

<b>DECISION-MAKER:</b>	CABINET COUNCIL		
<b>SUBJECT:</b>	COUNCIL STRATEGY 2014 - 2017		
<b>DATE OF DECISION:</b>	15 JULY 2014 - CABINET 16 JULY 2014 - COUNCIL		
<b>REPORT OF:</b>	LEADER OF THE COUNCIL		
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<b>STATEMENT OF CONFIDENTIALITY</b>			
None.			

## **BRIEF SUMMARY**

The Council Strategy is a key strategic document, setting out what we will do, how we will work and how we will contribute to the draft city strategy (2014 – 2025). It sets out our priorities for the next three years, the outcomes we expect to achieve by 2017 and the measures we will use to monitor our progress. It will influence all other strategies and policies developed during this period, as well as spending decisions; directorates and services will also use it to plan service delivery. It is part of the council's Policy Framework and must be approved by Council.

Once agreed, it will be made 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 Plan, which received positive feedback, and has been used to set the strategic direction for the council since its development. It has been refreshed in light of feedback from residents and the changing local and national context.

## **RECOMMENDATIONS:**

### **CABINET:**

- (i) To note the recommendations made by the Overview and Scrutiny Management Committee, as reported verbally at the meeting, which, if approved by Council, will be reflected in the final version of the Council Strategy.
- (ii) To recommend the draft Council Strategy 2014-2017, including the Council priorities attached as Appendix 1, to Council for approval.

### **COUNCIL:**

- (i) To note the recommendations made by the Overview and Scrutiny Management Committee and Cabinet, to be reported verbally at the meeting, and which, if approved, will be reflected in the final version of the Council Strategy 2014 - 2017.
- (ii) To approve the draft Council Strategy 2014-2017, including the council priorities attached as Appendix 1.
- (iii) To delegate authority to the Assistant Chief Executive, following consultation with the Leader of the Council, to finalise the draft Council Strategy 2014 -2017, including incorporating any changes made at the meeting and to make any in

year changes and to refresh relevant sections of the strategy in 2015 and 2016 so that it aligns with any new budgetary or policy developments which will impact on the council's activities during 2014- 2017.

## **REASONS FOR REPORT RECOMMENDATIONS**

1. The Council Strategy is a key element in the council's policy framework, as it sets the direction of travel and priorities for the council for 2014-2017. It will influence all other strategies and policies developed during this period, as well as 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.

## **ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

2. None.

## **DETAIL (INCLUDING CONSULTATION CARRIED OUT)**

3. The draft Council Strategy 2014-2017, attached as Appendix 1. The strategy describes how the council will contribute to the priorities set out in Southampton Connect's City Strategy 2014 -2025.
4. The previous Council Plan was published in July 2013. Key achievements against last year's plan are attached as Appendix 2. Highlights include:
  - Agreement on the development of the Royal Pier with key partners and commenced work on phase 1 of the Station Quarter Development and Centenary Quay, as part of the City Centre Master Plan.
  - Successful City Deal submission, jointly with Portsmouth City Council which is expected to lever significant funding to support local economic growth and jobs for local people.
  - Improvement in the levels of educational attainment at both Key Stage 2 and Key Stage 4 (GCSE) by the city's children and young people including those from disadvantaged backgrounds.
  - Launch of a new mobile app 'Recycle for Southampton' to help residents check collection dates, set reminders and find their nearest recycling point.
  - Over 10,000 residents have signed up for the garden waste collection service.
  - Establishment of a joint Multi Agency Safeguarding Hub (MASH) to improve the effectiveness of responses to all children's referrals.
  - Started work on the Southampton New Arts Complex.
  - Established a joint Integrated Commissioning Unit between the council and Health (Southampton City Clinical Commissioning Group) within a unified management structure.
  - Establishment of an independent Fairness Commission to consider issues of fairness and equality in Southampton.
  - Delivered 300 affordable homes and brought 100 empty homes back into

use.

- Conducted the first City Survey since 2010 in partnership with Southampton Connect.

5. We face a number of challenges including financial pressures and improving our performance in some areas. The final performance report for 2013-14 is available on the council's website, and provides an overview of progress to date. The key areas for improving council performance in the coming year have been incorporated into the draft Council Strategy 2014 -2017 and are:

- Improving educational attainment for all children and young people.
- Improving children's safeguarding services including of increasing the number of care leavers in suitable accommodation and in employment, education or training.
- Increasing direct payments and reducing delayed transfers of care.
- Increasing recycling rates and transforming waste services.

6. In developing the Council Strategy, we have also considered feedback from residents, both from the pre-budget priorities survey, and the more recent City Survey 2014. It is reassuring to note that despite the fact that in the last few years the council has had to make difficult decisions in light of financial challenges. The feedback shows that:

- Satisfaction with how the council runs things has gone up since 2010 by 7% to 59%.
- 44% agree that the council provides value for money which is 4% higher than in 2010.
- Over 75% are satisfied with parks and open spaces, bin collections and recycling.
- Over 60% are satisfied with our play parks/areas, libraries, sports and leisure, local tips and recycling.

7. We have also given particular attention to the key feedback points:

- The top priorities for improvement were roads and pavements and local transport and travel congestion.
- 88% of Southampton residents have access to the internet.
- 28% use email alerts and 27% use the website as the main source of information about the council.

8. The draft Council Strategy 2014 -2017 sets out the following priorities:

- Jobs for local people
- Prevention and early intervention
- Protecting vulnerable people
- Affordable housing
- Services for all
- City pride
- A sustainable Council

9. The strategy details the outcomes we expect to achieve by 2017 and the key success measures we will use to monitor our performance. Quarterly performance reports will be published on the council's website and be available for the Overview and Scrutiny Management Committee (OSMC) to consider.

10. In addition to setting out our key priorities, the strategy reflects our priority to become a sustainable council in the context of our ongoing financial pressures. A separate report is on this agenda detailing the next phase of our Transformation Programme to enable us to achieve this priority by 2017.
11. OSMC is due to consider the draft Council Strategy 2014 - 2017 on 10<sup>th</sup> July 2014 and their recommendations will be reported verbally at the Cabinet and Council meetings.
12. The final version of the Council Strategy 2014- 2017 will be published on the Council's website, following consideration of the feedback from OSMC, Cabinet and Council.

## **FINANCIAL/RESOURCE IMPLICATIONS**

### **Capital**

13. There are no additional capital implications for 2014/15 arising from the proposals outlined in this report.

### **Revenue**

14. There are no additional revenue implications for 2014/15 arising from the approval of the report's recommendations. The measures contained within the strategy will be met from the resources allocated to portfolios through the 2014/15 budget setting process and future approved budgets.

### **Property**

15. None as a consequence of the recommendations contained within this report.

### **Other**

16. None.

## **LEGAL IMPLICATIONS**

### **Statutory power to undertake proposals in the report:**

17. 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 s.1 Localism Act 2011. The council has a statutory duty to secure best value. The production of the Council Strategy demonstrates that the council has an integrated and planned approach to this requirement.

### **Other Legal Implications:**

18. In preparing the 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.

## **POLICY FRAMEWORK IMPLICATIONS**

19. 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.

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 Assistant Chief Executive, following consultation with the Leader of the Council, to finalise the Council Strategy, including incorporating any changes made at the meeting and to make any in year changes and to refresh relevant sections of the strategy in 2015 and 2016 so that it aligns with any new budgetary or policy developments which will impact on the council's activities during 2014- 2017.

## **SUPPORTING DOCUMENTATION**

### **Appendices**

1	Draft Council Strategy 2014 - 2017
2	Council Plan 2013 - 16 Progress highlights

### **Documents In Members' Rooms**

	None
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### **Background Documents**

Title of Background Paper(s)	Relevant Paragraph of the Access to Information Procedure Rules / Schedule 12A allowing document to be Exempt/Confidential (if applicable)
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**FORWARD PLAN No:** N/A

**KEY DECISION No**

**WARDS/COMMUNITIES AFFECTED: None**