

<b>DECISION-MAKER:</b>	<b>CABINET COUNCIL</b>			
<b>SUBJECT:</b>	<b>SOUTHAMPTON CITY COUNCIL STRATEGY 2016-2020</b>			
<b>DATE OF DECISION:</b>	<b>20 SEPTEMBER 2016 21 SEPTEMBER 2016</b>			
<b>REPORT OF:</b>	<b>LEADER OF THE COUNCIL</b>			
<b><u>CONTACT DETAILS</u></b>				
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#### **STATEMENT OF CONFIDENTIALITY**

NOT APPLICABLE

#### **BRIEF SUMMARY**

The draft Council Strategy (2016-2020) is a key strategic document, setting out what we want to achieve, what we will do, how we will work and how we will contribute to the City Strategy (2014-2025). It sets out our priorities for the next four years, the outcomes we expect to achieve by 2020 and the measures we will use to monitor our progress. It will influence all other council strategies and policies developed during this period, as well as the council's spending decisions; services will also use it to plan service delivery. It is part of the council's Policy Framework and must be approved by Council. The priority outcomes in the Council Strategy are:

- Southampton is a city with strong and sustainable economic growth
- Children and young people in Southampton get a good start in life
- People in Southampton live safe, healthy, independent lives
- Southampton is a modern, attractive city where people are proud to live and work

Once agreed, it will be published on the council's website and be available to staff, residents and stakeholders. It has been drafted as an easy to read, accessible document, which focuses on key priorities, rather the trying to describe all 'business as usual' activities.

It replaces the current Council Strategy 2014-17, which received positive feedback, and has been used to set the strategic direction for the council since its approval. The draft Council Strategy presented to Full Council for consideration and approval reflects the outcomes the Administration wants to achieve and has been refreshed in light of feedback from residents and the changing local and national context.

<b>RECOMMENDATIONS:</b>	
<b>Cabinet</b>	
(i)	To note any recommendations made by the Overview and Scrutiny Committee (OSMC), as reported verbally at the meeting and which, if approved by Council, will be reflected in the final version of the Council Strategy (2016-2020).
(ii)	To recommend the draft Council Strategy 2016-2020, attached as Appendix 1, to Council for approval.
<b>Council</b>	
(i)	To approve the draft Council Strategy 2016-2020, attached as Appendix 1.
(ii)	To delegate authority to the Chief Strategy Officer, following consultation with the Leader of the Council, to finalise the draft Council Strategy 2016-2020, including incorporating any changes made at the meeting, and to make any in-year changes and to refresh relevant sections of the Strategy in 2017, 2018 and 2019 so that it aligns with any new budgetary or policy developments which will impact on the council's activities.
<b>REASONS FOR REPORT RECOMMENDATIONS</b>	
1.	The Council Strategy is a key element in the Council Policy Framework, as it sets the direction of travel and priorities for the council for 2016-2020. It will influence all other council strategies and policies developed during this period, as well as council spending decisions. Whilst it sets the overarching strategic direction for the council, ongoing review and changes will be necessary over the three year period, in response to a number of factors. Delegated authority is therefore sought to review and make changes in the future.
<b>ALTERNATIVE OPTIONS CONSIDERED AND REJECTED</b>	
2.	An option is not to publish a strategy: this is not recommended as it is important for the Council to provide a clear and accessible statement of intent to its staff, residents and stakeholders.
<b>DETAIL (Including consultation carried out)</b>	
3.	<b>Background and Context</b> The previous Council Strategy 2014-17 was approved by Full Council in July 2014, alongside the City Strategy 2014-2025. Progress against these has been monitored on a quarterly basis and reported to the Council's Management Team (CMT), Cabinet, and OSMC and published on the council's website.
4.	In developing the Council Strategy, we have considered feedback from residents, both from the Priorities Survey (2015), and the more recent City Survey 2016. It is reassuring to note that, despite the challenging financial climate, levels of satisfaction with the council and the city have been maintained at relatively the same levels since the publication of the last Council and City Strategies in 2014. The City Survey 2016 showed that: <ul style="list-style-type: none"> <li>• 81% of our residents reported that they are satisfied with Southampton as a place to live (82% in 2014)</li> <li>• 55% were satisfied with the way Southampton City Council runs things (59% in 2014).</li> <li>• 43% were satisfied that Southampton City Council provides value for money (44% in 2014).</li> </ul>
5.	The most recent Priorities Survey (2015) showed that the top priorities for

	<p>residents were:</p> <ul style="list-style-type: none"> <li>• People in Southampton are safe and protected from harm</li> <li>• Children and young people get a good start in life</li> <li>• Southampton is a place with maintained roads and pavements, and accessible and affordable transport.</li> <li>• Southampton is a city with good levels of skills, education and employment.</li> <li>• Southampton is a city with strong, sustainable economic growth.</li> </ul> <p>This feedback has been used to inform and develop the council's four new outcomes.</p>																				
6.	<p><b>Outcomes and priorities</b></p> <p>The new Council outcomes were confirmed in the Executive Business Report of the Leader of the Council at the Full Council meeting in July 2016. The outcomes are:</p> <ul style="list-style-type: none"> <li>• Southampton is a city with strong, sustainable economic growth</li> <li>• Children and young people in Southampton get a good start in life</li> <li>• People in Southampton live safe, healthy, independent lives</li> <li>• Southampton is a modern, attractive city where people are proud to live and work</li> </ul>																				
7.	<p>A series of priorities have been identified as the key areas of focus that will enable the Council to achieve the agreed outcomes:</p> <table border="1" data-bbox="320 1055 1398 1973"> <tr> <td data-bbox="320 1055 608 1308" rowspan="4">Southampton is a city with strong and sustainable economic growth</td> <td data-bbox="608 1055 1398 1128">We will increase the number, and improve the mix of housing in the city</td> </tr> <tr> <td data-bbox="608 1128 1398 1202">We will create opportunities for local people to develop skills, to make the best of employment opportunities</td> </tr> <tr> <td data-bbox="608 1202 1398 1263">We will work with others to reduce the wage gap between residents and commuters into the city</td> </tr> <tr> <td data-bbox="608 1263 1398 1308">We will increase investment into the city</td> </tr> <tr> <td data-bbox="320 1308 608 1518" rowspan="4">Children and young people in Southampton get a good start in life</td> <td data-bbox="608 1308 1398 1382">We will improve early help services and support for children and families</td> </tr> <tr> <td data-bbox="608 1382 1398 1420">We will increase educational attainment</td> </tr> <tr> <td data-bbox="608 1420 1398 1480">We will reduce the numbers of children looked after by the council, and children in need</td> </tr> <tr> <td data-bbox="608 1480 1398 1518">We will protect vulnerable children and young people</td> </tr> <tr> <td data-bbox="320 1518 608 1765" rowspan="4">People in Southampton live safe, healthy, independent lives</td> <td data-bbox="608 1518 1398 1621">We will increase the proportion of social care service users receiving direct payments, so that service users have more choice and control</td> </tr> <tr> <td data-bbox="608 1621 1398 1659">We will improve housing quality and reduce fuel poverty</td> </tr> <tr> <td data-bbox="608 1659 1398 1697">We will improve air quality</td> </tr> <tr> <td data-bbox="608 1697 1398 1765">We will protect vulnerable adults and enable people to live independently</td> </tr> <tr> <td data-bbox="320 1765 608 1973" rowspan="4">Southampton is a modern, attractive city where people are proud to live and work</td> <td data-bbox="608 1765 1398 1803">We will keep our city clean</td> </tr> <tr> <td data-bbox="608 1803 1398 1841">We will ensure roads and pavements are maintained</td> </tr> <tr> <td data-bbox="608 1841 1398 1879">We will strengthen and develop community groups</td> </tr> <tr> <td data-bbox="608 1879 1398 1973">We will increase pride in our city by ensuring there is a vibrant and diverse cultural, entertainment and leisure offer</td> </tr> </table>	Southampton is a city with strong and sustainable economic growth	We will increase the number, and improve the mix of housing in the city	We will create opportunities for local people to develop skills, to make the best of employment opportunities	We will work with others to reduce the wage gap between residents and commuters into the city	We will increase investment into the city	Children and young people in Southampton get a good start in life	We will improve early help services and support for children and families	We will increase educational attainment	We will reduce the numbers of children looked after by the council, and children in need	We will protect vulnerable children and young people	People in Southampton live safe, healthy, independent lives	We will increase the proportion of social care service users receiving direct payments, so that service users have more choice and control	We will improve housing quality and reduce fuel poverty	We will improve air quality	We will protect vulnerable adults and enable people to live independently	Southampton is a modern, attractive city where people are proud to live and work	We will keep our city clean	We will ensure roads and pavements are maintained	We will strengthen and develop community groups	We will increase pride in our city by ensuring there is a vibrant and diverse cultural, entertainment and leisure offer
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8.	<p>A set of key success measures has been developed against the priorities, to enable monitoring and reporting of progress against the Strategy. The targets will published on the council's website, after which quarterly monitoring reports will be provided to Cabinet and the Overview and Scrutiny</p>																				

	Management Committee, as well as on the website.
9.	The Council Strategy (2016-2020) supports and complements the Council's Executive Commitments, which set out the key activities that the Council have committed to deliver against each outcome. These are attached at Appendix 2.
10.	The Council Strategy (2016-2020) also sets out how we will work in order to deliver our services in a modern, efficient and sustainable way that meets the needs of our residents. This reflects the commitments made in the Customer Strategy, agreed by Cabinet in November 2015. These commitments are: <ul style="list-style-type: none"> <li>• First time resolution – getting things right first time and delivering joined-up services with partners.</li> <li>• Easy as 1,2,3 – simple, efficient services designed around our customers' needs.</li> <li>• Assisted digital – digital services, with extra help for those who need it.</li> <li>• Empower customers, communities and employees - supporting customers and communities to become more self-reliant.</li> <li>• Informed by insight – involving our customers in the design, development and review of services.</li> <li>• Value for money – delivering cost effective services, ensuring that we can continue to keep customers at the heart of what we do.</li> </ul>
<b>RESOURCE IMPLICATIONS</b>	
<b><u>Capital/Revenue</u></b>	
11.	There are no additional resource requirements arising from the approval of the strategy. The Council Strategy (2016-2020), once approved, will be used as a basis for the setting of the 2017/18 Budget.
<b><u>Property/Other</u></b>	
12.	None.
<b>LEGAL IMPLICATIONS</b>	
<b><u>Statutory power to undertake proposals in the report:</u></b>	
13.	The statutory powers for producing this strategy can be found in the Local Government & Housing Act 1989, Local Government Acts 1972, 1999 and 2000 and s1 Localism Act 2011.
14.	The Council has a statutory obligation to meet the best value Duty (s3 Local Government Act 1999, as amended by s137 of the Local Government & Public Involvement in Health Act 2007). The production of the Council Strategy demonstrates that the council has an integrated and planned approach to this requirement.
<b><u>Other Legal Implications:</u></b>	
15.	In preparing this Strategy the council has had regard to its duties under the Equalities Act 2010, the Human Rights Act 1998 and s.17 of the Crime and Disorder Act 1998.
<b>POLICY FRAMEWORK IMPLICATIONS</b>	
16.	The Council Strategy forms part of the council's Policy Framework, as set out in Article 4 of the Council's Constitution. The Executive is, for almost all functions, responsible for implementing the policies and spending the budget in accordance with the Policy Framework and budget. Each of the proposed actions in this strategy will be subject to the council's normal decision making

	processes, including detailed legal and financial assessments as necessary.
17.	In developing this Strategy, consideration has been given to known national policy and budgetary changes which will have a significant impact on the city. Progress over the next few years will be partially dependent on the availability of funding from external sources or the identification of new income sources. As it is not possible to guarantee the outcomes in some cases, the Council Strategy is subject to in year variation. It is therefore proposed to delegate authority to the Chief Strategy Officer, following consultation with the Leader of the Council, to finalise the Council Strategy 2016-2020, including incorporating any changes made at the meeting and to make any in year changes and to refresh relevant sections of the strategy in 2017, 2018 and 2019 so that it aligns with any new budgetary or policy developments which will impact on the council's activities.

<b>KEY DECISION?</b>	<b>No</b>
<b>WARDS/COMMUNITIES AFFECTED:</b>	<b>All wards</b>
<u>SUPPORTING DOCUMENTATION</u>	
<b>Appendices</b>	
1.	Southampton City Council Strategy 2016-2020
2.	The Executive's Commitments

**Documents In Members' Rooms**

1.	None
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**Equality Impact Assessment**

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

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

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

<b>Title of Background Paper(s)</b>	<b>Relevant Paragraph of the Access to Information Procedure Rules / Schedule 12A allowing document to be Exempt/Confidential (if applicable)</b>
n/a	
1. n/a	