6 monthly basis the number of decisions that have been Called-In during that period, and the outcome of the Call-Ins.

51.   In order to manage the use of Call-In, it is recommended that prior to calling in a decision, Members should:

- Obtain and read the report on which the decision is based;
- Discuss the decision and the reasons behind it with the decision maker/lead officer;
- Identify on the Call-In notice the specific concerns arising from the decision to be discussed at the call-in meeting;

- Discuss their proposal to use the call-in procedure with the Scrutiny Manager.

52.   It is not recommended that Call-In is applied to:

- Any decision in relation to the award of bus contracts where this would result in a break of service to the public;
- Any decision relating to the award of a discretionary grant to a third party where the likely result of the delay would be that the decision could not be implemented prior to the commencement of the financial year to which the award relates, or be detrimental to that party.

53.   The call-in process can be activated either by the Chair of Overview and Scrutiny Management Committee acting singly, or by any 2 members of Overview and Scrutiny Management Committee acting together, or by two of the Church and/or Parent Scrutiny Members acting together, but only in respect of the Council's functions as a local education authority.

54.   Scrutiny Members are encouraged to submit Call-in notices as soon as possible, and avoid submitting them on the last day of the Call-in period. Timely deposit of Call-in notices will enable members who may have inadvertently submitted an invalid Call-in notice to have an opportunity to re-submit a valid one.

55.   Call-in notices are available in hard copy from Democratic Services. The notices are also available on the Members' Zone of the intranet.   When submitting hard copies, all Members requesting the Call-in must sign the notice. When submitting notices electronically each of the Members requesting the Call-in should be identified on the notice, and should confirm their request by e-mail.   The notices submitted electronically should be sent to mark.pirnie@southampton.gov.uk.

Items Placed on the Agenda by Elected Members - Including Councillor Call for Action

56.   Any member of the authority has the legal right to have included in the agenda for a meeting any local government matter relevant to that Committee/Panel's functions, and for it to be discussed at the meeting. This can be done by a Scrutiny Member depositing a "Scrutiny Request Form" in accordance with the procedure set out in Rule 8 & 9 of the Overview and Scrutiny procedure rules or rules 26.5 and 26.6 of the council procedure rules on the Constitution. The key factor to be aware of is that the Scrutiny Request Form must be delivered to the Director, Legal and Governance at least 12 clear working days before the date of the next meeting. However, the earlier the form is delivered, the greater the opportunity for a more detailed report to be submitted to the meeting with facts to enable the issue to be scrutinised. When a Scrutiny Member exercises his/her power to place an item on the agenda the item would be placed on the Overview and Scrutiny Management Committee or Scrutiny Panel agenda for discussion with the Executive Member and/or senior officers.

57.   In addition the Local Government and Public Involvement in Health Act 2007 introduced, to help frontline councillors raise matters on an authority's agenda on behalf of their constituents, the Councillor Call for Action (CCfA).

58.   The aim of the CCfA is to support elected Members in achieving improvements for their local areas. The Act envisages that:

- councillors identify issues of significant concern to their communities;
- they seek to resolve problems by talking to the local authority and other service providers;
- if they cannot resolve matters, then they can refer them to overview and scrutiny committees.

59.   At the meeting of the Overview and Scrutiny Management Committee in June 2009 a process was agreed for managing CCfA's in Southampton. The outline process is as follows:
   a. Ward Councillor resolves issue at a local level;
   b. If unable to do so, Ward Councillor completes a CCfA request form available from Democratic Services and sends it to the Scrutiny Manager who will send it on to the Overview and Scrutiny Management Committee Chair / Health Overview and Scrutiny Panel Chair, if health related;
   c. The Chair of the Overview and Scrutiny Management Committee or Health Overview and Scrutiny Panel will then determine whether to take the CCfA forward and s/he will inform the Ward Councillor whether s/he will accept the CCfA within 3 working days;
   d. Relevant Members, partners and officers agree how the CCfA is to be handled;
   e. The CCfA is heard at the first available meeting of the Overview and Scrutiny Management Committee / Health Overview and Scrutiny Panel;
   f. The Overview and Scrutiny Management Committee / Health Overview and Scrutiny Panel agrees a resolution for the CCfA.

60.   Reasons the Chair may not take the CCfA forward to Committee could include:
- Not enough information has been provided;
- More could be done to resolve the issue at a local level, e.g. key people have not been contacted;
- The CCfA is, or has stemmed from, a vexatious complaint;
- The matter has recently been examined by Overview and Scrutiny (though the Ward Councillors may argue that certain aspects were not sufficiently covered hence a need for a CCfA);
- The matter is the subject of an ombudsman complaint or other official complaints procedure;
- The matter falls under excluded matters such as those decided by Regulatory Committees (Planning, Licensing and Education Appeals).

61.   The Committee's/Panel's decision will mirror one of the following options:
- The Committee/Panel could determine not to make a report (perhaps because it is not considered the right time to consider a particular issue);
- The Committee/Panel could write a report on the CCfA, which would be a public report;
- The Committee/Panel could determine that it is a complex issue that requires further investigation, and undertake a Scrutiny Review or Overview of the issue.

62.   The CCfA is not:
- A way to resolve individual casework problems;
- An appeals process;
- A forum for vexatious complaints.

63.   The Overview and Scrutiny Management Committee will consider all CCfA's with the exception of those relating to health and adult social care. These issues will be

considered by the Health Overview and Scrutiny Panel.

Recommendations and Scrutiny Monitoring Procedures

64. During the course of meetings, members are encouraged to formulate recommendations on matters which they consider appropriate to pass a comment or to recommend a particular course of action to a Cabinet Member. Recommendations should be as concise and unambiguous as possible. The monitoring procedure allows action taken to be monitored against the original proposal made at the meeting.

65. All recommendations made by the Overview and Scrutiny Management Committee are collated into a scrutiny monitoring form. This document is then put to 2 uses: -

   - Firstly it used as the means to identify work required from the Decision Maker. This ensures that the same wording is used at an early stage by everyone involved.

   - Secondly, it is reported back to the following Overview and Scrutiny Management Committee meeting with the action taken being recorded. This enables the Committee to check that the Decision Maker is responding to their recommendations. The number of outstanding responses, and the length of time elapsed since the recommendation was made can be tracked.

SCRUTINY INQUIRIES

Planning for Scrutiny Inquiries

66.   Annually the Overview and Scrutiny Management Committee will prepare a limited Scrutiny Inquiry programme.

67.   The Committee will set the Terms of Reference for inquiries, and approve an inquiry plan identifying the number of meetings allocated to the inquiry, and an outline of the evidence to be heard at each meeting. The Committee will approve the inquiry final report and submit the report to the Cabinet for consideration.

68.   It will be the role of the Chair of the Scrutiny Inquiry Panel to ensure that the Panel maintains its focus on the terms of reference set by the Overview and Scrutiny Management Committee.

Selecting Topics for Inquiry

69.   Members may request that the Overview and Scrutiny Management Committee commissions an inquiry by tabling a motion to Council, where the matter will be discussed and, if passed, be submitted to Overview and Scrutiny Management Committee for consideration.

70.   Where Council passes a resolution that a subject is of such importance that the Overview and Scrutiny Management Committee should be directed (as opposed to requested) to commission an inquiry, the Overview and Scrutiny Management Committee must commission the inquiry to be completed within 12 months (or such other timescales as council directs), postponing other work to accommodate such demands where necessary.

71.   When considering whether to commission an inquiry into a particular policy or service area, Overview and Scrutiny Management Committee will take into account:

   - **Policy development:**
     Whether a review topic relates to an area that is going to be of major significance in terms of the development of policies and associated practices that need to be introduced in order to respond to national, regional or local developments, e.g. the refresh of a Policy Framework Plan, demographic changes etc. If so, then a scrutiny inquiry could help to influence the direction and shape of any policy proposals.

   - **Performance issues:**
      A service that fails to meet expected targets over a period of time or, appears to provide comparatively low value for money, or generate a large number of complaints and a high caseload of work for elected members could benefit from a review to explore how service delivery could be improved.

   - **Impact:**
     For an inquiry to be worth the member and officer resources invested, it must have the potential to make a difference to city life and improve a situation for the benefit of people living and working in Southampton.

- **Opportunity to engage partners:**
  With many of the key issues facing the city being addressed through joint working and mechanisms which require the active engagement of key delivery partners, there is an opportunity for inquiry outcomes to benefit from the input of partners into the scrutiny process. The Local Government and Public Involvement in Health Act also makes provision for what it terms "key partner authorities" (e.g the police and the Clinical Commissioning Group) providing information to overview and scrutiny committees.

- **Avoiding duplication:**
  There are other review bodies within the Council (e.g. the Governance Committee) and external inspection bodies seeking to ensure the delivery of strategic objectives and improved operational services by the Council and its partners. It would not be an effective use of scrutiny resources to duplicate reviews. Where the scrutiny inquiry process could add value is by identifying issues that are not being reviewed elsewhere, or by connecting issues that have been reviewed individually but which have not brought together for the benefit of local residents.

- **Resources:**
  Given the reduced resources available to support the scrutiny function the Committee will need to satisfy itself that adequate officer resources are available to support the inquiry process, both from the Scrutiny function, and from the service areas in the Council or partner organisations who would be required to provide witnesses and technical advice.

The process of undertaking a Scrutiny Inquiry

72.   Once the terms of reference and the inquiry plan for a scrutiny inquiry have been agreed by the Overview and Scrutiny Management Committee's the inquiry will be undertaken by the Scrutiny Inquiry Panel.

73.   The inquiry will then proceed in accordance with the inquiry plan. Members will be provided with a summary of the key points from each discussion. On occasions members may be invited to informal meetings. These are not subject to access to information rules and are held in private. The purpose is to allow members to review and reflect on the information presented, to discuss potential areas for recommendations, and for drafting sections of the inquiry report.

74.   At the end of the process the Panel will make any final changes to its report at a scheduled meeting. The Chair of the Panel will then present the final report to the Overview and Scrutiny Management Committee. The role of the Committee is to ensure that the Panel have met the agreed terms of reference of the inquiry and to formally approve a final document for submission to the Cabinet. The Cabinet will normally respond to an inquiry report within two months of submission to Cabinet.

SCRUTINY SKILLS

75.   This section outlines some of the key skills required to undertake successful scrutiny.

Asking Questions

76.   Scrutiny will be at its most effective when panel members examining a topic are able to ask the right people the right questions in order to get to the information required to make an effective assessment of the matter under consideration. Officers supporting Scrutiny will provide advice and support to Members if requested in advance of the meeting to ensure that Members are best placed to have the most appropriate Cabinet Members, officers and representatives from partners in attendance at their meetings. Guidance on asking questions is outlined below.

Putting questions to Cabinet Members and officers

77.   It is important to distinguish between the types of question that are most appropriate to be put to and answered by Cabinet Members, and those which are most appropriately put to and answered by officers. The paragraphs below give examples of the different types of question that can be asked of Cabinet Members and officers.

78.   Cabinet members can be expected to answer questions about:-

a) The general direction and content of policies, e.g.
- *Why do you think this is the right policy?*
- *What factors lead you to implement this policy?*
- *Council X is known to have had problems in this area – why do you think the same thing won't happen in Southampton?*
- *What are the key results and outcomes you would you expect to see in 6/12 months' time?*

b) The reasons for chosen priorities, e.g.
- *Why are you proposing to do X before Y?*
- *Why are you allocating resources to this proposal now when Y is in such a bad way?*

c) Performance within their portfolio area
- *What is your opinion of the overall performance of your portfolio this quarter?*
- *Which areas of under-performance are currently of greatest concern to you?*
- *What steps do you propose to undertake to ensure any areas of under-performance are improved?*
- *It seems to me there are problems/shortcomings with X:-*
  How serious do you think they are?
  What steps do you intend to take to improve the service?
  How soon do you think we can expect to see significant improvements?
- *It seems to me that something went seriously wrong with X:-*
  What involvement did you have in overseeing the process (name whatever the process is)?

Do you think you knew enough about what was happening, and if not, why not?
Why weren't you aware of any problem(s) earlier?
What steps have you taken to make sure this won't happen again?
Do you think these steps go far enough? (And refer to any areas where you think the cabinet member is not going far enough)

79.   If the Cabinet Member defers to officers for questions of this type, it is quite in order for the Scrutiny Member to indicate they would like the response to come from the Cabinet Member. If the Cabinet Member is unable or unwilling to do so then the Scrutiny Member may wish to make a comment on it.

80.   Officers can be expected to answer questions about:-

a) Technical terms and jargon referred to in a report
- *What does X mean?*
- *Can you explain how X will work?*

b) The methodology for collecting data referred to in a report
- *How did you go about collecting the figures set out in paragraph X?*
- *To what extent do these figures convey the overall picture?*

c) The detailed interpretation of data referred to in a report
- *What period do these figures cover? (If not clearly labelled)*

d) Detailed issues of technical implementation
- *I see from the report that there were problems with X. Why were these not highlighted earlier?*

e) Detailed issues of technical problem solving
- *How soon do you think these remedies will take effect? (The Cabinet Member can then be asked if they think this is soon enough)*

f) Advice given to the Cabinet Member
- *Does the decision proposed/implemented reflect the advice provided to the Cabinet Member?*

81.   If upon reading a report there are issues in it where Scrutiny Members want detailed answers to questions which depend on facts not contained in any supporting report, then Members should contact the Scrutiny Manager and indicate the line of questioning they wish to pursue and the detail they are looking to examine. The Scrutiny Manager will then indicate to the relevant officers the nature of the data and information they need to prepare to answer questions on at the meeting. If this is not done and a detailed question is subsequently asked at a meeting, the officer is entitled to respond that they are unable to answer a detailed question of this type and it may not be possible to pursue this line of questioning at the meeting.

Directing the Right Questions to the Right People

82.   The less senior a member of staff, the lower his or her responsibility for policy and resource decisions within their area of work. If involved in the Scrutiny process at all, the contribution of members of staff below the level of Head of Service should be confined to matters of fact within their day to day working environment, including the practical results of particular policy choices. For example, they might be involved in providing a factual briefing but it would not be appropriate for them to discuss or comment on resource allocation or policy matters. Therefore, the agreed convention is that:

- Overview and Scrutiny Management Committee / Scrutiny Panels will not normally require the attendance of any officer below Head of Service level where policy matters are involved;
- Officers below Head of Service level may attend but questioning should be confined to matters of fact only and not resource allocation or policy;
- Officers may be asked for their professional views on services or policies.

Formulating Good Quality Recommendations

83.   The attributes of effective recommendations reflect the key data quality principles the Council has been embedding in its work. The list below highlights the most common ones which are relevant to the overview and scrutiny process.

- **Clarity:** Recommendations need to be clear and intelligible. They should be unambiguous and say what is meant, not what the proposer may have intended to say.
- **Specific:** As well as possessing clarity, a good recommendation should be specific. This is best achieved by concise recommendations that attempt to deal with a single point, as opposed to bringing together a number of trains of thought within a single recommendation.
- **Realistic:** A successful recommendation is one that can make a real difference to policy development or service delivery. In formulating the recommendation it is therefore important to take account of what is realistically achievable. Scrutiny should ultimately be judged by the difference it makes to improving city life, and not by the number of recommendations members produce.
- **Action focussed**: The impact of scrutiny can be assessed if the recommendations are based on an action that can subsequently be undertaken either by the Executive or a partner organisation. There may be occasions when passive recommendations (e.g. those that welcome a proposal, or support an action) are appropriate, but in the main effective recommendations are those that propose a specific course of action underpinned by evidence presented to the Scrutiny Committee, or related to an intellectual case developed by the Scrutiny Committee.
- **Measurable:** If there are specific changes or improvements that members are looking for, then these should be set out in the recommendation with an appropriate timescale. This is key to being able to measure the impact of the scrutiny recommendation further down the line.

Achieving more successful recommendations

84.   The following list of practices may assist members in formulating better quality recommendations.

- **Read all reports prior to the meeting:** Despite shortcomings that members regularly identify in written reports, they contain useful information which is important for members to be aware of at the start of the consideration of any issue.
- **Issues in reports need to be understood:** Reading reports and gaining an understanding of the issues is likely to result in being able to ask more challenging questions. This in turn can lead to a greater understanding of the issue, and generate higher quality recommendations that may result in a measurable difference to residents' lives. If the issues are not clear and understandable from reading the reports, briefings can be arranged through the Scrutiny Manager in advance of the meeting.
- **Identify the key issues that are most likely to be the subject of recommendations:** Members prefer meetings that do not last for more than 2 hours. Therefore, preparation which prioritises and identifies the key issues will enable members to focus on the most important matters in the meeting and to enable recommendations to be focussed on these issues.
- **Ask the right questions:** It is impossible to identify a list of right questions that can be applied in every circumstance, but if the answers to questions such was "who", "what", "why", "where", "when" and "how" are not apparent from the report, then there is likely to be a need to ask them at the meeting.
- **Listen to information provided at the meeting:** Listening skills are absolutely key to successful scrutiny outcomes. Useful and critical pieces of information can be elicited if the right questions are asked, but the benefit of the information generated through the question process is lost if a Scrutiny Committee is not listening carefully to the response provided. The most successful supplementary questions are likely to be those generated in response to answers given to the previous question.
- **Effective use of pre-meetings:** A pre-meeting provides an opportunity for members to identify collectively the key issues and plan a campaign for asking questions, ensuring all their key concerns get covered. It is at the discretion of the Chair as to whether a pre-meeting should be held.

Blocks to making successful recommendations

85.   There are a number of reasons why significant issues being discussed do not result in successful recommendations being made. Some of the most common are identified below:-

- **Using meetings to collect information:** Good scrutiny is about making a difference to the overall quality of city life. This objective cannot be achieved if members use the meeting simply to collect information. To take the process forward members need to use the information obtained. If further information is needed to advance the scrutiny process then members should raise their concerns with the Scrutiny Manager prior to the start of the meeting. If necessary individual or collective briefings can then be arranged with appropriate officers.

- **Using scrutiny meetings to undertake case-work:** Scrutiny meetings enable members to look at whole areas of work and activity. Asking questions about instances resulting from an individual case distracts the Scrutiny Committee from broader issues that are the subject of the meeting. This is not to say that the understanding of detail is not important to the scrutiny process, but it must be directly related to the planned outcome from the scrutiny discussion.
- **Compiling recommendations that express opinions or request further information, but do not lead to action:** If recommendations go no further than expressing views on a particular topic, then there is little prospect of them leading to a tangible change in city life. Similarly, simply asking for more information to be supplied either to a future meeting, or outside of the formal meeting process, cannot lead to the Scrutiny Panel being able to generate an outcome without further consideration of the issue.
- **Not being clear on what is wanted at the point of making recommendations:** If a member making a recommendation is not clear on what is trying to be achieved and why for local residents, then there is little chance of the recommendation making a difference to the overall quality of city life.

CONCLUSION

86. This handbook sets out practical advice to members for the conduct of overview and scrutiny in Southampton City Council. The information and guidelines it contains aim to provide guidance and information on the most important and most common issues scrutiny members are likely to encounter. The document aims to be comprehensive, but cannot be exhaustive. If any issues and questions arise which it does not cover or are missing, or information provided is not clear and requires further explanation and guidance, members should contact the officer listed below, who will be able to respond to any questions and problems.

Mark Pirnie
Scrutiny Manager (Statutory Scrutiny Officer)
023 8083 3886
Mark.pirnie@southampton.gov.uk

Appendix 8 committees and frequency

COMMITTEE STRUCTURE

Council:
Council – meets 6 times per year

Cabinet:
Cabinet – meets monthly

Overview and Scrutiny:
Children and Families Scrutiny Panel – bi-monthly
Health Overview and Scrutiny Panel – bi-monthly
Overview and Scrutiny Management Committee – monthly

Non-Executive Committees:
Chief Officer Employment Panel – frequency as required
Governance Committee – 6 times per year
Licensing (General) Sub Committee – frequency as required
Licensing (Licensing and Gambling) Sub Committee – scheduled weekly unless no items then cancelled
Licensing Committee – minimum 3 times per year
Planning and Rights of Way Panel – minimum monthly with additional meetings scheduled as required

Partnerships and Boards:
Health and Wellbeing Board (now absorbing previous functions of the Local Outbreak Engagement Board) - minimum 3 times per year*
Joint Commissioning Board – minimum monthly *

Other democratic meetings/ committees and panels:

Chipperfield Advisory Committee – annually
Chipperfield Trust – annually
Schools Forum – minimum one meeting per term but can be up to 5 per year
Standing Advisory Council for Religious Education (SACRE) – minimum 5 meetings per year

*currently under review

Appendix 9 – Outside Bodies

Outside Body	Number of councillor representatives
Business Improvement Board – (Go! Southampton)	1
Business South	2
City Eye	1
Clinical Commissioning Group	1
Community Champion for Armed Forces	2
Community Champion for Heritage	1
Community Champion for Mental Health	2
Community Champion for Older Persons	1
Community Chest Advisory Panel	4
Connect	3
Corporate Parenting	4
F.W Smith Bequest Purchasing Committee	2
Future of Work Advisory Board	1
Hampshire and Isle of Wight Joint Scrutiny Panel	1
Hampshire British Legion Poppy Appeal	1
Hampshire Fire and Rescue Authority	1
Hampshire Partnership	2
Hampshire Police and Crime Panel	1
Health and Wellbeing Board	5
Joint Commissioning Board	3
Joint Pension Fund Panel and Board	1
King Edward VI School	1
Learning Disabilities Partnership Board	3
Local Government Association	2
Local Government Information Unit	1
Local Safeguarding Adults Board	1
Local Safeguarding Children's Board	1
Partnership for Urban South Hampshire	1
Partnership for Urban South Hampshire – Overview and Scrutiny Committee	1
Port Health Consultative Group	2
Project Integra Strategic Board	2
Pursuance of part 4 of the Domestic Abuse Act 2021	1
Safe City Partnership	1
Schools Forum	1
Solent Growth Forum	1
Solent LEP Skills and Advisory Board	1
Solent Local Enterprise Partnership	1
Solent Skies Board of Directors	1
South East Employers	2
Southampton 2025	1
Southampton Energy Partnership	1
Southampton International Airport Consultative Committee	3
Southampton Record Series	2
Southampton Solent University Board of Governors	1
Southampton Voluntary Services	2
Southern Health NHS Foundation Trust	1

Appendix 9 – Outside Bodies

Outside Body	Number of councillor representatives
Southern Inshore Fisheries and Conversation Authority and Appeal and Scrutiny Committee	1
Southern Regional Flood and Costal Committee	1
Standing Advisory Council for Religious Education (SACRE)	4
Standing Conference on Problems Associated with the Coastline	1
The Solent Freeport Consortium	1
The Wulfris Education Foundation	1
Thorner's Homes	1
University Hospital Southampton NHS Foundation Trust	1
Youth Justice Management Board	1

Councillors Boundary Survey

Full results summary

Data, Intelligence & Insight Team – July 2021

Response rate: 67%

- The survey was live from 28 June 2021 to 12 July 2021.

- Initial questions were asked about the length of time the respondent had been a councillor, if they had been appointed to any external bodies or organisations, and if they hold any other positions.

- Subsequent questions concerned the length of time spent on council duties, such as: what aspect of the job takes the most time and has this changed over the past 12 months?

- There were a total of 32 respondents out of 48 councillors, which is a response rate of 67%.

- Considering the number of responses is important when interpreting findings, particularly when numbers are small. To aid interpretation, counts have been provided alongside percentages.

Key findings:

- **Half of respondents have been a councillor for under 5 years**

- **Over a quarter have been a councillor for 11-15 years**

- **Almost half of respondents do not hold any additional positions**

Q1 How long have you been a councillor at Southampton City Council?

Number of respondents, proportion of respondents (%)

- Less than 1 year
- 1 to 5 years
- 6 to 10 years
- 11 to 15 years
- Over 20 years

4, 13%
11, 37%
5, 17%
8, 27%
2, 7%
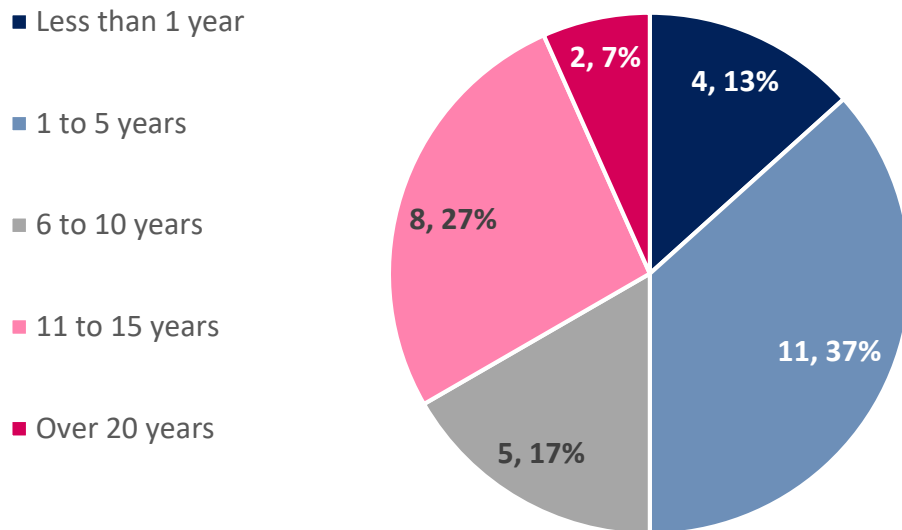
Base: 30

Q2 In addition to your role as ward councillor, do you hold any other positions?

Number of respondents, proportion of respondents (%)

Position	
None	15, 48%
Chair of committee or panel	7, 23%
Cabinet member	5, 16%
Vice chair of committee or panel	3, 10%
Party whip	3, 10%
Other (please indicate – free text box)	5, 16%

Other:
Member of Governance Committee
Member of Group Executive with responsibility for Communications
Shadow Cabinet
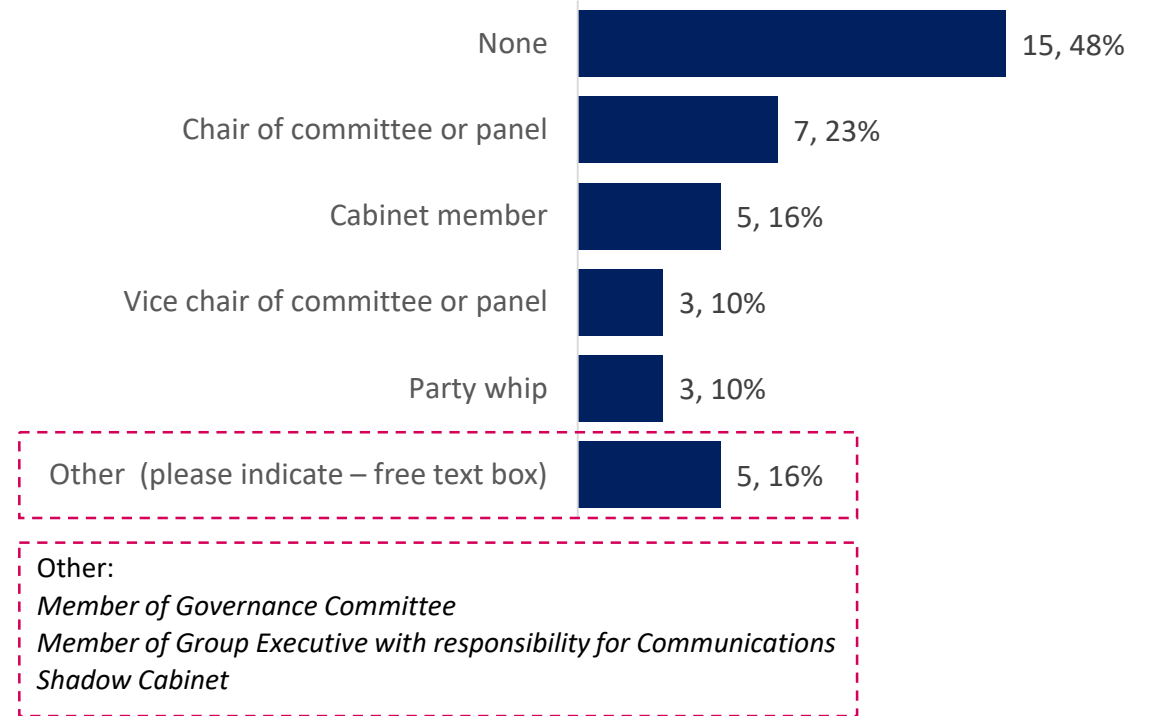
Base: 31

Key findings:

- **26 (81%) respondents reported being on a committee, board or panel other than Full Council.**

- **Respondents are on a range of committees, boards and panels, particularly the governance committee**

Q3 If you a member of any committees, boards or panels other than Full Council, please indicate which ones – *tick all that apply*

Number of respondents, proportion of respondents (%)

Committee	Value
Governance Committee	6, 23%
Licensing Committee	5, 19%
Licensing (General) Sub Committee	5, 19%
Licensing (Licensing and Gambling) Sub Committee	5, 19%
Planning and Rights of Way Panel	5, 19%
Children and Families Scrutiny Panel	4, 15%
Health and Wellbeing Board	3, 12%
Health Overview and Scrutiny Panel	3, 12%
Overview and Scrutiny Management Committee	3, 12%
Standing Advisory Council for Religious Education (SACRE)	2, 8%
Joint Commissioning Board	1, 4%

Base: 26

**southampton
dataobservatory**

Key findings:

- **Over half of respondents have been appointed to outside bodies**

- **Respondents have been appointed as school governors, for example**

Q4 and Q5 Have you been appointed to any outside bodies and if so which ones?

Number of respondents, proportion of respondents (%)

- ■ Yes
- ■ No

12, 38%

20, 63%

Base: 32

School governor x4
Appointed Governor - Southern Health
Armed Forces Champion, Southern Fisheries and Conservation Authority, Southampton Connect
Board Member - Project Integra
City Eye
Corporate Parenting
FW Smith Bequest - appointee by Council
Hampshire and IoW Police and Crime Panel / Learning Disabilities Partnership Board Member
Hampshire and Isle of Wight Fire & Rescue Authority
MAST trustee
Police and Crime Panel
Southampton 2025 / Solent Uni
Southampton Airport Consultative Committee, Safe City Partnership, Solent Skies Board of Directors, Youth Justice Management Board
Southampton Heritage
SVS
UHS

Key findings:

- **Respondents rated the most time-consuming activity (per month) as dealing with case work, with half reporting that they spend over 16 hours a month on the activity**

- **Respondents spend the least time attending external meetings**

Q6 On average, how much time do you spend each month on the following activities in your role as councillor?

Legend: Less than 1 hour | 1 to 5 hours | 6 to 10 hours | 11 to 15 hours | 16 to 20 hours | More than 20 hours

Base numbers

Activity	Less than 1 hour	1 to 5 hours	6 to 10 hours	11 to 15 hours	16 to 20 hours	More than 20 hours	Base numbers
Attendance at external meetings where appointed as an outside body representative (in person or remotely)	28%	55%	10%	7%			20
Attending councillor training or briefing sessions	16%	39%	29%	13%	3%		32
Attending internal meetings with officers/part of a working group etc (can be in person or remotely)	3%	59%	16%	6%		13%	31
Dealing with case work (responding/ answering questions & enquiries from residents, businesses and organisations via email, social media phone, letter		13%	9%	28%	31%	19%	32
Meeting with local residents in person or remotely (surgeries, home visits, Teams calls etc)		16%	31%	28%	19%	6%	32
Party business		34%	31%	16%	9%	9%	32
Attendance at committee meetings (Council, Cabinet, Overview and Scrutiny, Planning and Rights of Way etc)		39%	32%	16%	6%	6%	32
Preparing for meetings		50%	19%	9%	9%	13%	31
Other	10%	50%	25%	10%	5%		29

Key findings:

- The highest proportion of respondents deal with **between 21 and 30 casework enquiries** each month (41%)

- Half of respondents reported that they spend about the amount of time they expected on council business

- Over a third report spending **more** time than expected on council business and no respondents reported taking less time than expected.

Q7 On average, how many casework enquiries do you deal with each month as a councillor?

Number of respondents, proportion of respondents (%)

Category	Value
1-5 enquiries	0, 0%
6-10 enquiries	2, 6%
11-20 enquiries	7, 22%
21-30	13, 41%
31-40	2, 6%
41-50	4, 13%
51-60	0, 0%
61-70	0, 0%
71-80	1, 3%
81-90	0, 0%
91-100	1, 3%
Over 100	2, 6%
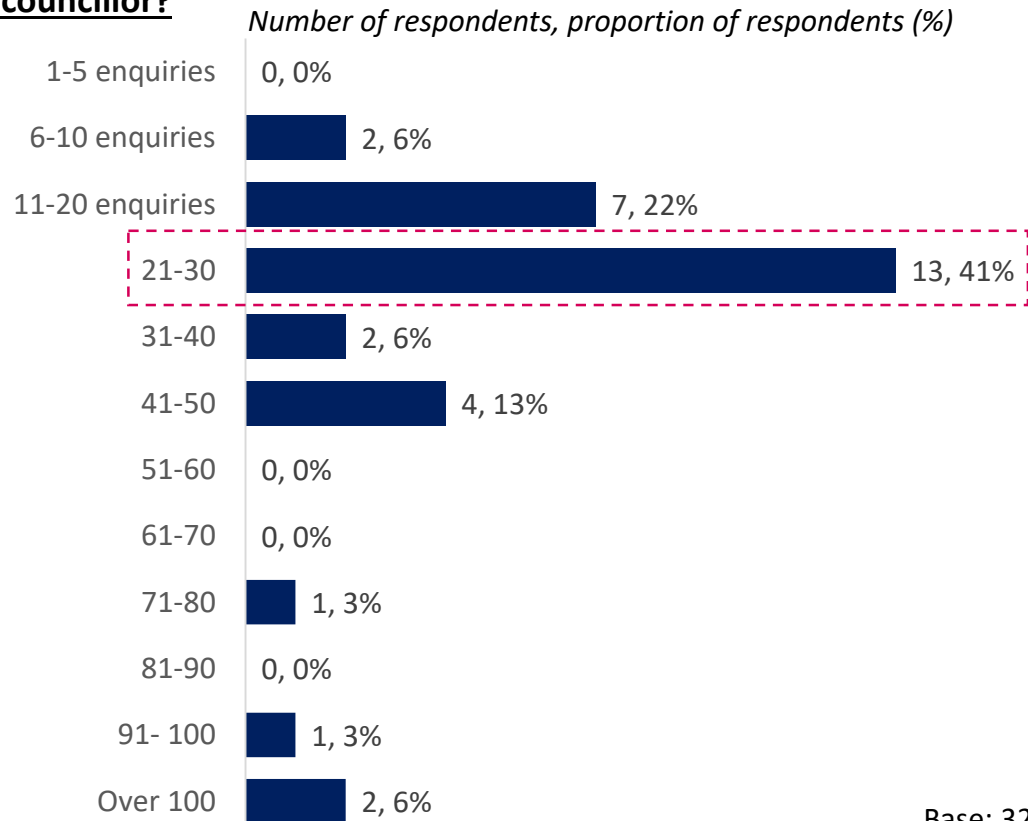
Base: 32

Q9 Is your time spent on council business what you expected when you were elected as a councillor?

Number of respondents, proportion of respondents (%)

- About what I was expecting — 16, 50%
- More than I was expecting — 12, 38%
- Less than I was expecting — 0, 0%
- Did not know what to expect — 4, 13%
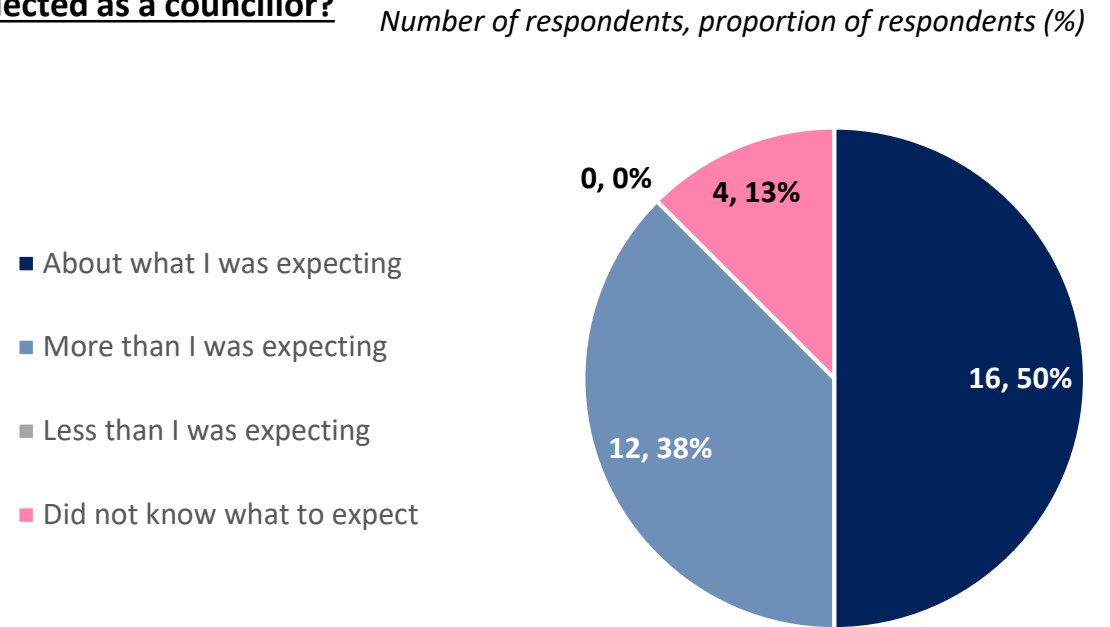
Base: 32

Key findings:
- **Nearly all respondents report asking specific council officers for support with responding to case work. Large proportions also use the SCC website or the PA team.**

- **A quarter use the customer contact centre, and other sources reported include government websites and other councillors**

Q8 What support do you use/ ask for in helping you respond to your casework? *Select all that apply*

Number of respondents, proportion of respondents (%)

Category	
Specific council officers	31, 97%
SCC website	25, 78%
PA team (via Member Services mailbox etc)	23, 72%
Customer Contact Centre	8, 25%
Other	9, 28%

- *Councillor colleagues*
- *Government websites. Local voluntary sector websites. Party colleagues, specific cabinet or committee members*
- *I use democratic services, email lead officers*
- *Looking up the required information myself online*
- *Other colleagues*
- *Other teams such as Housing, Parks, and External partners such as Police, SVS, housing associations.*

Base: 32

Key findings:
- A large majority of respondents report that the amount of time they spend on council business has increased
- A variety of reasons were discussed, including that as they have become more well known as councillors, their contact with residents has increased

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Q10 Has the time you spend on council business changed throughout your time as a councillor? *Number of respondents, proportion of respondents (%)*

1, 3%
5, 16%
26, 81%

- Increased
- Decreased
- About the same
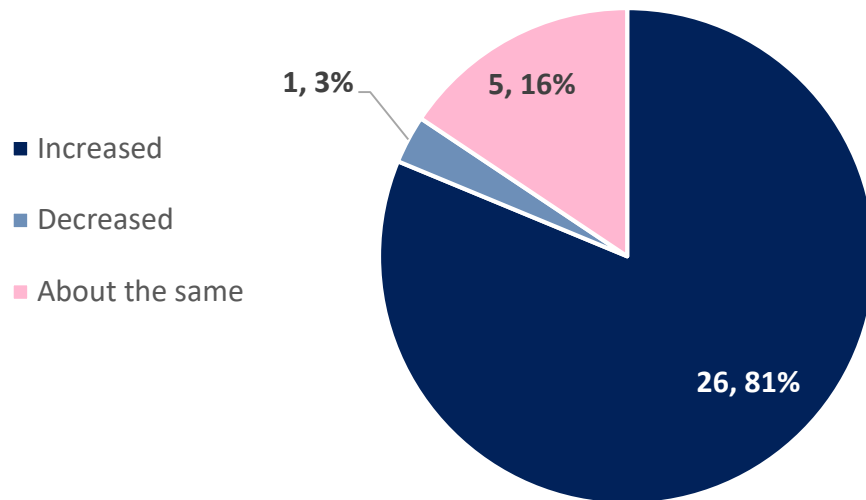
Base: 32

Q11 What do you think is the reason? *(free text question – key themes)*

General comments
- *emails have increased along with phone calls*
- *Increase in the number of people both residents and other contacting me*
- *Increased contacts, responsibilities, opportunity to influence policy etc*
- *Less officers generally due to significant cuts in funding, so less people to do the work. Have to chase quite often to get answers, complex questions are rarely answered initially. Greater responsibilities at local govt level. Greater complexity*
- *my role has changed and also there are less officers around so councillors are picking up more and expected to handle more in the current circumstances*
- *Use of IT, everyone is accessible 24/7 or people think they are. Social Media complaints have increased and no matter how much you say report on line etc people see SM as an instant way to make contact. Use of Wats app makes it hard to switch off both for Officers and Members.*

Base: 27

Comments continued on next slide

Q11 What do you think is the reason? *(free text question – key themes) CONTINUED*

Getting to know residents / my profile has risen

- *my case work has gradually increased as my profile has risen.*
- *as I get to know more residents I get more queries and case work*
- *As I have become more well known in the ward and more publicity I get more case work. I have learned also how best to answer queries from residents*
- *Become more established as a trusted voice in the local community - residents more likely to approach. Additional responsibilities given*
- *Effective councillor, word of mouth*
- *I have become more active and known to my community and the recent change in political control*
- *I think the pandemic has increased casework, also I think more groups of people are needing help than when I started, I get much more casework now than when I first started. Also people are more likely to get in touch with you on social media now*
- *as residents get to know me I would expect my engagement to increase.*
- *increased name/ face recognition by local residents linked to rising community expectations and deteriorating experiences/ satisfaction with public services due to austerity*
- *People get to know you and gain confidence your ability and reliability. Plus satisfaction in responses. Get invited to more local resident meetings for various reasons*
- *residents getting to know I am here to help*
- *Taken on more responsibility as I became more experienced. This year moving into Opposition there is less officer support on communications. More residents are now contacting me direct, and I spend more time meeting residents. Follow up or second approaches from constituents I have already helped once.*

Work increased due to the pandemic

- *Over the past 16 months during the pandemic, the volume of emails both internal to council business and also from constituents and partners has increased a lot, as there are fewer face to face meetings, and fewer informal conversations in the corridor, or at events, or when arriving at/leaving meetings and events.*
- *I think the pandemic has increased casework, also I think more groups of people are needing help than when I started, I get much more casework now than when I first started.*

Other roles such as Cabinet member

- *Being a Cabinet Member*
- *I was on Cabinet, so some duties increased a lot.*
- *I used to be a cabinet member, which was a full-time role.*
- *I've joined the Planning Panel, which requires a lot of reading and meeting time and constituents have started to use email more.*
- *More responsibilities - Chair of Committee, external appointments etc.*
- *Cabinet: preparation for meetings, internal meetings, regional boards, briefings, visiting partners, etc increased significantly. Generally, email traffic is much more than when I began.*

Q12 What aspect of council business has increased/ decreased the most? *This was a free text question, responses have been provided below. Please note that in some places, a large comment may have been split as it covered different categories.*

Casework increase

- *Case work*
- *case work - particularly with regards to issues with crime, private sector housing (HMOs), parking, highways and planning applications*
- *case work, community meetings, and responding to emails*
- *Casework has increased.*
- *Casework, community meetings and panel meetings/briefings with officers*
- *Casework, housing issues, planning, crime/ASB*
- *Engagement and case work from residents*
- *everything. mainly casework*
- *Casework has increased the most as changes are made by the new administration and people ask me to raise their concerns*

General increase

- *Complaints Expectations Party activity*
- *Increase in the number of briefing*
- *Increased prep for meetings.*
- *issues regarding housing, education, anti social behaviour, all these have been on the increase for a number of years.*
- *now chair of licensing causing an increase*
- *Preparation for meetings to get the most out of them Also to be more effective*
- *Problems with services has increased*
- *resident inquiries increasing*

Base: 26

Changes in Southampton

- *changes in more houses being built, more families needing more social housing, increase in children needing assessments for challenging behaviour, more vulnerable people in my ward, society changes, increase in anti social behaviour, less police about.*
- *Complexity of services and less officers*
- *More residents in the ward*

General decrease

- *less committee or panel work*
- *Problems with planning decreased due to introduction and use of Local Development Plan for Ward.*
- *Time preparing for council meetings has decreased as I've become more familiar with SCC processes etc*
- *training sessions decrease*

Other

- *Customer services*
- *Green Waste, Highways*
- *Highway and waste enquiries along with planning*
- *Going into Opposition and having the numbers of committee places reduced by the new administration has meant that I was only able to sit on one Council committee instead of two or three. Also nomination to outside bodies is no longer an option.*
- *There is clearly a large gap between customer facing activities and the needs of residents, which leads to councillors being a part of front line communication and case management. This is not necessarily a bad thing, however good councillors can and do carry a fair amount of the load at very little expense to the city.*
- *We receive fewer letters and much more social media approaches. About half of my casework arrives via Facebook and Nextdoor.*

Key findings:

- Most respondents regularly use a variety of methods to communicate with residents / businesses / organisations in their ward

- Nearly all respondents use face to face or email communication

Q13 What methods of communication do you regularly use when communicating with residents/ businesses/ organisations in your ward? *Select all that apply*

Number of respondents, proportion of respondents (%)

Method	
Face to face	29, 91%
Email	29, 91%
Telephone	28, 88%
Meetings	27, 84%
Social media	26, 81%
Letter	22, 69%
Microsoft Teams	14, 44%
Newsletters	13, 41%
Text	6, 19%
Other (please state)	4, 13%

Leaflets
WhatsApp
Zoom
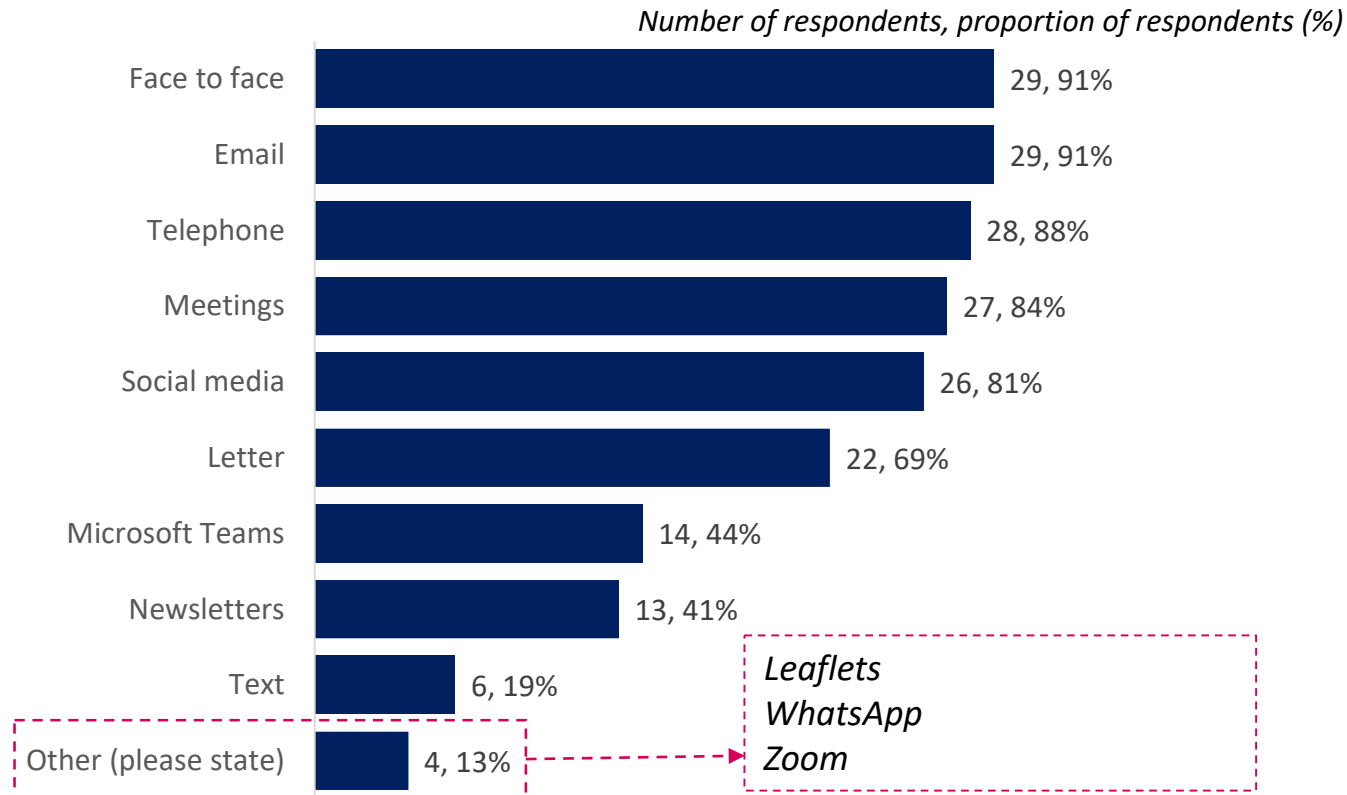
Base: 32

Change in communication methods

Key findings:

- Over three quarters of respondents report spending <u>more</u> time using **email** and **Microsoft Teams** to communicate in the last 12 months

- Respondents generally reported spending <u>significantly less</u> time face to face

Q14 Have you noticed any significant change in the amount of time you spend communicating via each of these methods in the last 12 months?

Legend: Significantly more time | Slightly more time | No change | Slightly less time | Significantly less time

Method	Significantly more time	Slightly more time	No change	Slightly less time	Significantly less time	More time	Less time	Base numbers
Email	27%	57%	17%			83%	0.0%	29
Microsoft Teams	66%	14%	17%	3%		79%	3%	28
Social media	36%	43%	21%			79%	0.0%	30
Telephone	13%	53%	17%	17%		67%	17%	30
Meetings	13%	37%	20%	23%	7%	50%	30%	30
Text	7%	15%	63%	11%	4%	22%	15%	27
Letter		17%	38%	31%	14%	17%	45%	28
Face to face	4%	11%	32%	18%	36%	14%	54%	28
Newsletters		7%	54%	36%	4%	7%	39%	29

Key findings:

- **Nearly all respondents agree that they are using the right balance of communication methods to communicate with people in their wards.**

- **According to free text comments, this is often due to a range of communications methods being utilised**

Q15 Do you feel you are using the right balance of communication methods to communicate effectively with people in your ward?

Number of respondents, proportion of respondents (%)

- Yes
- No

3, 10%

28, 90%

Base: 31

Q16 Please explain why *(free text question)*

Comments from respondents who said 'yes' to the previous question:

- *communicating through messaging apps and emails keeping trail of all work. Pus this saves a lot of time. before home visits took up a lot more time.*
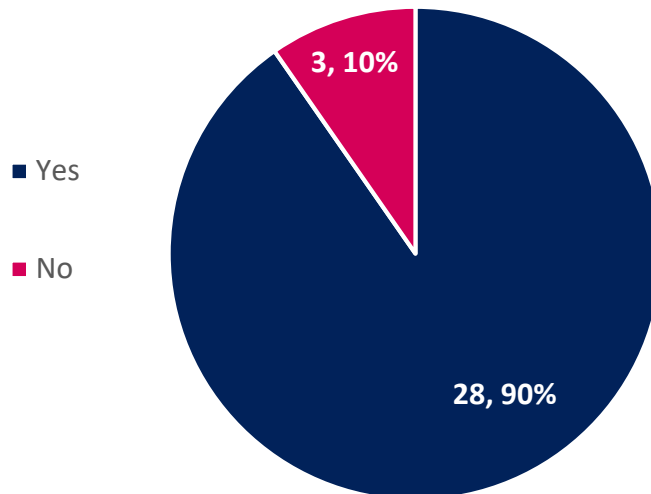- *Covid has stopped a large amount of meetings with residents*
- *Different cohorts use different communication methods*
- *Everyone has a route to access me and I'm proactive on them all*
- *I cover a lot of ways to enable resident to contact me*
- *I feel my residents are aware of what is going on and can contact me if they have any issues. Of course, I would like to be able to do more but time restraints are always an issue.*
- *it will be interesting to how this changes as the Covid lockdown reduces*
- *I use a range of methods to suit the audience*
- *increase in social media, for case work, is a new medium for me and has increased in the past year, it covers more ground than we could ever do door knocking, but that is an ongoing year round event.*
- *It's not for me to decide how I should communicate with residents - it's what suits them best, so you need to be flexible in your communication channels*

Free text comments continue on the following slide

Do you feel you are using the right balance of communication methods to communicate effectively with people in your ward?

Q16 Please explain why *(free text question)*

- *Mix of both social media, emails, phones and face to face contact allows residents to speak to me at there own time around their own work and lives etc*
- *Most people prefer face to face and going out to talk to residents in a systematic way each week, covering the whole ward in a year allows me to find out what issues concern them. Letters where there is a street or neighbourhood with an issue allow me to report back to groups of people. Social media allows interaction. Answering and sending emails allows speedy responses.*
- *will increase methods as required*
- *On balance yes, but could do more if had the time*
- *Residents and groups do get back to saying they are pleased by the way I have contacted them or they have contacted me, though not always happy with the results.*
- *There is a need to present information in varying formats and within/across varying geographic boundaries and demographic groups, hence the need for Newsletters, Leaflets, Social Media, Ward Surgeries etc. etc.*
- *there isn't one right way to communicate. people are different and expect you to cater to their needs. not everyone has access to a computer so expect you to be willing and available to have different ways of working*
- *Use letters to advise on specific local issues, face to face to meet residents and collect casework/hear issues. Could potentially use email more to proactively get news out. Use lots of email in response to approaches.*
- *We have regular meetings with locals with their residents association and personally, although this year it reduces due to Virus. We also use e-mails regularly for most queries*
- *We use a range of methods in our ward, so residents without access to the internet still receive info. from us.*

Comments from respondents who said 'no' to the previous question:

- *I'd prefer more chance to meet people*
- *SM has no off switch. its instant. Peoples expectations have grown in accessibility Spend a lot of time explaining why the council can't..... Lack of feed back on Council reported complaints raises increased issues with Councillors.*
- *There is scope for making more use of social media platforms which reach an increasing number of residents BUT without overlooking more traditional forms of regular communication favoured by mainly older residents*

Key findings:

- **Many respondents discussed the need for additional councillors or backbenchers, or showed concern about the possibility of reductions to the number of councillors**

- **Others had workload concerns, particularly due to wards being increasingly complex, specific about case work and including other roles and responsibilities**

Q16 Is there anything else about your experience as a councillor that might be relevant to the council's submission on council size?

Number of comments

Category	Count
Concern about reducing number of councillors / need more councillors to cover workload	11
Wards are too complex for one size fits all solutions	5
Population of ward / city is increasing, need more resource to cover	5
3 Councillors per ward works / is right	3
Concern about coverage at different times of the year due to students	3
Some residents have not registered, the actual number of residents per ward is much higher	3
Need to take into account other working / caring responsibilities	3
The problem is about coming under Romsey	2
Comment on survey questions	2
Social media / the internet has impacted communication and workload	2
COVID-19 has led to an increased workload	2
Concern about potential reduction in people wanting to become a councillor	2
Other	7

Base: 20

A selection of unique suggestions / comments are presented on the following slides

Q16 Is there anything else about your experience as a councillor that might be relevant to the council's submission on council size?

Unique suggestions / comments

Wards are too complex for one size fits all solutions

- *Streets that look like they have a certain number of homes often have ten separate flats to a converted house so it takes a long time to talk to everyone or to deliver newsletters to all homes.*

- *I'm acutely conscious of how centralised council decision-making and scrutiny processes are - to the detriment of local districts where there are many collective issues (crime, health, schools, high streets, traffic, green spaces etc.) that aren't adequately addressed either at the Civic Centre level or through ward councillor contact.*

- *some wards demand more interaction with community than others. especially wards near to the centre.*

3 Councillors per ward works / is right

- *We need three-member wards.*

- *I believe that 3 Councillors per ward is about right, the ward I represent is very dependent on Cllrs involvement. I would not want us to go all outs and believe 3rds is the right thing.*

Concern about reducing number of councillors / need more councillors to cover workload

- *I would struggle to cover casework and ward work as well as my other council commitments if the no. of cllrs was reduced.*

- *I rely very heavily on my two ward colleagues and the three of us are stretched to as far as we can go with regards to casework.*

- *The time committed to council business by good ward councillors can be significant and I would argue that less of us could not achieve more or better outcomes for our residents, in fact quite the reverse. I would suggest that many of us could do even more with better compensation to be able to give more time.*

- *Data has been gathered in recent years on the workload, level of allowance, and number of councillors we have, and it all shows that the cost per councillor and ratio of residents to councillor offers good value for taxpayers' money.*

Q16 Is there anything else about your experience as a councillor that might be relevant to the council's submission on council size?

Concern about potential reduction in people wanting to become a councillor

- *I worry that any changes to ward councillor numbers would disadvantage younger people wanting to join the council in particular.*

- *A reduction in the number of Cllrs would lead to a higher burden of work being place on those remaining. This may prevent good people from putting themselves forward*

The problem is about coming under Romsey

- *Council size not the problem - Problem is we come under Romsey which is not within Southampton which is our local authority*

- *No real comment on council size, but our problem is we are a Southampton City ward coming under Romsey Rural for our MP. This causes problems as a Group as we have to use Romsey as our HQ and support which sometimes conflicts with City aspirations and campaigning*

Population of ward / city is increasing, need more resource to cover

- *As more houses are converted and new blocks of flats get permission to be constructed, and with permitted development laws allowing empty shops to be converted to small dwellings, the number of people living in each ward has increased dramatically. And the people living in small, cramped and inappropriate homes are more likely to need help and support.*

- *I represent a ward with large resident growth which will continue to grow and the amount of casework and issues to respond to has increased in volume and complexity.*

- *When the city's population has already risen hugely since the last review 20 years ago, as well as when we are projected to keep growing significantly, then reducing the number of councillors is not a realistic option in the face of evidence. To achieve a balance we will need to redistribute the growing population figures among at least the number of councillors we have, and potentially increase the number of councillors.*

- *My ward has increased in population by nearly 50% in the last 20 years*

Q16 Is there anything else about your experience as a councillor that might be relevant to the council's submission on council size?

Need to take into account other working / caring responsibilities

- *I think thats the case for a lot of working age councillors, some weeks its like having another full time job yet again.*

- *This survey does not capture if councillors are working or have caring responsibilities.*

Some residents have not registered, the actual number of residents per ward is much higher

- *A lot of people rent or are there temporarily (students, people on short contracts etc) so many do not register to vote Many people are unable to register as due to their citizenship The numbers on the electoral register underplay the true number of adults in the city particularly in wards which are more diverse, have a lot of renters, students and high turnover.*

- *We can get requests for help from those that may not be on electoral register*

Concern about coverage at different times of the year due to students

- *We can get requests for help from those that may not be on electoral register; HMO's and influx of students in areas that can affect the work load of councillors eg. end of year rubbish, so need to ensure size of wards to reflect actual numbers in residences.*

- *we require more than the minimum amount of councillors to maintain our high standards of support to all residents. To cater for population increase, to provide cover during sickness and residents who are not on electoral register plus the influx of students*

COVID-19 has led to an increased workload

- *when the pandemic first hit and the country and council were trying to figure stuff out, it was ward councillors that went out in their communities and reassured, helped to form volunteer groups and keep the show on the road to ensure people were safe, and noone went without essentials like food or medication.*

Q16 Is there anything else about your experience as a councillor that might be relevant to the council's submission on council size?

Social media / the internet has impacted communication and workload

- *The biggest change I have seen in the last fews years is the massive increase in the use of IT and at the other end a massive drop in contact by letter. Bit difficult to say if the increase use of IT is aving time or increasing time I spent on Council work.*

- *Work is increasing because the public expect immediate response, and to be able to use their preferred method of communication. Now so many organisations employ large teams to run social media, many younger residents expect to be able to make their views known on social media.*

- *The internet allows angry people to research their issues before writing to their councillors and so a lot more research is needed to respond to many constituents emails or letters.*

Comment on survey questions

- *This survey does not capture if councillors are working or have caring responsibilities.*

- *Not sure this survey askes or allows for true answers.*

Other

- *And the people living in small, cramped and inappropriate homes are more likely to need help and support. As funding to charities that offer help and support is cut back, vulnerable people increasingly turn to their councillors and cases become more complex and take much longer to resolve.*

- *The answers I gave here reflect my new and changed status as (redacted). I would have given very different answers had I been asked about my workloads as a (redacted).*

- *I have answered this survey based on my experience in 2019*

-

- *I think the currently number of Councillors is about right for our area.*

- *As (redacted) I am an unable to answer*

- *after a decade of austerity southampton city council is not the same*

- *Data has been gathered in recent years on the workload, level of allowance, and number of councillors we have, and it all shows that the cost per councillor and ratio of residents to councillor offers good value for taxpayers' money. To achieve a balance we will need to redistribute the growing population figures among at least the number of councillors we have*

Appendix 11 councillor development programme

Councillor Development and Induction

The Councillor Development and Induction programme is currently under review with a revised programme scheduled following the local elections in May 2022. It is essential that all councillors are equipped with the skills and knowledge required to enable them to fulfil their various roles effectively and the programme will offer a range of learning and development opportunities utilising external training events, online resources and support via the Local Government Association and other third party providers. The programme will offer a mix of in-house training and development opportunities via officer-led training, e-learning packages, and briefings.

Current offer

The current development and induction offer provided to councillors includes an induction day for newly elected/re-elected councillors. This induction covers essential training including IT requirements, democratic processes, and decision-making and communication protocols. Our new induction programme for newly elected councillors will provide further and enhanced opportunities to learn more about core services within Southampton City Council and how councillors can access/ signpost for advice, support, and guidance. We are also working on a refresher programme for more experienced councillors to enhance their skills and knowledge.

An overview of the existing member training and induction programme is outlined in the table below;

Date/time	Session	Hours
Thursday 13th May (induction session)	**Drop-in Session for Photographs,** **Declaration of Office Book, ID Cards, Car Park Passes etc.** **Induction with IT & collection of laptops** **Getting Started** **Code of Conduct** **Member Support** **Social media, communications and the press** **Preparing for Council**	6

Appendix 11 councillor development programme

Date/time	Session	Hours
	Decision-making processes and council procedures	
Wednesday 19th May	**Full Council - AGM**	4
Monday 24th May	**All Members Briefing – City of Culture**	1
Wednesday 26th May	**Council Overview and Introduction – Chief Executive**	1
Thursday 27th May	**Briefing on Children's Safeguarding**	1
Monday 7th June	**Briefing on Adult Safeguarding**	2
Tuesday 8th June	**Scrutiny Training**	2
Thursday 10th June	**SEE Induction for New Councillors**	2
Thursday 10th June	**Briefing on Health & Wellbeing**	2
Friday 11th June	**Licensing Training (jointly with Eastleigh BC Members)**	6.5
Monday 14th June	**Finance Training & Treasury Management**	1.5

Appendix 11 councillor development programme

Date/time	Session	Hours
Wednesday 16th June	**Decision-making processes – New Roles**	1
Thursday 17th June	**SEE New Councillor Induction**	2
Monday 21st June	**Contacting the Council**	1
Monday 28th June	**All Councillors Briefing** – Local Boundary Review	1.5
Monday 26th July	**Intranet Refresh Members Zone for Members**	1.5
Thursday 29th July	**All Councillors Briefing -** 'All things Planning' including building control	1.5
Monday 6th September	**All Councillors Briefing –** Afghan Evacuee Update and Community Safety	1.5
Wednesday 22nd September	**Emergency Planning and Health & Safety Training**	2
Monday 25th October	**All Councillors Briefing -** City of Culture & E-Scooters	1.5
Monday 1st November	**All Councillors Briefing -** The Way We Work Programme	1.5
Monday 8th November	**All Councillors Briefing -** Place Based Governance Review and Air Quality	1.5
Monday 6th December	**All Councillors Briefing -** Highways	1.5
Monday 10th January 2022	**All Councillors Briefing -** City of Culture	1.5
Monday 7th February2022	**All Councillors Briefing –** Agenda TBC	1.5

Appendix 11 councillor development programme

Date/time	Session	Hours
Monday 7th March 2022	**All Councillors Briefing – Agenda TBC**	1.5

Presently bespoke training sessions are offered to support councillors with their roles on committees and panels (including specific training around planning and licensing legislation, as well as opportunities around effective scrutiny and chairing skills).

In addition to the induction and development programme, we routinely promote opportunities via our monthly 'councillor catch-up' – a bespoke e-bulletin specifically designed to keep members informed with up to date news and information. We also hold monthly 'all councillor briefing sessions'. The aim of these briefings is to provide updates on topical city-wide initiatives, corporate projects, events, key consultations requiring Council decisions and service updates. Councillors have access to a 'Members Zone', this is their 'one stop shop' on the intranet and contains a variety of information and guidance and there are opportunities to expand this site.

Whilst there is currently no requirement for councillors to attend a specific number of training sessions in any given year, they are encouraged to attend the various development opportunities on offer. However, new councillors elected to sit on our planning and licensing committees must attend mandatory training in advance of being able to make decisions on these matters. To coincide with the redesigned member development and induction programme in 2022, we are looking to achieve cross-party support to establish a minimum/ mandatory attendance requirement.

Appendix 12 – councillor committee attendance

Councillor attendance at meetings 2020-2021

Councillor	Expected	Attended as expected	Absent inc apologies
1.	14	12	2
2.	12	7	5
3.	21	20	1
4.	14	13	1
5.	28	27	1
6.	14	14	0
7.	30	29	1
8.	18	17	1
9. *	0	0	0
10.	26	24	2
11.	20	20	0
12.	18	16	2
13. *	0	0	0
14.	27	27	0
15.	18	18	0
16. *	0	0	0
17.	15	14	1
18.	27	27	0
19.	7	7	0
20.	17	17	0
21.	22	22	0
22.	25	23	2
23.	9	9	0
24.	19	19	0
25.	20	16	4
26.	23	22	1
27.	20	18	2
28. *	0	0	0
29.	20	20	0
30.	31	29	2
31.	29	29	0
32. *	0	0	0
33.	22	22	0
34.	23	15	8
35.	0	0	0
36.	13	13	0
37.	28	24	4
38.	20	20	0
39.	28	25	3
40.	33	31	2
41.	26	25	1
42.	10	9	0
43. *	0	0	0
44.	12	8	4
45. *	0	0	0
46.	32	27	5
47.	22	18	14
48.	35	34	1

*Denotes re-elected from May 2021, no attendance for 2020/2021