

# Southampton City Council

## Corporate Plan 2025



# Executive summary

Southampton is a place of incredible opportunity. Steeped in history, we are a city with a rich heritage and a thriving future.

This plan outlines our commitment to unlock that opportunity by building a more equal, healthier, safer, greener and growing city for everyone who calls Southampton home.

Building on the feedback from thousands of local people and aligning closely with the missions of the Southampton 2035 City Plan, this plan sets out the council's priorities to transform services, improve efficiency, and deliver better outcomes for residents especially the most vulnerable.



To maximise our impact, we have shaped our priorities around the five missions of the Southampton 2035 City Plan:

- **A more equal Southampton:** Tackling inequality through targeted interventions, inclusive decision-making, and a strengthened commitment to equality, diversity, and inclusion across services and within the council's workforce.
- **A Healthier Southampton:** Focusing on prevention, early support, and integrated care to improve health outcomes, support independent living, and ensure children and young people thrive.
- **A Safer Southampton:** Reducing violent crime and anti-social behaviour, safeguarding vulnerable individuals, and fostering a city where everyone feels safe and supported.
- **A Greener Southampton:** Leading the transition to a net-zero city by 2035, enhancing biodiversity, improving recycling and air quality, and investing in green infrastructure and flood resilience.
- **A Growing Southampton:** Driving inclusive economic growth through regeneration, skills development, cultural investment, and infrastructure improvements, including housing and sustainable transport.

To deliver these changes we must continue to **transform the way the council works to be a modern, financially sustainable council that makes lives better for residents.** We will do this by embracing technology, improving our use of data and ensuring we put our residents at the heart of our approach.



## Corporate Plan summary

### A more equal Southampton



#### A Healthier Southampton

- Support people to live healthy, active and independent lives.
- Ensure young people have a good start in life.
- Improve the quality of our homes and housing service and reduce homelessness.



#### A Safer Southampton

- Tackle crime and anti-social behaviour so that Southampton feels safer.
- Protect the most vulnerable.



#### A Greener Southampton

- Protect our environment and become a sustainable net-zero city.
- Make Southampton a cleaner, greener city.



#### A Growing Southampton

- Grow Southampton's economy in an inclusive, fair and sustainable way.
- Ensure residents can access the benefits of growth through improved skills and employment support.
- Deliver the homes, sustainable transport and social infrastructure Southampton needs to thrive.
- Deliver culture-led regeneration and cultural activity to grow the cultural, creative and visitor economies and a vibrant destination.

### A modern, financially sustainable council that makes lives better for residents

- Transform to become a financially sustainable, efficient council.
- Develop and support our workforce to succeed.
- Empower residents to have their say in the decisions which affect them.
- Make a success of Local Government Reorganisation.

# Southampton 2035 City Plan

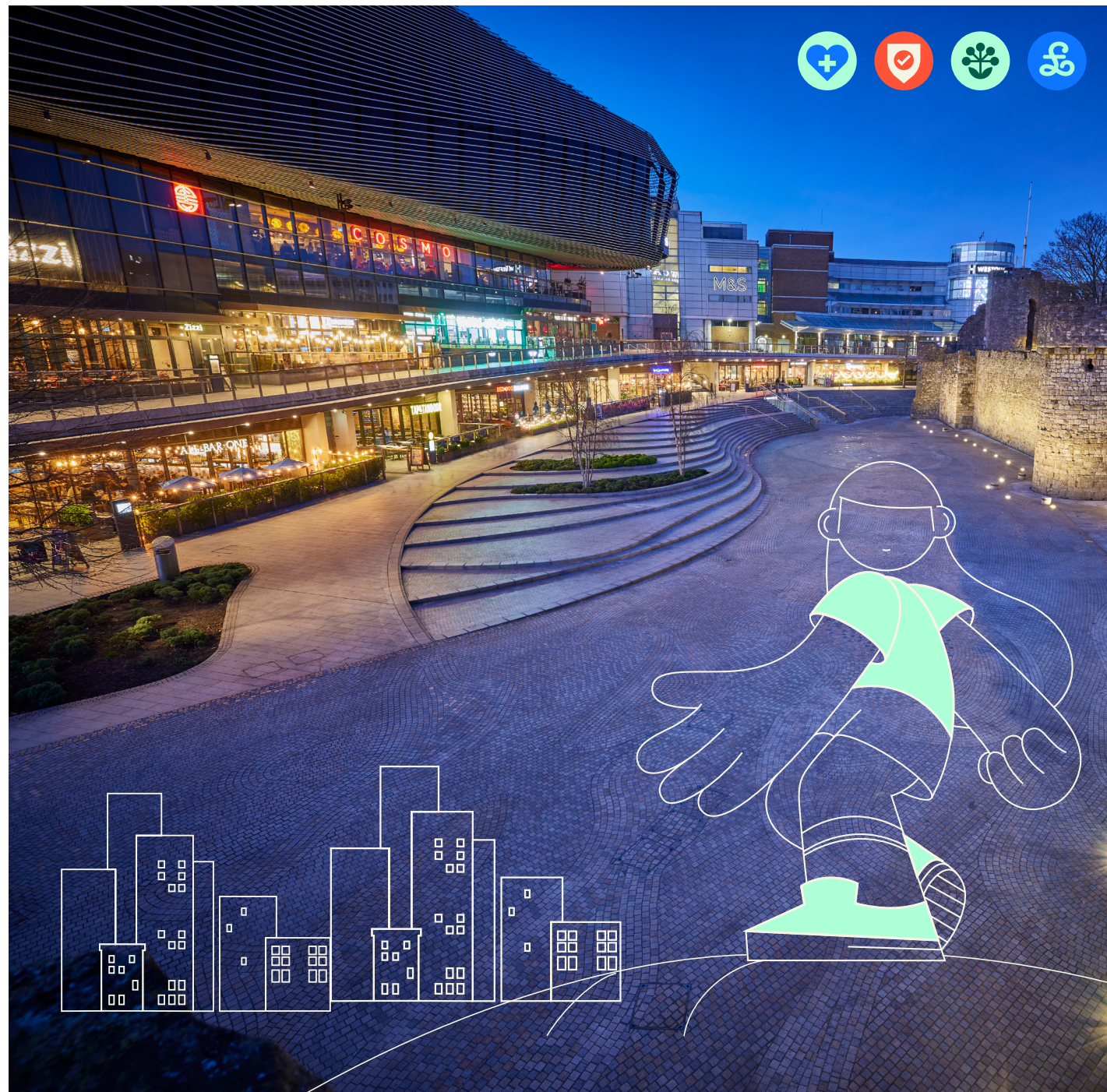
The Southampton 2035 City Plan outlines five core missions that the council, along with its partners across the city, have pledged to work towards over the decade leading up to 2035.

The missions were developed with feedback from thousands of local residents, businesses, partners, and community groups.

At the heart of that change is a commitment to **building a more equal city**, with specific missions to build a **healthier, safer, greener and growing Southampton**.

Southampton City Council (SCC) is committed to working with partners to deliver the ambitions of the Southampton 2035 City Plan.

This Corporate Plan directly sets out how the council's activity over the coming years will support the delivery of the city missions, as well as improving how the organisation works.



# A more **equal** Southampton

**As with the Southampton 2035 City Plan, the Southampton City Council Corporate Plan puts a commitment to a more equal city at its heart.**

Many of the priorities throughout this plan will specifically target the root causes of inequalities facing our residents.

Every major decision the council makes is assessed to identify and mitigate disproportionate impacts on people with protected characteristics. We also assess the impact on people who are care-experienced, people living in poverty and consider the impact on community safety.

To enhance this approach, we will also adopt a small number of focused equality objectives to improve the way we work as an organisation and meet our statutory duties under the Public Sector Equality Duty.



# Our equality objectives

**Make Southampton a more equal city by working with partners to deliver our Southampton 2035 City Plan**

SCC and our partners have a clear vision to make Southampton a healthier, safer, greener and growing city. Each of these missions are underpinned by a commitment to build a more equal Southampton and tackle inequalities.

From reducing income gaps to increasing independence, our collective focus on the Southampton 2035 missions puts reducing inequalities and improving outcomes for local people at its heart.



**Embed a 'better evidence, better decisions' approach to ensure services reflect the needs of the diverse communities and reduce inequalities**

- Build on our Health Determinants Research Collaboration (HDRC) to strengthen our collection, analysis and use of data.
- Improve our engagement with residents to ensure we hear the voices of all sections of our community.
- Encourage greater use of co-production and seek more involvement from residents in our decisions.
- Better understand who uses our services so we can identify and address barriers which cause inequity and ensure decisions meet the needs of our diverse communities.
- Strengthen the use of Equality and Safety Impact Assessments to ensure decision making is rooted in creating a more equal city.

**Build a safe, supportive and inclusive workplace with a workforce which recognises and reflects the diverse community we serve**

- Work with colleagues to develop a new people and culture strategy.
- Create an inclusive, welcoming and flexible work environment where all colleagues can thrive and feel that they belong.
- Empower our colleague resource networks and groups to be the voice of staff, championing and shaping colleague experiences within the organisation.
- Develop new inclusive methods of colleague recognition and routes for progression.
- Review our recruitment processes to drive equality and enhance protections for those with protected characteristics, veterans and care leavers.
- Continue to embed equality pay practices and reduce our gender and other protected characteristic pay gaps.

# A modern, financially sustainable council that makes lives better for residents

Improving the lives of our residents is the council's core business.

To do that effectively we must be an efficient and financially sustainable organisation that is connected to the residents we serve. That will require a focus on transforming, improving and modernising services, developing our workforce and putting residents at the centre of our decision making.

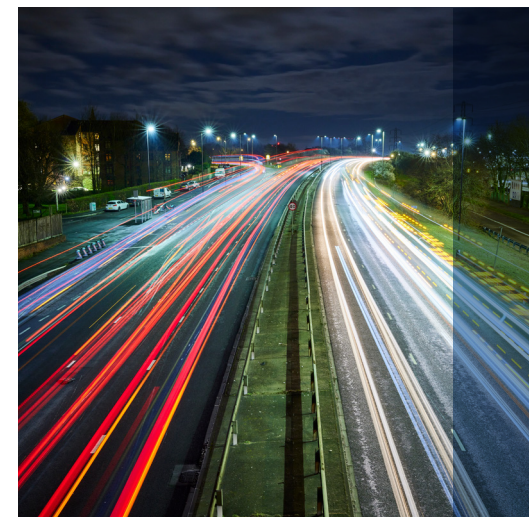
This will be critical when it comes to local government reorganisation.



## Priority: Transform to become a financially sustainable, efficient council

We will continue to transform the council to deliver modern, efficient, value for money services which are easy for residents to access. We will use data and technology to shape our improvement and streamline how we make decisions to ensure we can respond quickly to residents' needs.

- Embed robust financial discipline to deliver balanced budgets without the need for exceptional financial support.
- Ensure the council secures value for money from every penny it spends, aligns spending to corporate priorities and uses audit to drive improvement.
- Work as one council to deliver our shared priorities for Southampton.
- Take a 'better evidence, better decisions', data-led approach.
- Review the council's property assets to ensure buildings are providing value for money and public benefit.
- Review our governance processes to streamline decision making and ensure effective scrutiny.
- Embrace new technology, AI and digitisation to improve services.
- Make it easier to get issues resolved by the council by transforming customer services and increasing self-service options.
- Ensure services are customer focused and meet the needs of our diverse population.
- Strengthen our joint working with partners to deliver the Southampton 2035 City Plan.
- Work in partnership with our communities and the voluntary sector to maximise impact.



### Priority: Develop and support our workforce to succeed

Our staff have the power to change residents' lives. They are the biggest asset we have and are critical to how we will improve services for local people.

We will improve our support and development offer for staff, strengthen leadership and management, and drive equality, diversity and inclusion.

- Develop and deliver a new People and Culture strategy.
- Invest in our staff through a new programme of training and development opportunities.
- Relaunch our staff colleague resource groups and support them to champion the voice of staff.
- Drive a culture of continuous improvement and challenge ourselves to find better ways of working.
- Strengthen equality and diversity activity and actively seek to ensure our workforce reflects the community we serve.

### Priority: Empower residents to have their say in the decisions which affect them

Listening to residents and involving them in decision making is vital to ensuring services respond to local needs.

We will improve how we communicate to ensure that residents can see how their views influence decisions.

- Carry out regular resident engagement and consultations and ensure the results shape priorities and inform improvement.
- Improve how we communicate and engage with residents to ensure we are effectively informing, listening and acting on residents' views and telling the story of the city of Southampton.
- Ensure the diverse voices of our community are heard and shape decisions.



### Priority: Make a success of local government reorganisation

Government intends to reorganise local government and create a new unitary council covering a larger area.

While this will be a complex change, there are great opportunities to improve services and to work with residents to shape the new organisation.

- Work with other councils to develop a geography for new unitary councils which retains and respects the identities of individual areas.
- Provide regular opportunities for residents, staff and partners to help shape the new unitary councils.
- Ensure the new unitary council is set up to offer efficient, accessible and value for money services which meet the needs of residents.



# A Healthier Southampton

**We will create a healthier city by focusing on prevention, integrating health and social care and tackling the causes of poor health.**

By focusing on prevention, early support and inclusive services, we will reduce health inequalities, promote independence, and improve quality of life.

From supporting children and families to improving housing and preventing homelessness, we will work to make Southampton a city where everyone can live well.



## **Priority: Support people to live healthy, active and independent lives**

Everyone in Southampton should have the opportunity to live well. By focusing on prevention, promoting active lives, and improving access to care services we'll help people stay independent for longer.

- Develop and deliver a new Health and Wellbeing Strategy with partners focused on tackling health inequalities.
- Reduce tobacco, alcohol and drug use and protect young people from vaping through prevention and targeted support.
- Work with partners to ensure there is a sustainable local market to deliver health and care services.
- Review and modernise our leisure facilities offer and upgrade the Outdoor Sports Centre to increase access to physical activity for all.
- Deliver the We Can Be Active strategy to support people to be more active in a way that suits them, including walking and cycling.



- Enable people to live independently in their own home through early help, assistive technology and community support.
- Deliver the Mental Health and Wellbeing strategy with partners.
- Work with carers to refresh our carer's strategy and ensure they are recognised, valued and supported.
- Redesign and recommission early support services to improve prevention opportunities, particularly in relation to adult social care.



### Priority: Ensure young people have a good start in life

We want Southampton to be a city where children and young people are supported to thrive from the very beginning. By tailoring services to their needs, enhancing education and inclusion, and ensuring timely support for families, we will create the conditions for every young person to grow up safe, supported, and ambitious for their future.

- Take a child friendly approach to service provision across the city.
- Reflect our role as a corporate parent in everything we do.
- Work with schools to reduce exclusions, improve attendance and raise education outcomes.
- Develop additional SEND provision in mainstream schools and expand two special schools to become a more inclusive city.
- Support steps to improve childhood healthy weight and encourage active lives.



- Continue to prioritise community support and Family Hubs to ensure families are able to access the support they need.
- Provide new residential children's homes in Southampton to support young people in care.
- Embed the new school travel service model.

### Priority: Improve the quality of our homes and housing service and reduce homelessness

Everyone deserves a safe, secure, and decent place to live. We are committed to raising housing standards across Southampton – whether in council homes or the private rented sector – by investing in quality, safety, and environmental sustainability. We will put tenants at the heart of our services, strengthen our approach to preventing homelessness, and transform our housing service to improve standards and customer service.



- Improve rented housing standards by completing a condition survey of private rented homes in Southampton.
- Introduce a new licensing scheme for Houses in Multiple Occupation (HMO) and strengthen enforcement in the private rented sector.
- Become a good landlord by transforming our housing service and meeting the regulator of social housing's consumer standards.
- Put tenants at the heart of our decision making through improved housing tenant engagement.
- Invest to bring SCC housing up to the Decent Homes standard, meet Building Safety Act duties, and to create Decent Neighbourhoods.
- Develop an improved model for preventing homelessness based on local needs.
- Reduce fuel poverty by improving the energy efficiency of council homes and reducing damp and mould.

# A Safer Southampton



**We will work with the police and partners to make Southampton safer, reduce crime and safeguard those most at risk.**

To make Southampton a city where everyone feels safe and able to thrive.

We will make Southampton safer by focusing on reducing violent crime. This includes tackling domestic abuse, youth violence, and violence against women and girls.



## Priority: Tackle crime and anti-social behaviour so that Southampton feels safer

We are committed to making Southampton a place where everyone feels safe and supported. By working with the police and local partners, we will take action to reduce violent crime, improve awareness of how to report concerns, and ensure our city remains welcoming and inclusive - especially for those who may be more vulnerable or at risk.

- Support the police and partners to reduce violent crime including domestic abuse, youth violence and violence against women and girls.
- Improve awareness of crime reporting through increased communications, in partnership with Hampshire police.
- Champion Southampton as a City of Sanctuary and encourage more city organisations to become places of sanctuary to ensure refugees and asylum seekers are welcomed into our diverse city.
- Deliver our Youth Justice Plan to reduce the levels of reoffending amongst young people and deliver focused violence deterrence programmes with the police and other partners.
- Develop a faster, effective and visible response to reported anti-social behaviour.

## Priority: Protect the most vulnerable

We will make Southampton a safer and more inclusive city by focusing on early support, safeguarding and targeted care. From improving public protection to supporting families and individuals with complex needs, we will work to reduce harm and ensure those most at risk are protected and empowered.

- Grow our local network of safe places and hate crime reporting centres.
- Strengthen security and public protection for major events and city venues in line with Martyn's Law requirements.
- Support children to live safely within their own families and be safe in and around the city.
- Protect adults who may be at risk by strengthening safeguarding partnership, policy and practice.
- Invest in road safety improvements to reduce accidents targeted at areas of highest need.



# A Greener Southampton



**We aim to make Southampton a greener, more environmentally sustainable and a net zero city. We will reduce carbon emissions, build energy-efficient homes, retrofit existing buildings, and boost sustainable travel.**

Southampton's future depends on the choices we make today to protect our environment and improve the places we live. We will lead by example in reducing carbon emissions, restoring nature, and preparing for the impacts of climate change. At the same time, we will focus on the everyday environment—keeping our streets clean, making it easier to recycle, and investing in green spaces that everyone can enjoy.

By working with residents, businesses and partners, we will create a city that is not only more sustainable, but also healthier, more attractive, and better prepared for the future.

## Priority: Protect our environment and become a sustainable net-zero city

We are committed to tackling the climate emergency and protecting Southampton's natural environment for future generations. With partners and communities we'll work towards becoming a net-zero city, enhance biodiversity, and increase resilience to extreme weather, to build a greener, more sustainable city.

- Progress our commitment to become a net-zero organisation by 2030 and a net-zero city by 2035.
- Improve the biodiversity and condition of natural habitats across the city.
- Deliver a new Local Area Energy Plan to increase renewable energy generation and meet the city's sustainable growth aspirations.
- Campaign for and support partners to improve water quality in the River Itchen to enable more people to use the water.
- Seek external funding to deliver improvements to reduce flood risk and increase the city's resilience to extreme weather.
- Work to secure funding to deliver the River Itchen Flood Alleviation Scheme as part of unlocking the wider regeneration of the area.

## Priority: Make Southampton a cleaner, greener city

We want everyone to feel proud of Southampton. We will ensure our streets remain clean, invest in our green spaces, make it easier for residents to recycle and take action to improve air quality.

- Improve recycling rates by making it simpler to recycle and introducing food waste recycling for all households.
- Work with partners to deliver a new Materials Recovery Facility recycling plant for the region.
- Reduce fly-tipping through improved prevention and enforcement.
- Ensure our streets, parks and public spaces remain clean and well maintained.
- Improve the condition of Mayflower Park by investing in a new coastal defence structure on the waterfront.
- Support work to secure National Park City status for Southampton.
- Invest to improve our parks and green spaces, retaining Green Flags and ensuring they remain accessible to all.
- Continue to improve the air quality across the city.

# A Growing Southampton

**We will help Southampton's economy grow in a sustainable and inclusive way.**

We are building a city where growth benefits everyone through inclusive economic development. We will build high-quality homes and infrastructure, create access to skills and employment, and support a thriving cultural scene.

By investing in regeneration, transport, and housing, supporting local businesses and communities, and celebrating Southampton's unique identity, we will create a more prosperous, connected and vibrant city that offers opportunity for all.

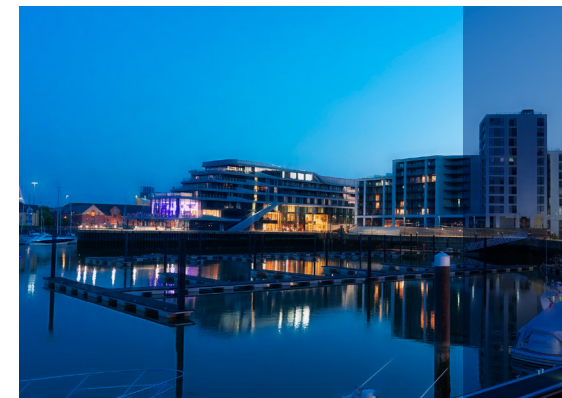


**Priority: Grow Southampton's economy in an inclusive, fair and sustainable way**

We will drive regeneration and investment that benefits all communities, creating a thriving local economy rooted in fairness and sustainability.

By supporting local enterprise, attracting new opportunities, and strengthening our role in the wider region, we aim to build a resilient economy that delivers long-term prosperity for the city.

- Work with the Renaissance Board to deliver the Southampton Renaissance Vision for the city centre and improvements to district centres.
- Maximise the impact of the Revolving Regeneration Fund to accelerate growth and catalyse transformative regeneration.
- Develop and deliver a new Growth and Prosperity plan (Local Growth plan) for Southampton.
- Encourage inward investment and maximise the benefits of the Solent Freeport.
- Shape the development of a new Mayoral Combined County Authority to ensure Southampton's role as the economic driver of the region is recognised.
- Embed the 'Southampton Pound' (Community Wealth Building) principles, so our economy retains more wealth and opportunity for the benefit of local people.
- Strengthen international partnerships to encourage trade, tourism, global collaborations and cultural exchange.





**Priority: Deliver the homes, sustainable transport and social infrastructure Southampton needs to thrive.**

A growing city needs the right foundations. We will invest in new homes, better transport, and essential infrastructure to support our communities and economy.

- Deliver the Bus Service Improvement Plan and Local Transport Plan to improve transport links and connectivity in Southampton including:
  - Progressing the Northam Rail Bridge replacement
  - Development of metro proposals
  - Public realm improvements
  - Safer roads and pavements including new safe routes to schools
  - More real time information bus stops, bus priority schemes and steps to keep bus travel affordable
- Enable the delivery of new homes across the city, ensuring the right mix of properties to meet our city's needs.
- Work with social housing providers to deliver new affordable homes at Townhill Park and across the city.
- Explore options for estate regeneration schemes to increase affordable housing supply in Southampton.
- Deliver a Local Plan which enables sustainable and inclusive growth whilst protecting the heritage and character of Southampton.

**Priority: Ensure residents can access the benefits of growth through improved skills and employment support.**

We want everyone in Southampton to benefit from the city's success. By improving access to skills, training, and employment support, we will help residents find good jobs, support local businesses to grow, and ensure our workforce is ready to seize the opportunities our city offers.

- Work with partners to develop a new Southampton Skills Strategy and create new skills and employment opportunities for local people.
- Improve links and alignment between employers and education providers through partnerships and relevant strategies.
- Support more residents to gain the qualifications and skills that are right for them.
- Ensure start-ups and existing businesses can access affordable support and advice to maximise opportunities, retain local talent and enable growth.
- Increase the availability of 'good work' and reduce unemployment to reduce health inequalities in the city.
- Grow the number of apprenticeships through the Apprenticeship Levy, and increase vocational experience through Employment Skills Plans.

**Priority: Deliver culture-led regeneration and cultural activity to grow the cultural, creative and visitor economies and a vibrant destination.**

We will harness the power of culture to shape a vibrant, inclusive and distinctive Southampton. By investing in our heritage, creative industries and driving culture-led regeneration, we will grow the city's visitor economy, support local talent, and create welcoming places that bring people together.

- Establish Southampton as a sustainable destination by delivering the Destination Management Plan, Cultural Strategy and Festivals and Events Strategy.
- Invest in preserving and enabling access to our heritage assets, collections, high-quality visitor attractions and cultural and events programmes.
- Provide welcoming, safe spaces through libraries and with partners supporting literacy, digital inclusion, education, skills, health and wellbeing.
- Invest in and embed culture-led regeneration and activity across the city, attracting and retaining inward investment and talent.

