

BRIEFING PAPER

SUBJECT: DRAFT COUNCIL STRATEGY 2016-2020
DATE: 15 SEPTEMBER 2016
RECIPIENT: OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

THIS IS NOT A DECISION PAPER

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.

BACKGROUND and BRIEFING DETAILS:

1. 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.
2. 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:
 - 81% of our residents reported that they are satisfied with Southampton as a place to live (82% in 2014)
 - 55% were satisfied with the way Southampton City Council runs things (59% in 2014).
 - 43% were satisfied that Southampton City Council provides value for money (44% in 2014).

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3. The most recent Priorities Survey (2015) showed that the top priorities for residents were:

- People in Southampton are safe and protected from harm
- Children and young people get a good start in life
- Southampton is a place with maintained roads and pavements, and accessible and affordable transport.
- Southampton is a city with good levels of skills, education and employment.
- Southampton is a city with strong, sustainable economic growth.

This feedback has been used to inform and develop the council's four new outcomes.

Outcomes and priorities

4. 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:

- Southampton is a city with strong, 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.

5. A series of priorities have been identified as the key areas of focus that will enable the Council to achieve the agreed outcomes:

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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6. 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 be published on the council's website, after which quarterly monitoring reports will be provided to Cabinet and the Overview and Scrutiny Management Committee, as well as on the website.
7. Overview and Scrutiny Management Committee discussed the proposed measures on 14 July 2016, and provided feedback. The first point of feedback was a request for a suitable transport measure to be identified for inclusion within the new indicator set. This was investigated, and a response provided as follows:
'Currently there is no suitable measure which has been identified for inclusion in the Strategy. At the moment we are able to monitor bus journey times, which may give some indication re congestion, but usefulness of this measure is limited. Work is in progress to develop and implement Bluetooth monitoring of journey times, using signals from cars tracked via a scanner; once this is available, it will be monitored as part of the local transport plan and consideration will be given to including it in the Council Strategy'.
8. The second point of feedback was that 'recognising the need to improve outcomes for young people in Southampton through preventative action, the Executive pinpoints and incorporates the key drivers within the indicator set that will identify if the required improvements are being made, and sets appropriate targets that are stretching but achievable'. A response was provided as follows:
'The Council Strategy includes a measure relating to the number of Early Help Assessments undertaken, as well as a measure on the numbers of successful Families Matter results. We have consulted with the Early Help Manager who has confirmed that these are the most appropriate measure for preventative action to improve outcomes for children and young people in the city'.

RESOURCE/POLICY/FINANCIAL/LEGAL IMPLICATIONS:

9. 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.
10. 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.
11. 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.
12. 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.
13. In developing this Strategy, consideration has been given to known national policy

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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.

OPTIONS and TIMESCALES:

14. The appended draft Council Strategy is scheduled for consideration at the 20 September meeting of Cabinet and 21 September meeting of Council.

Appendices/Supporting Information:

Southampton City Council Strategy 2016-2020 - Draft

Further Information Available from:

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