

# Overview and Scrutiny Management Committee

Thursday, 10th November, 2022  
at 5.30 pm

## **PLEASE NOTE TIME OF MEETING**

Council Chamber, Civic Centre,  
Southampton

This meeting is open to the public

### **Members**

Catherine Hobbs  
Rob Sanders  
Otieno  
Councillor Fuller (Chair)  
Councillor Houghton (Vice-Chair)  
Councillor Cooper  
Councillor Furnell  
Councillor Guthrie  
Councillor Shields  
Councillor Stead  
Councillor White  
Councillor Winning

### **Contacts**

Ed Grimshaw Democratic Support Officer  
Tel:- 023 8083 2390

## ADDITIONAL INFORMATION AND PRESENTATIONS

### 7 **FORWARD PLAN** (Pages 1 - 28)

- Draft Corporate Plan

Wednesday, 2 November 2022

Director, Legal and Business Services



# Southampton City Council

Corporate Plan 2022/30



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**Our vision**  
Southampton: city of opportunity



Mike Harris  
Chief Executive of Southampton City Council



Councillor Satvir Kaur  
Leader of Southampton City Council

This plan sets out our direction for the next eight years and shows how we will play our part in fulfilling Southampton’s huge potential.

Whilst uncertainty is inevitable, ambition remains critical. We are committed to creating a place where people want to live, work, study, visit and enjoy. Individually and collectively proud of our great, vibrant, diverse, creative, innovative, and modern city. A city that not only creates, but maximises opportunities for all ages and backgrounds. A city where local people benefit from our growth and ambitions become reality. A city that is resilient and happy, with wellbeing at its core. A city where pride and a sense of belonging grows within our neighbourhoods and across the whole city.

Over the last couple of years, we have brought together a huge number of people and organisations from across Southampton who all share our ambition to create a successful city. As we head towards 2030, we will continue to face challenging times and our spirit of collaboration, pride, and determination will be vital to managing the inevitable highs and lows. We need to ensure we use evidence and experience to make intelligent decisions and adopt new ways of working to deliver the best possible services. Always working with, and not just for, our local communities.

We have four ambitious goals for the city, and through this plan we outline what those goals are, why we are focusing on them, and things we are doing both as a council and as a city to achieve them. To give ourselves the best chance of success we have looked at what we will achieve over the next couple of years, and what are our longer-term ambitions. Of course, we do not, and can not work alone. The incredible efforts of the different organisations we work with are all essential to delivering a city of opportunity. By raising aspirations, building new partnerships and capacity through collaboration, we will approach things with a positive attitude, so we can give our residents and businesses across the city the best possible chance of success in their lives and livelihoods.

We look forward to working together, making Southampton a city of opportunity.



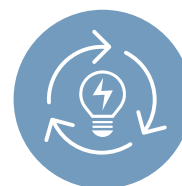
**STRONG FOUNDATIONS FOR LIFE**



**A PROUD AND RESILIENT CITY**



**A PROSPEROUS CITY**



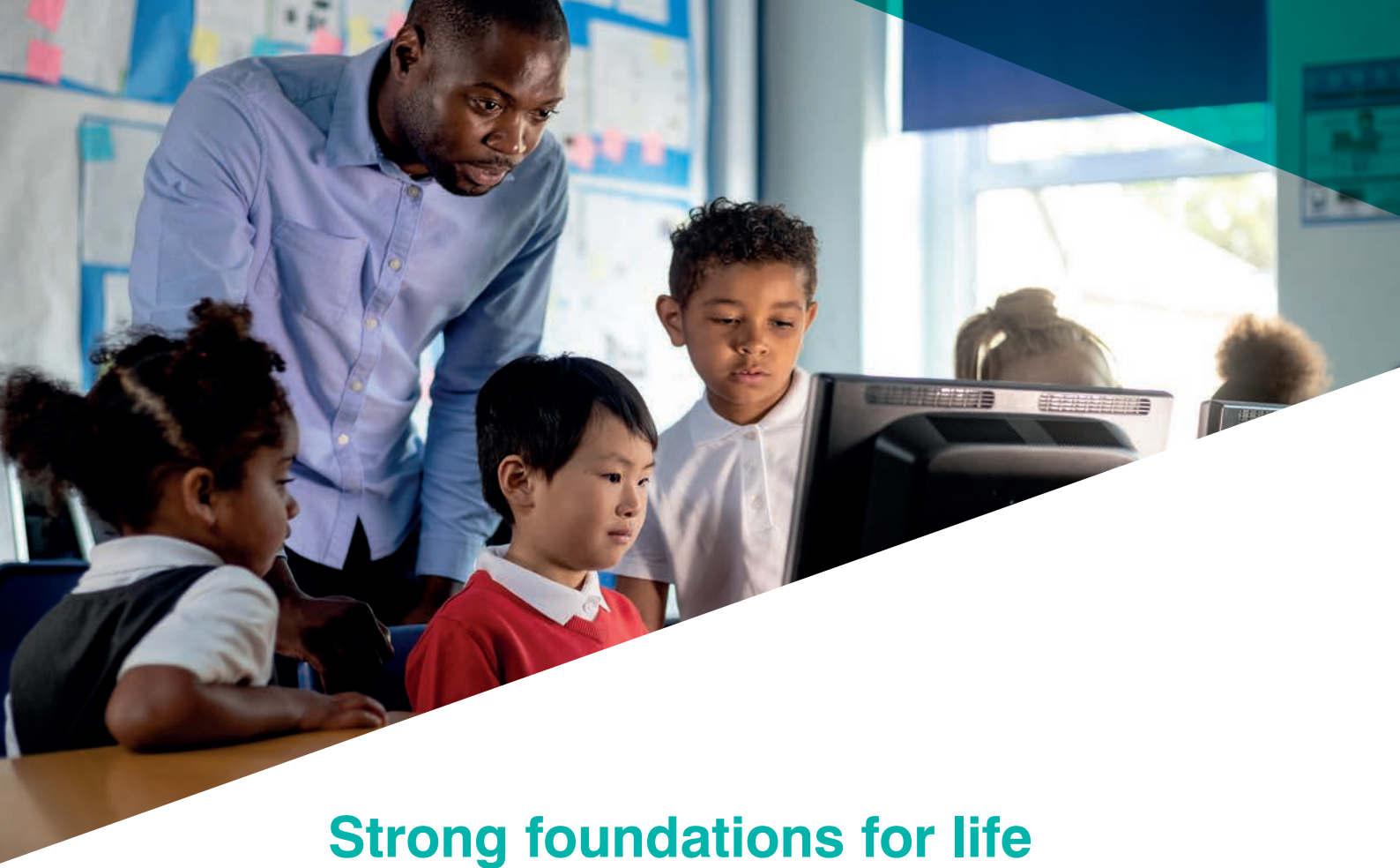
**A SUCCESSFUL, SUSTAINABLE ORGANISATION**







STRONG FOUNDATIONS FOR LIFE



## Strong foundations for life

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For people to access and maximise opportunities to truly thrive, Southampton will focus on ensuring residents of all ages and backgrounds have strong foundations for life.

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We are committed to reducing inequalities including in wages, earnings, health and wellbeing.

We will work to improve the health and wellbeing of local people, focusing on tackling health inequalities. Helping to facilitate life-long learning and skills development will encourage higher-skilled, higher-paid jobs for Southampton residents.

Physical and mental health and wellbeing are cornerstones for a good quality of life and a thriving city. They impact on people's life chances, education and employment opportunities. We will protect and promote the physical and mental health and wellbeing of everyone who lives, works and learns in Southampton.

Southampton residents earn on average less than those that work in the city, but live outside it. We are committed to working with partners to ensure more Southampton residents have higher-skilled, higher-paid jobs in the city, by supporting them throughout their lives through education, skills development and jobs, or where appropriate, focused help.





# What we are focusing on in the next two years

## Improving health and wellbeing of all residents, with a focus on reducing health inequalities within Southampton:

- Make Southampton's cultural and leisure offer more accessible to all ages, abilities and backgrounds, with a particular focus on areas of high deprivation:
  - Deliver community focused cultural activities that bring people together and support physical and mental health
  - Deliver a citywide leisure review, to identify gaps in delivery, affordability and accessibility
  - Deliver the We Can Be Active Strategy
  - Ensure that children and young people with special educational needs and disability (SEND) have their needs met in local, inclusive and high-quality settings including the opportunity to access, participate in and shape a range of cultural and leisure opportunities.
- Improve mental health and reduce levels of loneliness:
  - Deliver Southampton's Suicide Prevention Plan to lower levels of suicides in Southampton
  - Work with partners to increase access to appropriate mental health services as early as possible
  - Regular targeted communication plans to promote healthy living and create healthier environments
  - Design of new housing development considers wellbeing of residents through, for example, the adoption of minimum space standards.
- Reduce childhood obesity levels in Southampton by increasing take-up and expanding scope of Healthy Early Years and Healthy High 5 Award schemes
- Reduce number of smokers, drug use and alcohol consumption by commissioning public health prevention initiatives and focusing on targeted support. This includes identifying and supporting more families where children are living with alcohol-dependent adults
- Ensure there is a vibrant local market to deliver health and care services, by working with partners and third-sector colleagues.





## **Facilitating life-long learning and skills development to encourage higher-skilled, higher-paid jobs:**

- Deliver the School Attendance Action Plan aimed to improve school attendance and attainment, which results in better education outcomes and greater opportunities to succeed for young people in Southampton. This will involve working with young people to better understand and tackle root causes
- Increasing the number of care leavers and those still in care into education, employment, and training:
  - Offer targeted support to those ages 16-19 who are most at risk of not being in education, employment or training
  - Expand the role of the Virtual School which promotes educational attainment for our looked after children to promote education opportunities for all children aged 0-18 who have, or have ever had, a social worker.
- Help more of our city residents to get the qualifications and skills that are right for them. This includes supporting them to get ready for work and helping them understand how to access opportunities:
  - Work with schools, colleges and businesses to improve education and develop the skills people need for success
  - Offer targeted education, health, and care service support for 16-25 year-olds with complex needs
  - Improve basic maths skills for adults by providing classes and support to those who need it. Achieving a grade 5 or above in English and Maths GCSE offers more employment opportunities
  - Provide at least 4,000 adult community learning opportunities to local residents
  - Provide employment support to at least 1,200 local residents.



**Building on the work that's been done, in the longer term we will continue to:**

- Deliver the Health and Wellbeing Strategy including embedding a 'Health in All Policies' approach
- Deliver the Children and Young People Strategy and all related action plans
- Deliver the SEND Strategy
- Deliver the City Health and Care Strategy
- Increase our enhanced housing offer for young people as they move into adulthood
- Increase the quality, scope and take-up of vocational opportunities, including number of apprenticeships, internships, and work experiences with employers in the city
- Provide access to digital skills to communities less digitally engaged
- Create care-experienced apprentice roles to support participation activity.

**“Good health and wellbeing support our ability to live well, learn and work.”**









A PROUD AND RESILIENT CITY





## A proud and resilient city

Southampton's greatest assets are our people. Enriched lives lead to thriving communities, which in turn create places where people want to live, work and study.

Southampton is home to a population from across the globe, encompassing over 150 different languages. We want to give residents of all ages and backgrounds a sense of belonging and independence, harnessing community spirit, so that individually and collectively we can take on challenges and thrive in an ever-changing world.

We know that when people feel they belong and have a greater say in their area, they take greater pride in it and each other. This leads to a reduction in crime, an improved environment, and a greater sense of wellbeing.

With our environment playing a major role in our quality-of-life, we will work to create cleaner, greener, safer and child-friendly neighbourhoods that give us a sense of pride. Access to clean, safe, green and open spaces will encourage more people to spend time outdoors, improving community cohesion and wellbeing.







## What we are focusing on in the next two years:

### Create cleaner, more attractive, and welcoming green and open spaces, to improve the experience of those living, working, studying and visiting Southampton:

- Host 'Love Where You Live' events in areas of deprivation, delivered with local communities, focused on addressing local needs
- Ensure our parks and open spaces remain accessible and increase the number of Green Flags in the city from six parks to ten
- Reduce litter and fly-tipping and improve recycling rates through our Waste Management Plan
- Install 240 solar bins across Southampton.

### Give communities more influence over local decision-making and create child-friendly neighbourhoods:

- Work towards Southampton becoming accredited as a UNICEF Child Friendly City
- Create a Southampton Youth Council that allows young people to influence decision-making
- Improve the condition of children's play areas within neighbourhoods and work towards introducing more play equipment within neighbourhoods that do not have any
- Support Southampton's Cultural Education Partnership to enhance creative opportunities for children.

**“A place of hope, kindness and community spirit, where people who live and work in the city have a voice”**



## **Help communities feel safer within their neighbourhoods with a sense of belonging:**

- Work closely with Hampshire Constabulary and city partners on Safe City Partnership Plan
- Deliver a Safer Neighbourhoods Fund
- Work with businesses, voluntary agencies, libraries, and community centres to grow our local network of safe places, places of sanctuary, and hate crime reporting centres
- Improve awareness of crime reporting through increased communications, in partnership with Hampshire Constabulary
- Achieve more inward investment into Southampton's creative and cultural organisations to help deliver for local communities, as part of Southampton's UK City of Culture 2025 bid legacy work
- Champion Southampton's City of Sanctuary status and encourage more city organisations to become places of sanctuary to ensure refugees and asylum seekers are welcomed into our diverse city.



IMAGE CREDIT: SCOTT CHALMERS

## Create more resilient communities by coordinating support for those in need and enabling people to live independently for longer:

- Support information, advice and guidance organisations in the city to offer support where needed
- Reduce food poverty by supporting the voluntary and third sector to establish a strong food distribution network
- Establish 'warm spaces' network within Southampton, using local libraries
- Deliver an improved Southampton Information Directory so people have better access and can choose how best to help themselves
- Increase the number of accessible homes in Southampton that support independent living
- Work with partners to support more people to remain at home following discharge from hospital
- Provide support so people can be more independent in their own home. This includes creating better access to their local community and making best use of digital tools including Telecare.



## Building on the work that's been done, in the longer term we will continue to:

- Deliver on our Cultural Strategy, ensuring cultural initiatives, activities and events are delivered within our local communities, co-created by local people
- Deliver the Safe City Partnership Plan
- Deliver the Green City Plan 2030
- Working with UNICEF UK to achieve Child Friendly City recognition
- Deliver the Municipal Waste Management Strategy with Hampshire County Council
- Develop a neighbourhood model of working, so that support is available closer to where people live, through greater community action, family and neighbourhood hubs.







## A PROSPEROUS CITY





## A prosperous city

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Southampton will focus on growing our local economy and bringing investment into our city.

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While Southampton is currently one of the fastest growing economies in the UK, our wealth is not felt fairly by Southampton residents. Our plan is to ensure that there is sustainable infrastructure and growth across our city supporting economic, environmental and social benefits, offering opportunities for all.

In times of economic uncertainty and a changing world, we remain ambitious for Southampton. We will build on what we have, champion innovation and creativity, lead the way in future growth areas, and develop the skills we need. We will make Southampton prosperous and future ready.

**“Putting communities at the heart of our economic plans will make Southampton a city where people want to invest.”**





## What we are focusing on in the next two years:

### Work with partners to support and grow emerging businesses, help existing business and attract new business into the city:

- Champion sustainable growth, encouraging innovation to tackle the challenges of climate change, with a particular focus on marine and maritime
- Bring in new skills and employment opportunities for local people
- Identify and support development of the skills and specialisms needed to deliver a local talent pool that can help existing and new business to the city succeed. This includes improving links between employers and education providers and introducing initiatives such as the Good Work Charter and delivering our Future of Work Action Plan
- Establish a City Renaissance Board, which will oversee the future growth and development of key sites in the city, including master-planning of city and district centres, aligning wider city investment and partnership plans
- Strengthen international partnerships to encourage trade and global collaborations
- Ensure start-ups and existing businesses can access affordable support and advice and maximise financial opportunities to ensure we retain local talent and enable growth.

### Work with business to improve social and environmental impact:

- Increase number of businesses signed up to Safe Places Network
- Increase number of Real Living Wage Employers within Southampton
- Champion the 'Southampton Pound' with the aim of keeping more local spend within the city
- Ensure the business community engages with the Southampton's Citizens Assembly on becoming a Zero Carbon City by 2035, so they can be part of the solution to tackling climate change.





## **Become a destination place to be proud of that puts Southampton on the map, encouraging more visitors to visit, enjoy and spend within Southampton:**

- Support Southampton's Cultural Trust to help deliver the Cultural Strategy, Destination Management Plan, and Festival and Events Strategy to grow our citywide destination aspirations and increase visitor numbers
- Maximise economic and social benefits by working with partners to build on the legacy of being finalists in the City of Culture 2025 bid. Invest in Southampton's heritage, helping to tell Southampton's story.

## **Better infrastructure, with safer, more affordable and accessible modes of travel options around Southampton:**

- Deliver on the Transforming Cities Programme and become better connected, however, you choose to travel
- Work to make public transport cheaper, particularly bus travel
- Explore further sustainable transport options, including water-taxis and metro-rail
- Adopt recommendations from the Accessibility Scrutiny Enquiry
- Deliver digital infrastructure so that residents and businesses can evolve and grow
- Promote and improve access to Southampton waterfront.







## More good quality, affordable housing in Southampton that local residents can benefit from:

- Adopt Affordable Housing Framework
- Ensure better standards of rental properties by completing a Conditions Survey of private rented homes in Southampton
- Invest at least £6 million to improve energy efficiency of council homes, including insulating homes.

### Building on the work that's been done, in the longer term we will continue to:

- Deliver the Local Plan, which will deliver on regeneration plans for city and district centres
- Deliver the Economic and Green Growth Strategy which includes:
  - Working towards providing at least an additional 8,000 affordable homes by 2040
  - Completing River Itchen Flood Alleviation Scheme by 2028
  - Develop digital support services for SMEs to improve their capacity and capability for digitalisation, including digital skills of employees.
- Deliver the Local Transport Plan which includes:
  - Infrastructure changes, including the replacement of Northam rail bridge.
- Work towards becoming a Real Living Wage City
- Work with partners to further embed the Southampton Pound, keeping more local spend within the city
- Maximise the benefits of Solent Freeport and remain open and ready to new investment opportunities
- Deliver the Cultural Strategy which will establish Southampton as a destination city, where visitor numbers have increased significantly.



Customer Services  
Partnership Management  
Revenue & Benefits

**First Floor**

Southampton City Council  
Human Resources & Payroll  
IT Services  
Procurement Services  
Learning & Development  
Capital Assets

**Ground Floor**

Cityway  
Disruptive Health  
Procurement Management Team  
Cash Office





# A SUCCESSFUL, SUSTAINABLE ORGANISATION





## A successful, sustainable organisation

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The successful delivery of the outcomes in this plan will be rooted in the culture of our organisation and becoming an effective and efficient council.

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We will continue to invest in our people, encouraging a culture that delivers positive results for residents, businesses, and visitors to our city.

We will strive to continuously improve, regularly reviewing what we do and how we do it so we can evolve the way we work and adapt to changing circumstances and events.

We will make every pound we spend work for local people. We will focus on delivering outcomes and improved customer experience. Thinking commercially and maximising opportunities, we will create efficiencies and drive improvement through new ways of working.

We will continue to work closely with partners across the city and the region to tackle the challenges we collectively face and will be a driving force in creating a sense of pride in our city.

Our ambition to create a city of opportunity starts with a council that is forward-thinking, ambitious and optimistic about the future.





## What we are focusing on in the next two years:

### Be an employer of choice:

- Deliver on our People Plan
- Develop talent and offer opportunities to staff
- Support employees and invest in their health and wellbeing
- Deliver on the council's Diversity and Inclusion Pledge, to promote and champion diversity throughout the organisation.

### Work effectively, focusing on the things that make the most difference:

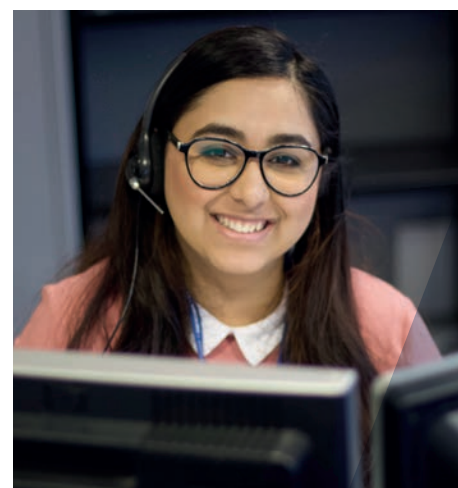
- Identify and use the right data to make better, more informed decisions
- Target support to people who need it the most
- Regularly review what we do to make sure we are always focused on our customers.

### Deliver the transformation of services and workplace:

- Ensure all services are designed to support best outcomes for our residents
- Drive efficiencies through focusing on what creates real value, streamlining processes, reducing bureaucracy, and increasing productivity
- Challenge ourselves to be future-focused and think differently, to identify opportunities and better ways of working.

### Work with, and not just for, our customers and the communities we serve:

- Embed a culture of listening to our residents, community groups, partner organisations and businesses so their voices can shape our actions
- Work with our children and young people and fulfil the council's pledge as a signatory of the Good Youth Employment Charter.
- Work to make sure Southampton gets its fair share of resources, securing more external funding
- Maintain collaborative partnerships with public and private sector organisations
- Support our communities and the voluntary sector to make the greatest impact possible
- Ensure council properties and spaces are well managed and maintained.



## How will we know we're on track?

In the main document we have outlined some things we are going to deliver, but we also want to make sure they are having the positive impact we expect. To check we are on track we have identified measures that we will help us monitor if progress is being made.

Below we have set out our current baseline position against a set of nationally monitored measures, the baseline period this measure has been taken from, and where this sits against the national picture. We will review each of these measures in two years time to check on our progress.

Indicator	Baseline period	Southampton baseline	England baseline
Percentage of 16-17 year-olds not in education, employment or training (NEET)	2021	7.6%	5.5%
Percentage of economically active population with no or low qualifications (NVQ)	2020	10.8%	12.6%
Percentage of pupils achieving a grade 5 or above in GCSE English and Maths	2021	41.8%	51.9%
Employment rate percentage aged 16-64	2021	74.2%	75.1%
Percentage of care leavers in suitable accommodation	Sept 2022	94%	88%
Percentage of people with eligible needs supported to live independently	2020/2021	72%	72%
Percentage of care leavers 19-21 in Education, Employment or Training	Sept 2022	57%	52%
Number of Looked After Children (per 10,000)	Sept 2022	107	67
Healthy life expectancy at birth (Male)	2018-20	61.4 years	63.1 years
Healthy life expectancy at birth (Female)	2018-20	63.1 years	63.9 years
Smoking levels in adults	2019	16.8%	13.9%
Alcohol specific mortality (all ages) per 100,000	2017-19	17.3	10.9
Percentage of children in Year R with excess weight	2020/21	32.67%	27.73%
Percentage of children in Year 6 with excess weight	2020/21	41.01%	40.91%
Percentage of people who are satisfied with their local area as a place to live	2020	85%	83%
Percentage of physically active adults	2020/2021	64.8%	65.9%
Number of reported fly tipping incidents (per 1,000 population)	2021/2022	39.5	20.1
Percentage of household waste sent for recycling	2021/2022	27.2%	42.5%
Percentage of business survival over two years	2020	71.5%	69.9%
Increase in economic growth (Gross value added per head)	2020	£28,510	£29,757
Percentage of customers who are very satisfied or fairly satisfied with the way the council runs things	2020	68%	68%
Percentage of residents who are very satisfied or fairly satisfied that the council provides value for money	2020	51%	53%
Number of days lost per employee to sickness absence (SCC vs Local Government overall)	2021	7.82	6.5

Our recent successes



Fostering Friendly Employer



Achieved Lord Mayor Status



Adopted Youth Employment Charter



Applying to be a Freeport



AA web accessibility conformance increased to 94% in 2021



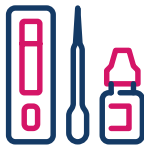
Signed up to National Safe Places Network



Working with UNICEF UK to become a Child Friendly City



**2,232** trees planted in 2021



**93,397** COVID-19 testing kits distributed between July 2021 - April 2022



**Over 540** COVID-19 Champions recruited by September 2022



**594** rough sleepers housed by December 2021



**91%** of customers happy with service from Customer Services in 2021



Energy efficiency measures introduced across council buildings are saving the council £329,000 pa and preventing 255 tonnes of carbon emissions pa



**24,000 sqm** of wildflower meadows created between April 2021 and March 2022



**20 School Streets** created tackling safety, health and air quality by Autumn 2022



**1,769 new homes** have received planning permission across three major sites since March 2021 - ToysRUs, Leisure World and Bargate



**“Clear on our vision to become  
a city of opportunity, we look  
to the future with optimism.”**

COVER IMAGE CREDIT: REES LEISURE

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[southampton.gov.uk](https://www.southampton.gov.uk)

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