

Southampton: City of opportunity

2021-2025 Corporate Plan





The Southampton City Council corporate plan 2021-2025 sets out how we will achieve our vision of Southampton as a city of opportunity.





Our Vision: The city of opportunity

Our Mission: To create the environment where this can happen

Over the next two years we will be focused on creating the energy, belief and faith in our city by getting Southampton moving, recover from the pandemic and build stronger, deeper relationships with our staff, residents, carers, businesses and partners.

Our vision is to deliver an ambitious, more prosperous, healthy, happy and hopeful city. We will create a city of opportunity where everyone can live fulfilling and rewarding lives. We will deliver a greener connected city for future generations, using the great opportunities and challenges we face to create new employment opportunities for local people through attracting more inward investment and forging new partnerships around the UK and the world.

We will be an ambitious, vibrant, and healthy city, that champions our history and heritage, a place that people are proud to live and work and hand to future generations. A city that shows the “art of the possible” through coming together and achieving for all.

Our plan is deliberately focused on the next two years, delivering immediate short-term goals to show what we can do, to create a platform to deliver for future years, and really invest in the fabric our great city.

It recognises the need to demonstrate recovery from COVID-19 for the people who live and run businesses here. We will take a leading role in

promoting opportunities and provide support to our residents and businesses, whilst we also look to both the medium and longer-term with an ambitious set of programmes and projects for the Southampton area by 2025 and 2050.

The longer-term opportunities of our UK City of Culture 2025 bid, Freeport and Mayflower Quarter developments will build upon the focused work of the next two years. Looking ahead to the next 10-20 years we will be delivering thousands of new homes, new infrastructure, green economy opportunities for businesses and research/development, more investment into our public services, and improved opportunities for our children and our vulnerable.

As we drive our economy and generate inward investment, we will also create more income for the council and opportunities/prosperity for our city, creating a long-term sustainable financial model to continue to invest in the services for our city’s residents and businesses. We have an incredibly exciting opportunity ahead of us and this really is the moment for our city to shine and unleash the potential we have, to become the city we know we can be.

Let’s Get Southampton Moving.

**Councillor Daniel Fitzhenry
Leader of Southampton City Council**



We provide an incredible **700+** services for our residents, businesses and visitors across the city; from pest control to parks, museums and homes to music and bins, from health and social care to transport infrastructure and coastal engineering – we're involved in so much more than you may realise in delivering for you. Never have our services and relationships been more recognised and viewed as essential as they have during the COVID-19 pandemic. Our team of **3,500**, who are from a variety of trades and professions, are so proud and pleased to have been able to rise to the challenge. Our job is to deliver on the priorities in our Corporate Plan and set by the 48 elected councillors. The pandemic taught us of the importance of collaboration, and we want to embrace this further using our UK City of Culture 2025 bid, our Freeport status, and our UNICEF Child Friendly City bid to bring us together as we recover as a city. Working alongside many businesses in Southampton, and beyond, and our partners in health, police, fire and rescue, the schools, colleges, universities, charities and volunteering organisations, we want the way we deliver our services to feel as if we are working as one for you. It isn't always simple, but by following our values to be customer-focussed, collaborative, curious, creative, commercial and with a can-do attitude, we hope to give our **260,000** residents and **8,000** businesses across all the city's districts the best possible chance of success in their own lives and livelihoods.

Sandy Hopkins Chief Executive



Customer
focussed



Collaborative



Curious and
Creative



Can-do



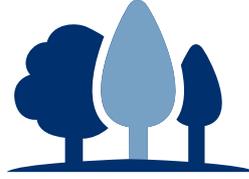
Commercially
minded



Facts and figures



Over 109,000 dwellings in the city



We maintain 53 parks, 147 other green spaces and 75 eco areas for managed wildlife covering 95 hectares



1 in 5 homes are council owned



Over 8,000 businesses



We manage over 416 miles of highways



We recycle, compost or reuse around 27,000 tonnes of waste per year



Around 260,000 residents



Around 52,000 children & young people (0-17) live here



Southampton City Art Gallery has over 5,000 works spanning eight centuries



21.14% of the city is green space



Growth

We are incredibly ambitious for our city, our businesses and our people. We will create a vibrant, entrepreneurial city that delivers business growth and new jobs and opportunities by being at the forefront of the journey to net carbon zero by 2050, and our UK City of Culture 2025 bid, and our Freeport Status to create new relationships with other parts of the UK and the world.

We will provide people with choices for home ownership and drive the development of new parts of our city to maximise the benefits of our Freeport and cultural offerings.

We want to build on Southampton's unique waterfront location and excellent transport links to continue to grow the local economy. We want to make sure that Southampton is a place that our residents are proud of, bringing to light the depth of our heritage, a city that develops to meet the changing demands of the modern world, and remains a great place to live, work and visit.

Priority	Measures and milestones
1,000 new parking spaces across our city's estates and districts.	<p>Full programme developed and agreed in 2021.</p> <p>Phase 1 implementation started in 2021.</p>
Bringing forward a plan for regeneration in our districts and promote home ownership.	<p>Bitterne District Improvement Plan 2023-24.</p> <p>Lordshill District Improvement Plan 2022-23.</p> <p>Housing Estate Improvement Programme by 2023.</p> <p>Housing Growth Partnership with Developer to deliver more home ownership homes across the city - Partnership launched by April 2023.</p> <p>Adopt a new Local Plan by spring 2023.</p>
Bring forward a plan for a world class waterfront at Mayflower Park and support the delivery of the Spitfire National Monument Project.	<p>Start on site for Spitfire National Monument in 2023 with Spitfire Trust.</p> <p>Consult and adopt Phase 2 of the Mayflower Quarter Growth Plan by April 2023.</p>
Deliver a transport plan that provides a range of options to travel across the city whilst pursuing a 'Southampton Mass Transit System' solution such as improved rail, Park and Ride or trams.	<p>Finalise the Southampton Mass Transit System Strategy and delivery plan by March 2023.</p> <p>Submit a business case for Northam Bridge replacement by March 2023.</p> <p>Sign Enhanced Bus Partnerships by March 2022.</p>
Improve the highways for all users.	<p>Agree additional road repair programme by December 2021.</p> <p>Implement road repair programme by March 2023.</p> <p>Introduce repair to roads outside of the conventional intervention standard.</p> <p>School Street programme - converting the experimental trial sites to permanent with design in 2021/22 and delivery in 2022/23.</p> <p>Deliver two additional Active Travel Zones which include new 20mph speed limits. Co-design starting winter 2021 and delivery in 2022/23.</p>
Economy and Growth Strategy Action Plan 2021 - 2030.	<p>Launch the new Action Plan supporting International City, Business growth, Employment, Skills and and place shaping by October 2021.</p>
Support Southampton's Maritime economy, employment, skills and growth as part of the National Freeport Programme UK.	<p>Submit Solent Freeport business case in Autumn 2021.</p>

Wellbeing

We are committed to improving health and learning for our children and adults across the city. Through the journey of our UK City of Culture 2025 bid, we want a city in which people can start well, live well, age well, and live happy and fulfilling lives. We will be a city that prevents and intervenes early, promotes wellbeing, and allows people to live independently for longer, enjoying their lives and all our great city has to offer.

We will create a city that provides excellent education and development opportunities for our young people and adults, that builds strong relationships with our partners and carers to help solve the challenges we face, and create a city of opportunity for all. Through embracing our culture, heritage, parks, green spaces, and our unique waterfront opportunities we want a to be a happy, hopeful and ambitious city.

Priority	Measures and milestones
Address the need for all children to have sufficient food during the school year and in holidays.	<p>Review and expand the 'Feed the Future' programme.</p> <p>Ensuring that all those eligible for Free School Meals receive appropriate support.</p>
Reduce the number of children looked after.	<p>Reduce the number of looked after children rate from current levels of 98 per 10,000 (figure at May 2021).</p>
Improve the quality of learning opportunities including a viable post-16 provision in the city that meets the needs of learners.	<p>St Mark's school opening September 2022.</p> <p>Increase the percentage of year 12 and 13 children in education, employment and training with accredited study.</p> <p>Find a solution to the Sixth Form colleges challenges in the city by March 2023.</p>
Improve partnership working across the health and social care system to improve outcomes for our residents.	<p>An agreed Integrated Care System (ICS) set of arrangements with the NHS at a place level in line with the White Paper implemented in April 2022.</p> <p>Reduce the number of permanent admissions to residential placements from 720 people per 100,000 population to 590 per 100,000 population by April 2022.</p> <p>Increase the number of people using care technology from 687 installations in 2020/21 to 756 by April 2022.</p>
Improve carers experience.	<p>Increase the proportion of carers receiving support.</p> <p>Carers' Strategy in place by end of March 2022 and actions from Scrutiny into Carers implemented.</p>
Reduce childhood obesity.	<p>Increase the number of Healthy Early Years Awards achieved.</p> <p>Increase the take up of the Healthy High-5 programme (a city-wide initiative with five achievable elements (stars) designed to have a positive impact on the health and wellbeing of all school pupils).</p> <p>Sign up to the Local Authority Declaration on Healthy Weight.</p>



Our Greener City

We will make Southampton a leading city for the green economy. We will maximise our great natural assets such as our parks, open spaces and waterfront, improving access for people to enjoy them and for us to embrace their heritage on our UK City of Culture 2025 bid journey.

We will create a city that leads the way in using technology to reduce air pollution. We will bring together the environmental challenges we face as a city and country to create new jobs and opportunities using our Freeport and UK City of Culture 2025 bid as the focus to showcase our great city to the UK and the world. We will use the great entrepreneurial and scientific human capital we have to help solve the climate challenge.

We will create a place that embraces and celebrates clean streets and parks, where people are conscious of their responsibilities and environmental impact, and we will be a place that pioneers opportunities for UK PLC on the journey to net carbon zero by 2050. We will make our city a welcoming and friendly place to live, work and visit through showcasing our ability to blend culture, heritage and economic growth with our natural environment, and create a healthier and happier future for our city.

Priority	Measures and milestones
Deliver Electric Vehicle (EV) charging across our estates and introduce new EV buses to the city.	First phase of electric charging points installed by April 2022. EV Bus ZEBRA Bid and Partnership by April 2022.
Clean up our city: - Improve our parks, open spaces, waterfronts and city district centres. - Plant more trees and green walls. - Increase enforcement against fly tipping.	Parks and Open Space Plan 2022 including proposals for the improvement of Mayflower Waterfront Park. Increase enforcement activity against those fly-tipping.
Encourage wildflower growth.	Wildflower verges introduced by April 2022. Plant wildflower meadows by 2025.
Develop a Natural Environment policy and Green Grid Action Plan.	Published by May 2022.
Improve waste management and recycling.	Consult on and adopt a new Waste Management Strategy 2032 by March 2023. Increase the percentage of household waste sent for recycling.
Economy and Growth Strategy Action Plan 2021-2030.	Launch the new Action Plan supporting International City, Business growth, Employment, Skills and Placeshaping by October 2021.
New Greener City Action Plan 2022-27.	By March 2022.

Communities, Culture & Heritage

We want to create neighbourhoods where people want to live, where they have pride in the place and their community. We want people to play an active role in the life of their neighbourhoods, and for our city's culture and heritage to be at the centre of all we do.

We will make Southampton a place where people feel safe in their surroundings. We will work closely with the police and city partners to support our communities to be safe and to build resilience, but also to galvanise the goodwill of our people to work together to reduce harm and create more opportunity for all.

We will celebrate, enhance and promote our diverse cultural and heritage offering and experiences to bring economic and social benefits for our communities and partners, locally, nationally and internationally and hopefully win our bid to be UK City of Culture 2025 and become an exemplar UK Freeport.

Priority	Measures and milestones
<p>Restore and promote our city's heritage assets to the world creating pride in our city's past.</p> <p>Be selected as the UK City of Culture 2025.</p>	<p>Finalise our Heritage Asset Management Strategy in the Autumn of 2021.</p> <p>Develop and publish our Cultural Strategy by December 2021.</p> <p>Longlisted September 2021. Full bid submission January 2022. Shortlisted March 2022. Announcement May 2022.</p>
<p>Work with our partners to tackle anti-social behaviour, violence, and begging through;</p> <ul style="list-style-type: none"> - Greater joint work with police and our partners, seeking to secure increased police officer numbers in the city. - Increased use of CCTV where appropriate. - Supporting communities and young people. - Promote the annual Anti-Social Behaviour Week. 	<p>Work with the Safer City Partnership to publish our revised Community Safety Strategy by December 2021.</p> <p>Develop and implement a new 'Community Fund' which will be open for first applications in October 2021. £500k of funds to be distributed by March 2023.</p> <ul style="list-style-type: none"> - Open for first applications October 2021 - £500k in funds to be distributed by March 2023 <p>Strengthen and increase the reach of our hate crime network by March 2022.</p> <p>Implement the provisions of the new Domestic Abuse Bill to support the victims of abuse to access safe accommodation and pathways to support.</p>
<p>Achieve our ambition to become a UNICEF Child Friendly City by 2024/25.</p>	<p>Acceptance onto accreditation programme by Autumn 2021.</p> <p>Install first children's mayor by May 2022.</p> <p>New programmes of support and engagement involving children and young people by March 2022.</p> <p>Rights of children enshrined in local policy making and scrutiny processes by 2024.</p>
<p>Support Southampton's visitor economy and ensure Southampton is a destination of choice.</p>	<p>Publish our Southampton City Destination Management Plan in July 2021.</p> <p>Develop an Events and Festival strategy by March 2022.</p>
<p>Support the businesses within our city and promote the city centre as a destination of choice for business and leisure by removing evening parking charges in the city centre and reviewing all parking charges across the city.</p>	<p>New evening and Sunday charging framework in place by 1 August 2021.</p> <p>Wider review of charging completed by March 2022.</p>

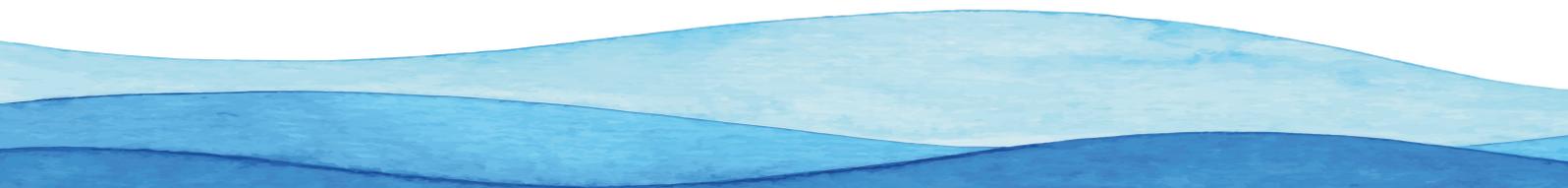
A council that works for and with you

We are building an organisation that creates and grows sustainable, agile and flexible services, with people who have the capacity, capability and confidence to adapt to and drive changing environments. We will promote a can-do culture where our teams work together to serve our residents and businesses in an effective way.

We will be focused on always improving our organisation, working with clients, partners, colleagues and trade unions to create a great place to work and do business. We will have efficient, easy to use systems making sure we keep costs low and develop our people. We will grow and deliver a great customer experience, opening our doors and “minds” to working with our partners across the city and the globe to solve the great challenges our city faces, and to showcase what can be achieved in our home city.

We will be an exemplar organisation that creates the environment to facilitate the delivery of our vision, encompassing the opportunities of our UK City of Culture 2025 bid journey, “flying the flag” for our great city.

Priority	Measures and milestones
Improve the customer experience through developing a greater customer service focus, supporting the improvement in digital literacy in the city, and improving and expanding services available online.	Customer Service Telephony upgrade November 2021. Refresh and improve our website including Southampton Information Directory (SID) during 2021.
Continue the transformation of services and our workplace.	Implement new social care system October 2021. Implement MS Teams calling across the organisation by March 2022. All employees (irrespective of role) will have IT access by April 2022.
Ensure that we buy products and services efficiently and secure best value for money.	Increase percentage of council spend with local suppliers.
Continue work to be an employer of choice.	Reduce the number of days lost to sickness absence. Finalise our People strategy by March 2022.
Identify and use the right data to make better, more informed decisions, drive improved performance, and to use forecasting and analytics to improve our services and products for our customers.	Discovery phase complete December 2021 including delivery of quick wins.





Southampton: City of opportunity

