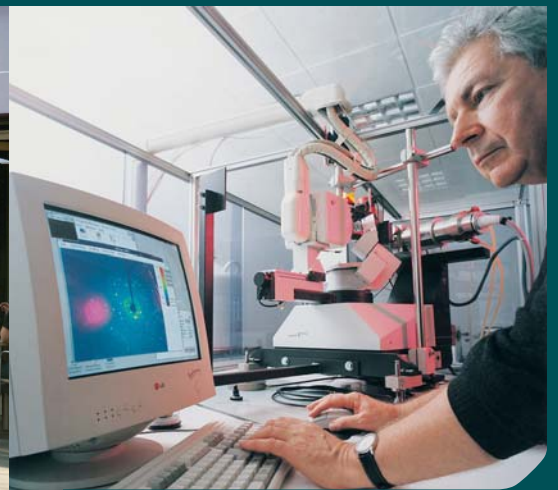


Southampton

The city of Southampton strategy

A 20 year vision



Southampton strategy Introduction

In early 2006 partners from across Southampton came together to agree a fresh vision for the City of Southampton. This vision underpins our aspirations for the city over the next 20 years. With an emphasis on innovation, creativity and opportunity we are committed to working in partnership to improve the overall quality of life of local residents and those who work in, or visit our city. We would like all citizens to feel part of a city which is being sustained and developed for the benefit of all.

Across the country, there is a positive urban renaissance with cities now regarded as aspirational, inspirational and entrepreneurial catalysts for development. Whilst Southampton is seeking all the benefits that such a renaissance brings, thereby keeping the city moving forward, we do know that we have a number of pressing challenges that need to be addressed, for example improving educational attainment and skills; tackling disadvantage; reducing teenage pregnancies; tackling crime as well as the root causes of crime; and changing demographics with an increasing elderly population and fewer young people as well as a significant number of economic migrants choosing to come to Southampton.

As a key player in the Partnership for Urban South Hampshire we recognise the importance of Southampton across the South Hampshire area and are working very closely with neighbouring authorities and agencies to achieve a coherent approach across our region.

This strategy provides the framework for tackling the key priorities to realise our 2026 vision. Underpinning this framework is a range of specific and detailed strategies and action plans including the city's Local Area Agreement. We acknowledge the work done by Southampton Sustainability Forum in assessing how the strategy meets sustainability criteria and will use these criteria to monitor progress.

In delivering our vision and by working together, as set out in our agreed Governance Protocol, we are committed to develop Southampton as a city of which all our citizens can be proud.



Ros Cassy
Chair, Southampton Partnership



Councillor Alec Samuels
Leader, Southampton City Council





Southampton

strategy

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This information is available in alternative formats.
Please contact the Southampton Partnership team on 023 8083 3332

Our vision

As the major city in central southern England, Southampton will be recognised as the region's economic, social and cultural driver, building on its role as an international seaport, centre for cutting edge research and leading retail centre.

It will be a centre of learning, have a varied and exciting cultural landscape and be known for its innovative and creative businesses, leisure opportunities and fine parks and open spaces.

To realise this vision, Southampton will have:

People proud of their city & making a positive contribution


- a culturally diverse city free from discrimination which welcomes new communities and provides opportunities for everyone to contribute to the life of the city and its region
- a place which promotes health and wellbeing and continuously improves the quality of life of all its people
- a place with partnership and shared leadership at its core where local people are informed, involved and listened to

Innovation and learning at its heart

- an international centre for learning and development, particularly in the marine sector, led by the two Universities, one with its world class reputation for research and innovation and the other as a major centre for vocational and professional learning
- a talent magnet, the result of sustained collaboration between universities, colleges, business support services and employers, which is committed to enabling its citizens to develop and attracting new people and enterprise into the city
- a city with excellent education from the earliest years through to schools and colleges, which encourages people to value learning throughout their lives

A dynamic business environment

- at the forefront of developing a knowledge based economy
- a place which develops and attracts successful, creative and innovative businesses, particularly in knowledge based and service industries as well as a thriving health and care sector
- a city with an enterprising business community which recognises the contribution it can make to the city experience and which enthusiastically participates in, supports and sponsors activities



Adapting into a sustainable waterfront city, Southampton will have a world-wide profile, attracting visitors, new citizens and businesses by being the UK's premier cruise liner home port, a major European container port and the local city for one of the UK's top airports.

Southampton will be known as a city that is good to grow up in and good to grow old in where people are proud to live and economic success is harnessed to social justice.

An attractive, sustainable and stimulating environment

- a well positioned city with excellent transport infrastructure providing world-wide links through land, air and sea and internally well connected with the imaginative and creative use of public spaces
- a city which lives within clear environmental limits and is responsive to the impact of climate change
- well maintained with a high quality public realm, featuring distinctive, quality buildings, some iconic, offering a mix of accommodation including affordable housing, family housing and attractive, safe and welcoming open spaces for everyone

Imaginative arts and cultural opportunities

- a centre of national excellence for the arts and culture - building on the major strengths of existing venues and collections, and encouraging new ventures.
- a place that fosters and celebrates creative and media industries, contemporary, visual and performing arts, arts reflecting the city's communities and arts in education
- a place which celebrates and shares its rich maritime heritage with ever increasing numbers of visitors from around the world; a heritage that is carefully preserved and actively brought to life for the benefit of visitors and residents alike

A unique sense of place

- a place that people naturally gravitate towards for a high quality experience in all aspects of urban life and that people are proud to promote
- a place that is both confident in its role at the heart of the region, that stimulates development outside its boundaries and which is valued beyond the city region
- a city which celebrates its relationship with the sea through maritime heritage, innovation, business, learning, physical landscape and events
- a place with distinctive neighbourhoods and district centres providing a focus for local services and community activities

The 2007 headlines for the 6 strategic objectives are:

People proud of their city & making a positive contribution

- 74% of people feel their local area is a place where people from different backgrounds get on well together
- 20% of all households are income deprived and receive Housing and/or Council Tax Benefit, well above the national average of 14%.
- 40% of the city's population live in the 11 Priority Neighbourhoods – areas of deprivation requiring targeted multi-agency interventions.
- Life expectancy in the lowest fifth of wards is 75.5 years compared with 80.2 years for the highest fifth.
- The city has a good record in managing community change and continues to invest in supporting its diverse communities.
- There is a sound jointly owned basis for tackling crime and anti-social behaviour.
- Highly rated 3-star primary care and social care services
- The city has a Youth Parliament and a Seniors Council

Innovation and learning at its heart

- Regional centre for learning and innovation, home to two universities which include the National Oceanography Centre and Warsash Maritime Academy, a first class teaching hospital, the Maritime and Coastguard Agency, Ordnance Survey, Ford Transit production, Skandia Insurance, Carnival Cruises and NXP (formerly part of Philips).
- A world class marine sector, with the potential for further development and growth across a number of areas.
- In the city's schools attainment and results at all key stages of the national curriculum are rising with 48.4% of pupils in Southampton schools achieving 5 or more A*-C GCSE grades, compared to the national average of 57.1%.
- Progression rates into further education at age 16 for Southampton resident young people are increasing.
- The number of 16-18 year olds 'Not in Education, Employment or Training' (NEET) is above national and regional average at approximately 600, or 11-12% of the 16-18 year population.

A dynamic business environment

- Over 120,300 people work in the city, including 47,000 commuters.
- Average income is £23,300 whereas the regional average is £25,000.
- 12.3% of residents of working age have no qualifications.
- The city's current Gross Value Added is £19,137 per head, higher than the South East Regional average.
- The growth and sustainability of local enterprise and small businesses is improving, whilst the number of VAT registered businesses per 10,000 economically active residents (445) is well below the regional average (716).
- There are 7,422 small and medium sized enterprises (SME) in the city.





Southampton is home port to some of the world's most famous liners

An attractive, sustainable and stimulating environment

- 76% of residents are satisfied with their local area as a place to live, which has a positive impact on health and well-being.
- Over 70 % of journeys are made by car and peak period public transport use is approximately 24 %.
- The population and economy are expanding and the port's business continues to grow. At these growth rates, traffic levels are predicted to increase by 40% by 2026
- The council is in the top quartile of local authorities for the cleanliness of the streets with 71% of residents satisfied with the cleanliness standard of their area.
- Southampton is in the top quartile of local authorities for household waste collection, with 90% of residents satisfied with the service, whilst satisfaction with waste recycling is in the third quartile (68%).
- Southampton is a top five Local Authority on green issues and home of a ground breaking combined heat and power scheme using natural geo thermal energy.

Imaginative arts and cultural opportunities

- A regional centre for leisure, retail (7th in Experian UK League), theatre, arts, media, sports and events.
- A centre of excellence for visual arts through the Bargate, John Hansard, Millais and Southampton Art Galleries, and a strong reputation for music and the performing arts through venues such as The Nuffield, Mayflower, Turner Sims and The Joiners.
- A multi-cultural city with over 14 faiths and 40 languages spoken
- An incredibly rich and diverse heritage.
- Wide ranging musical opportunities - the city's schools are recognised as the best in the country for music

A unique sense of place

- The major cruise and container port- home of Queen Elizabeth 2, Queen Mary 2, Queen Victoria and, the world's current biggest liner the Independence of the Seas.
- An international gateway via sea and air with 2.6 million passengers passing through the city region in 2006
- It has fine parks and open spaces including The Common which extends to 148 hectares, an increasingly positive street scene and a diverse and talented population.
- It is a major economic player in the region and sub-region; its influence extending well beyond its administrative boundary.
- City image and branding is the focus of significant investment.



Southampton Sustainability strategy

Sustainability at the fore-front of our delivery

In delivering our vision, we acknowledge that over the past 20 years we have witnessed a growing realisation that the current model of development is unsustainable. We can already see the consequences of climate change, increasing stress on resources, and loss of biodiversity. As a port city we naturally recognise the significance of climate change as a driver for change both locally and globally.

Sustainability is not just an environmental issue; degraded environments, poverty, unemployment and social exclusion impact directly upon the health and well being of all communities.

At a national level, the Government in 2005 sought to define 'sustainable communities' and concluded that they 'are places where people want to live and work,

now and in the future'. At a local level we will respond to this by helping to plan the city's future in a way which ensures that future generations benefit from - rather than suffer because of - actions taken by this generation. The following sustainability principles will be used to guide our future work.

Governance

- Future decisions about the future of the city will be achieved by energising and increasing citizen participation in the local community and adhering to the principles of sustainable development. In particular, we will ensure that opportunities are provided for the community to participate effectively in open, accountable and transparent decision-making processes.

Natural common goods

- Southampton will take pride in being a place where natural common goods - natural resources, habitats and biodiversity - are protected and preserved. We must ensure the quality of the environment is maintained and enhanced for future generations while enabling sustainable growth and development. We will improve water quality and use water more efficiently, reduce primary energy consumption and increase the share of renewable and clean technologies, promote and enhance biodiversity, and prevent pollution of the environment.

Local action for health

- Southampton will promote and achieve improved health and wellbeing for its citizens. Health issues are strongly interlinked with environmental and economic factors, particularly for those experiencing poverty. We will address the wider determinants of health and integrate health impact assessments into the planning of all our activities.

Planning and design

- Southampton will be a city in which urban planning and design addresses environmental, social, economic, health and cultural issues for the benefit of all. Planning will aim to regenerate derelict and disadvantaged areas, avoid urban sprawl, ensure mixed use of buildings and development, and ensure the appropriate conservation of our cultural heritage. The planning process will improve the local environment whilst minimising resource use.

Better mobility, less traffic

- Southampton will address the interdependence of transport, health and the environment, and promote sustainable mobility choices. A strategic approach will be taken to transport planning to ensure a network of interchanges and modes that aim to reduce dependence on car use and encourage alternative transport choices. We will minimise congestion and improve local air quality.



Vibrant and sustainable local economy

- Southampton will create a vibrant local economy that gives access to employment without damaging the environment. We will adopt measures to stimulate and support local employment and implement sustainability principles for the location and operation of business in the city. We will invest in the future by creating markets for sustainable technology.

Responsible consumption and production

- Southampton will demonstrate a commitment to promoting and facilitating the prudent use of resources and to encouraging sustainable consumption and production. Production will achieve greater efficiency and value with less resource use, pollution and waste. Increased consumption will be decoupled from rising environmental impacts and social injustice. We will reduce waste, increase re-use and recycling, and avoid unnecessary energy consumption.

Social equity and justice

- Southampton will be a place where inclusive and supportive communities are fostered and supported. We will work towards alleviating poverty and ensuring equitable access is provided for all



Southampton has been nationally recognised as being at the forefront of work on energy efficiency

to public services, education, employment opportunities, training and information. Everyone will have the opportunity to live in a decent, affordable and well built home.

Local to global

- Southampton's people will be committed to local action for global equity and sustainable development. Our ability to develop more sustainably will determine the speed and degree of climate change we experience. We will significantly reduce our greenhouse gas emissions - at home, work and when travelling. We also need to adapt to the future impacts of climate change on the environment, economy and society.

A sustainability appraisal using these principles has been undertaken and the findings have been used to influence the content of this strategy. We will continue to monitor progress against these principles. A full copy of the Sustainability Appraisal can be found on the Southampton Partnership's website.

Southampton City Council has established the Southampton District Energy Scheme with a private sector partnership. The Scheme is owned and operated by Utilicom, and is one of the largest community heating and cooling networks in the UK, servicing a hospital, educational and civic buildings, offices, a major leisure complex, four hotels and a shopping centre, as well as both social and private housing.

The scheme originally utilised geothermal energy from a borehole, which is still in use, but a combined heat and power (CHP) plant and back-up/top-up conventional boilers are now the major energy suppliers. Future opportunities for using biomass/biofuel are being explored.

(Strong and Prosperous Communities, the government's white paper on Local Government published in October 2006)

Southampton

Priorities & context

strategy

Southampton, with its population of over 220,000 people, is the most culturally diverse city in the south east outside of London with much to celebrate and be proud of

In common with many cities, Southampton is also a city of contrasts; from affluent neighbourhoods with £1m+ properties to areas of disadvantage and deprivation.

How will Southampton look and feel by 2026? We asked this question of more than 100 opinion formers from across all walks of city life at a special seminar in September 2006. Some key themes emerged including the need to:

- Develop long term strategies to deliver the 2026 Vision.
- Develop an integrated and sustainable transport system that works.
- Improve basic skills for the high number of people who lack them.
- Ensure that as many people as possible can connect with technology and that we do not allow a "digital divide" to develop.
- Promote and celebrate the excellence of the research and development of our two universities.
- Seek more sustainable use of resources and energy and source more goods and services from local suppliers.
- Encourage more families to live, and send their children to schools, within the city.
- Ensure inclusive and cohesive communities.
- Promote bold leadership and a sense of civic pride across the city.



In addition, consultation with children & young people, older people and BME groups identified the following

Key priorities	Children & young people	Older people	Black & minority ethnic
Providing activities	✓	✓	
Greater involvement in shaping the city	✓	✓	✓
Tackling poverty and inequality		✓	✓
Housing provision		✓	✓
Transport	✓	✓	
A cleaner city	✓		
Less crime/more policing	✓		
Better schools	✓		
Economy and jobs	✓		✓

The BME community also wanted to improve their image and contribution and to see more strategic planning for the future needs of their community.

Additionally the health and wellbeing of our people is a recurring theme and we are committed to promoting:

- healthier lifestyles and taking

action on smoking, exercise and diet.

- wider citizen ownership and control over factors that influence their health and access to services.

The City of Southampton in context

National

The 'State of the English Cities' report (ODPM, March 2006) highlights that across the country cities are on the up as they face exciting, but challenging, futures. Increasingly acknowledged as economic drivers, and not liabilities, cities look and feel a lot different from 20 years ago. Today's successful cities have significant qualities and assets to drive the economy and improve the quality of life including:

- innovation and creativity generated through the intellectual resources in universities and research establishments;
- facilitating the growth of creative and knowledge-based industries which release creative talent and energy for economic benefit;
- diversification of employment to deal with the continuing decline in manufacturing and increases in the service sector;
- a skilled and motivated labour force;
- well connected transport infrastructure such as railway stations, motorway access, airports and sea ports;
- an efficient, reliable and sustainable transport system that enables goods, services and people to move around with a minimum of delay;
- safe, secure and high quality housing for all income groups;
- a modern, exciting and vibrant 'open for business' image that respects and enhances their heritage;
- high quality parks, open spaces and public art to provide a sense of place and identity;
- an integrated cultural offer of activities, events and opportunities which allow all communities to come together and enjoy life in the city;
- strong leadership coupled with effective partnership working.

Southampton aims to be a strong and sustainable city in developing all of these strands. However, many cities also face significant challenges for example:

- social exclusion and inequality levels of deprivation and disadvantage are higher and more widespread than the national/regional averages;
- higher levels of unemployment and worklessness;
- the health of the urban populations is generally poorer;
- educational attainment in schools is generally lower;
- teenage pregnancy rates are higher;
- recorded crime rates are higher.

Southampton wants economic success to lead to social success. However, even the most economically successful cities have low income households - but fewer of them - and where the local economy is below average the number of low income households is higher. Therefore, for Southampton, social cohesion and inclusion, and a strong and competitive local economy are not mutually exclusive; they are two interdependent features of a successful city.

Regional

Southampton is a major player in the south east and the leading city on the south coast. Its influence and reach extends well beyond its boundary to

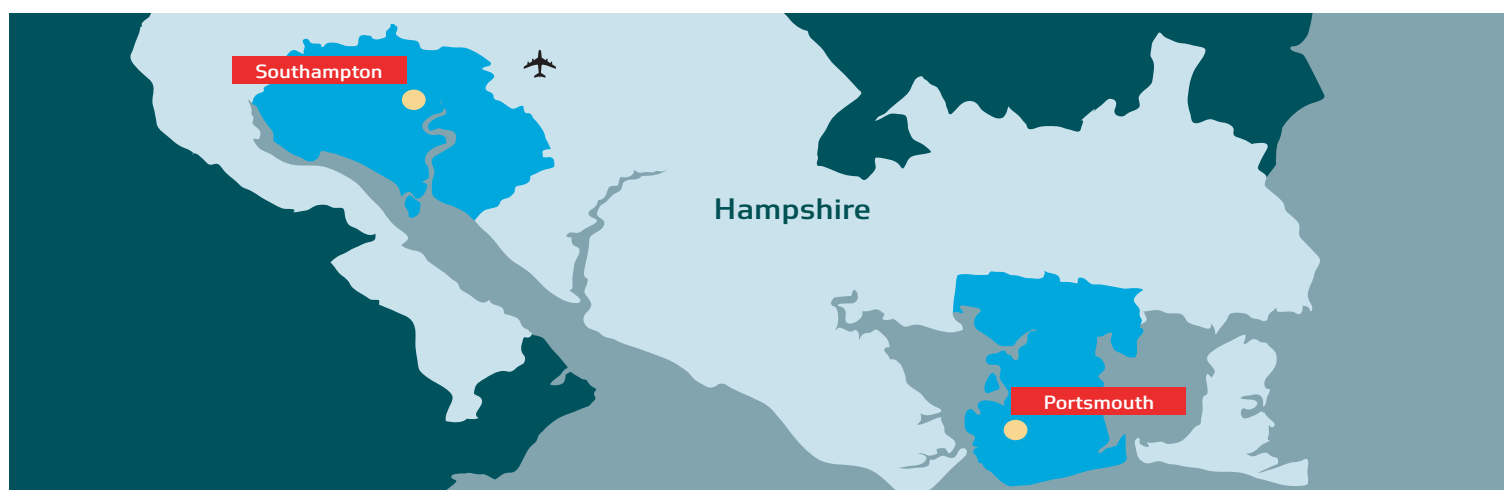


encompass a 'travel to work' area of 650,000 people. As a regional transport hub and major gateway, characterised by the airport and the port, and an economic driver Southampton features strongly in regional plans. These include the Regional Economic Strategy (RES) and the South East Plan. The RES provides an economic framework for the region up to 2016 and identifies three key challenges that confront the whole of the south east including Southampton:

- **Global Challenge:** Including raising skills levels to compete with new economic powerhouses
- **Smart Growth:** Including driving up productivity by focusing on innovation and creativity
- **Sustainable Prosperity:** Including maximising the competitive advantage offered by quality of life and huge environmental assets.



Southampton offers a range of cultural activities, events and opportunities, reflecting the diversity of the city



The South East Plan is the development framework for the region up to 2026 and sets out the direction it needs to take and the scale of change needed if the current high quality of life is to be sustained. Covering a broad range of elements from the economy to housing, transport to tourism, cultural to health, for cities such as Southampton it states that:

- over the next 20 years the majority of all new developments will be focused on urban areas and a target of 60% of development (in brownfield sites) has been set;
- these highly accessible urban areas will provide employment, leisure and retail facilities for their citizens and surrounding hinterlands;
- they will be the focus of investment in transport and provide opportunities to create well designed higher density 'living centres' to promote urban renaissance;
- 9 sub-regions for growth are identified; one is South Hampshire.

Sub-Regional

As a sub-region for growth, the Partnership for Urban South Hampshire (PUSH) has developed the South Hampshire Strategy (SHS) covering almost one million people in and around the cities of Southampton and Portsmouth which form its anchor points. The PUSH area is an almost continuous spread of loose knit urban and suburban development on the Solent coastline.

The SHS identifies a range of targets to be delivered as the sub-region's contribution to the South East Plan with the two cities as the dual focus for future economic growth and urban regeneration. With the overall aim of increasing output (Gross Value Added) from around 2.75% in 2006 to 3.5% per annum by 2026, sub-regional and Southampton specific targets are shown below.

The precise location of these developments within Southampton will be determined by the Local Development Framework (LDF)



process which is the new planning regime that brings together land use planning with other policies and programmes that influence how the city looks, feels and functions. Guiding the LDF process is the Core Strategy, which is a complementary document setting out the 2026 geographical/spatial vision of this City of Southampton Strategy

PUSH has proposed a policy (SH14) on environmental sustainability which offers an opportunity to develop Southampton and the surrounding sub-region into a centre of excellence for sustainable development. Working with partners, Southampton will meet its development targets in a sustainable and environmentally sensitive manner. This will include actions to achieve a 60% reduction in CO² emissions by 2050, and actions to secure adequate sea and river defences in order to protect Southampton's economic position.

By 2026	PUSH target	Southampton target	% contribution by Southampton to PUSH target
New homes built	80,000	16,300	20.4%
New jobs created	59,000	15,000	25.4%
New retail floor space created	750,000m ²	160,000m ²	21.3%
New office floor space created	1,215,000m ²	310,000m ²	25.5%

Southampton

Our people

strategy

Improving the quality of life for Southampton's people is the primary aim of the City of Southampton Strategy

Forecasts for our population in 2026 show that

- The percentage of under-16s will have fallen from 18% of the population in 2006 to 16% due to falling birth rates.
- The percentage of older people will increase due to increasing life expectancy from 14% of the population in 2006 to 19%.
- Natural demographic changes will lead to a more diverse and larger black and ethnic minorities' community population from just under 8% in 2006 to between 10% and 13%.
- The future impact of European and international migration will further change Southampton's ethnicity.

Our people broadly fall into three groups:

- Those who live in Southampton (more than 220,000)
- Those who work in Southampton but live outside its boundaries (47,000)
- Those who visit Southampton for

year)

Whilst the three groups span all ages, ethnicity, qualifications, annual income and those who work here as employers and employees) it is only right that all of them expect a good quality of life.

For those who **live in Southampton** it is about

- being a good place to grow up in and grow old in;
- having somewhere to live in a decent and warm home in a clean, safe neighbourhood with sufficient money and good health;
- access to sport and leisure facilities as part of improving their health and wellbeing
- freedom from deprivation, disadvantage, discrimination and intolerance;
- the opportunity to learn new skills and acquire knowledge;
- stimulating work and good working conditions;
- access to high quality public

centres;

- a reliable and modern transport infrastructure that reduces dependency on the car; and
- a cultural scene that caters for all generations and communities.

The needs of Southampton's more transient populations such as higher education students, contract workers on short and medium term contracts, and new communities from European Union accession states and other countries who may or may not see themselves as staying long term in the city are another important factor.

For those who **do business in Southampton** it is about the quality of the city's image and business accommodation, an effective transport infrastructure that gets people to and from work and that supports the realisation of business objectives. However, the top priority is the availability of a skilled and motivated workforce. The **whole workforce** needs good employment conditions and location of work and to be able to share in the city's economic success.

For those who **visit Southampton** it is also about ease of getting into, around and out of the city. Whether their visit is for shopping, sport, heritage, events or any other activity it must be a high quality - and memorable - experience. The overall aim must be repeat visits and 'word of mouth' recommendations which all contribute to the economy of the city. Visitors should want to return to the city and recommend it to others as a place well worth visiting.



leisure/retail (3,500,000 visits per

services, local shops and district

Southampton

Objectives

strategy

To respond to the views of our people and the national, regional and sub regional drivers which affect us our 2026 vision has 6 objectives with 19 key aspirations which form the heart of this strategy and link to our Local Area Agreement (LAA)

Strategic objective 1: People proud of their city and making a positive contribution

	Where are we going - our 2026 aspirations?	How are we going to get there?	Measuring our success - our 2010 milestones?
1.1	A culturally diverse city free from discrimination which welcomes new communities, provides opportunities for everyone to contribute to the life of the city and its region.	Moulding our diversity as an asset for the future so that a positive and equal social mix shares in success.	Percentage of people who feel that their local area is a place where people from different backgrounds get on well together from 74% to 84%.
		Encouraging aspiration to achieve the best skills and qualifications to enable everyone to benefit from life in the city.	60 young people to achieve the new Southampton diploma.
1.2	A place which promotes health and wellbeing and continuously improves the quality of life of all its people.	Implementing health improvement programmes across the city, increasing access to preventive services and continuing to reform and improve the local health care system.	LAA Stretch Target 4: Reduction in the mean number of decayed, missing and filled teeth in 3 Sure Start Children's Centre areas from 2.55 to 2.04. LAA Stretch Target 9: Increase in the number of 4 week smoking quitters in priority neighbourhoods from 884 to 995.
		Developing a secure and supportive city for people to grow up in and grow old in.	LAA Stretch Target 7: Decrease in the percentage of people who perceive that people do not treat one another with respect and consideration as a very or fairly big problem from 55% to 48%. LAA Stretch Target 6: Reduction in anti-social behaviour in the city as well as the incidence of deliberate fire setting.
1.3	A place with partnership and shared leadership at its core where local people are informed, involved and listened to.	Developing vibrant family friendly neighbourhoods which support active community organisations.	Increase in percentage of residents who feel well informed about local affairs across the 5 Neighbourhood Partnerships from 70% to 81%.
		Achieving a strong sense of local ownership in local decisions through enabling mechanisms and encouraging involvement.	Deliver an annual conference for sectoral partnerships demonstrating increasing engagement by individuals, groups and agencies in planning, delivering and reviewing local activities.



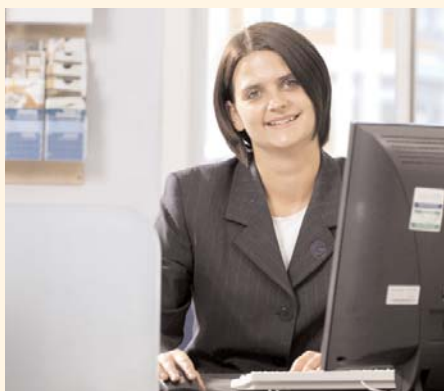
Strategic objective 2: Learning and innovation at its heart

	Where are we going - our 2026 aspirations?	How are we going to get there?	Measuring our success - our 2010 milestones?
2.1	An international centre for learning and development, particularly in the marine and health sectors, led by the two universities, one with its world class reputation for research and innovation and the other as a major centre for vocational and professional learning.	Supporting the development and continued success of the city's universities and major employers in the marine sector including the development of learning and skill development opportunities for local people of all ages.	Southampton contributing to the PUSH targets for working age population with: NVQ Level 3 or above from 44.5% to 52%. NVQ Level 4 or above from 24.4% to 29.4%.
		Increase numbers of young people progressing into further and higher education and employment through timely guidance and support.	LAA Stretch Target 1: Decrease in the percentage of young people aged 16-18 not in further education, employment or training (NEET) from 10.4% to 7.6%.
2.2	A talent magnet, the result of sustained collaboration between universities, colleges, business support services and employers, which is committed to enabling its citizens to develop and attracting new people and enterprise into the city.	Working with schools, colleges, universities and employers to develop a skilled and motivated city workforce steered strategically from the Skills & Employability Board.	Citywide workforce development measures showing year-on-year increases in workforce skills, training and qualification levels, and falls in the number of employers reporting skills shortages.
		Acting on research and innovation to promote better outcomes for learners of all ages, and to encourage the development of learning opportunities for growing numbers of older learners.	Tailored courses for both learners and businesses delivering people with relevant skills for priority sectors (e.g. construction, retail, leisure).
2.3	A city with excellent education from the earliest years through to schools and colleges, which encourages people to value learning throughout their lives.	Developing and sustaining successful pre-schools, primary and secondary schools and colleges that local people choose to send their children to.	LAA Stretch Target 2: Increase in the percentage of 11 year olds achieving Level 4+ in Key Stage 2 in English from 63% to 73%, and in Maths from 55% to 69% in named primary schools which are below the national floor target.
		Working to improve the educational success of children and young people more vulnerable to poor outcomes through developing more effective targeted and preventative support services.	LAA Stretch Target 3: Reduction in the difference between the percentage of Southampton pupils achieving 5+ GCSEs at A* to C compared with the national average from 9.4% to 5.9%.



Strategic objective 3: A dynamic business environment

	Where are we going - our 2026 aspirations?	How are we going to get there?	Measuring our success - our 2010 milestones?
3.1	At the forefront of developing a knowledge based economy.	By promoting the excellent knowledge-based sector founded in the economic strengths of Southampton including the marine industries.	Southampton recognised as a preferred investment location for knowledge based business in SE region.
		By improving skills levels, with an enhanced local labour supply, through working in partnership with universities, colleges and schools to provide continuous improvement in educational attainment, adult basic skills and work readiness.	LAA Stretch Target 8: Increase the number of residents aged 19+ achieving a NVQ Level 2 qualification from 500 to 610.
3.2	A place which develops and attracts successful, creative and innovative businesses, particularly in knowledge based and service industries as well as a thriving health and care sector.	Promoting a city offering an excellent infrastructure, quality of life and environment in order to attract enterprising people, innovation and business.	Implementation of the City of Southampton brand strategy marketing & action plan, including a brand awareness and perception survey to be undertaken in 2009.
		Increase economic activity and reduce unemployment within key demographic groups and within the priority neighbourhoods through increasing business support and employment advice.	50 businesses in priority neighbourhoods to have received support from Enterprise Gateway/Business Link.
3.3	A city with an enterprising business community which recognises the contribution it can make to the city experience and which enthusiastically participates in, supports and sponsors activities.	By developing and promoting business support networks in key growth sectors, supporting business start-ups, growth and survival.	Increase in the number of customers supported by Business Link to 2,565 by 2010.
		By increasing the number of sustainable social enterprises in the city region.	Increase from 220 (2005/06) to 245.




Strategic objective 4: An attractive, sustainable and stimulating environment

	Where are we going - our 2026 aspirations?	How are we going to get there?	Measuring our success - our 2010 milestones?
4.1	A well positioned city with excellent transport infrastructure providing world-wide links through land, air and sea and internally well connected with the imaginative and creative use of public space.	Creating a well-designed and well-maintained street scene, that is clutter free, safe and accessible that demonstrates a “whole street” approach to the public realm.	Implementation of the Legible Cities programme in line with agreed timetable.
		Managing the transport challenges and opportunities including accessibility, congestion, road safety and air quality, through implementation of the Local Transport Plan and Solent Transport Strategy.	Be on target to achieve an increase in the number of bus passenger journeys to 20.09 million and increase the average number of daily cycling trips to 2,117 per day (by 2010/11), and reduce modal share of car journeys to school, to reduce to 26% (by 2010/11).
4.2	A city which lives within clear environmental limits and is responsive to the impact of climate change.	Developing energy efficiency projects and promoting energy efficiency measures in all new development.	LAA Stretch Target 10: Increase the number of successful referrals to the Warm Front scheme to 1,987. LAA Stretch Target 11: Reduction in annual tonnage of CO ₂ emissions in SCC operational buildings of 938 tonnes.
		Improving waste collection and disposal infrastructure and encouraging the community to participate in http://hosted.safetylearning.co.uk/southamptoncc maximising recycling and minimising waste and waste landfill.	Reduce municipal waste land-filled to 22.1% and increase the percentage of municipal waste recycled to 27.28%. Limit the waste growth to 1% a year.
4.3	Well maintained with a high quality public realm, featuring distinctive, quality buildings, some iconic, offering a mix of accommodation including affordable housing, family housing and attractive, safe and welcoming open spaces for everyone.	Improving the quality of the city's built and natural environment, to provide an attractive and stimulating environment.	All developments in the city to achieve an equivalent rating to EcoHomes/BREEAM “very good” rating (and by 2012 an “excellent” rating) with particular emphasis on water efficiency.
		Improve the safety of people enjoying leisure opportunities in the city centre and local neighbourhoods.	LAA Stretch Target 5: Reduction in violent crime related to the evening economy.
		Increasing housing supply in a sustainable way to meet growth needs, maximising the re-use of brownfield land and providing a mix of different high quality housing including family homes.	An additional 4,100 housing units will be accommodated within the city rising from 97,000 units to approximately 101,000 units.



Strategic objective 5: Imaginative arts and cultural opportunities

	Where are we going - our 2026 aspirations?	How are we going to get there?	Measuring our success - our 2010 milestones?
5.1	A centre of national excellence for the arts and culture - building on the major strengths of existing venues and collections, and encouraging new ventures	Develop the city's capacity around creative industries; marketing and promotion of the cultural offer including the Cultural Olympics.	Clear strategy to achieve national excellence status will be devised and begin to be implemented. The strategy will build upon delivery of the Art Council's PUSH priorities and the cultural quarter in Above Bar.
		Develop the Southampton New Arts Complex.	Construction has started on the new building to host the Arts Centre.
5.2	A place that fosters and celebrates creative and media industries, contemporary, visual and performing arts, and arts reflecting the city's communities and arts in education	Develop the Mela and Chinese New Year Celebrations and new initiatives to reflect the diversity of the city	Year-on-year increases in attendance at established and new festivals.
		Further develop the Creative Industries, building on the success of Art at the Arches, to help build a vibrant sustainable economy by supporting local talent	Up to 10 students per year completing the Masters in Professional Practice course at Arch 4 in Terminus Terrace. Increasing the number of graduates in creative and media studies staying in city post graduation.
5.3	A place which celebrates and shares its rich maritime heritage with ever increasing numbers of visitors from around the world; a heritage that is carefully preserved and actively brought to life for the benefit of visitors and residents alike	Bring the city's maritime heritage to life through improved visitor attractions and preparations for commemoration of Titanic 2012 anniversary.	Links established with the Titanic cities and programme developed.
		Creating an improved understanding, awareness and appreciation of the city's history. Develop options for the former Magistrates Court.	Renovation works to Tudor House Museum on target for completion by 2011 and funding for a Heritage Centre secured.
			

Strategic objective 6: A unique sense of place

	Where are we going - our 2026 aspirations?	How are we going to get there?	Measuring our success - our 2010 milestones?
6.1	A place that people naturally gravitate towards for a high quality experience in all aspects of urban life and that people are proud to promote	Promote and celebrate the many assets of the city in partnership with schools, colleges and organisations.	Visitor numbers increasing annually by 5% between 2007 and 2010. 2026 seminar held annually to celebrate city achievements.
6.2	A place that is both confident in its role at the heart of the region, that stimulates development outside its boundaries and which is valued beyond the city region.	Be recognised as a key partner in PUSH, in helping to deliver the key development targets on homes, jobs, sustainability.	Southampton delivering its PUSH targets as set out in the South East Plan and the PUSH Annual Business Plan.
6.3	A city which celebrates its relationship with the sea through maritime heritage, innovation, business, learning, physical landscape and events.	Become internationally recognised as a centre of excellence in marine/maritime businesses.	Lloyds Register and Carnival both operational in the city. International Boat Show attracting increasing number of visitors.
		Home to a growing annual Sea City festival.	Year-on-year increases in the number of local residents and visitors participating in the annual Sea City festival.
6.4	A place with distinctive neighbourhoods and district centres providing a focus for local services and community activities.	Area action plans contributing to improved neighbourhood identity with Woolston re-energised by major development.	Woolston Riverside development phase 1 underway, including the new public space on the waterfront and Centenary Square.
		Parks and open spaces developed as a highly valued community resource.	LAA Stretch Target 12: Increasing the number of green flags and pennants to 4 Green Flags and 2 Green Pennants and the number of bio-diversity sites stable or improving against ecology criteria , increased to 41.



Southampton

Moving forward together

strategy

Achieving our aspirations for the next twenty years will involve coherent and focused action by a wide array of people, organisations and partnerships

The leadership and overall accountability for the delivery of the City of Southampton Strategy rests jointly with the Southampton Partnership and Southampton City Council, as set out in our governance protocol (see Appendix).

Working through its family of partnerships, the Southampton Partnership is the city's high-level strategic partnership. With a membership drawn from the private, public and community and voluntary sectors, the Partnership works collaboratively to improve the quality of life for those who live, work and visit Southampton. Apart from developing, with the City Council, the city's long term vision, this overarching strategy and managing and coordinating Southampton's Local Area Agreement, the Southampton Partnership is also responsible for:

- implementation of the Local Neighbourhood Renewal Strategy
- developing and managing the city brand and image programme.

Partnership working is a positive force in strengthening cohesiveness, valuing diversity, and has a crucial role in the creation of a sustainable society and economy. The Southampton Partnership's role is continuing to change and evolve, reflecting its growing status and maturity. Increasingly the government and regional bodies are looking to work with, and through, strategic partnerships to co-ordinate policy and delivery on a range of strategic priorities. Within this context, the Southampton Partnership has become a strong focus for city leadership and, given the importance of

the city-region, is building mutually beneficial links with neighbouring local authorities and local strategic partnerships.

We will develop strong local governance in order to resolve competing interests, balance risks and investments and make effective choices for the future. The Southampton Partnership will do this by:

Tracking progress

- providing leadership and co-ordination;
- holding partners and stakeholders to account for their individual and collective contributions to achieving the vision;
- encouraging partners to share accountability with each other;
- learning from what works locally and nationally;
- continually seeking intelligence and scanning the environment to remain abreast of new opportunities, pressures and challenges - locally, regionally, nationally, globally.

Celebrating success

- holding an annual State of the City conference;
- reporting citywide on progress through an annual report;
- updating its website regularly to keep people informed of progress.

Ensuring accountability

- encouraging communities to articulate their views and influence policy through Neighbourhood Partnerships and other fora;
- supporting and promoting the democratic role of ward councillors as champions of their communities and neighbourhoods;

- increasing use of web-based consultation processes where appropriate;
- undertaking targeted approaches for specific groups such as young people, older people, and those from black and minority ethnic groups including new communities;
- placing its work, and that of the key sector partnerships, under an appropriate and mutually beneficial scrutiny process.

Being fit for purpose

- ensuring that it, and its family of sector partnerships, are fit for purpose to deliver their contribution to the vision through an annual partnership health-check process.

Updating the strategy

- reviewing this document every three years to ensure our aspirations continue to keep pace with developments in city life, with the first review due in 2010.



Further information on the Southampton Partnership,
its membership and activities can be found at:

www.southampton-partnership.com