

Portsmouth City Council

CORPORATE PLAN

Delivering for Portsmouth 2022/23 (DRAFT)

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INTRODUCING OUR COUNCIL PLAN... AND THANK YOU

Welcome to the Corporate Plan for Portsmouth for 2022/23. This sets out the immediate mission and priorities for the council and our work to help achieve the city's vision for 2040.

Delivering this plan is only possible because of the commitment and hard work of council staff and partners across the city, so at the outset we thank each one for their contribution.

We face continued change and urgent challenges, including the rising cost-of-living and climate crisis. We must continue to work as one with our partners to respond to these and deliver for Portsmouth and its residents. This plan sets how we will address these challenges, our mission, and priorities for 2022/23 and how we are working to help achieve the city's vision for 2040.

Our mission is clear - to stand up for Portsmouth, take action to improve the city and the lives of residents and to tackle the climate crisis. At the heart of our plan is providing the services that our residents rely on and value, in the most effective way.

We hope you find this plan useful and thank you for your support and contribution to delivering for Portsmouth.

David Williams
Chief executive

Cllr Gerald Vernon-Jackson
Leader of the council

CITY VISION: SHARED VALUES , SHARED ASPIRATIONS

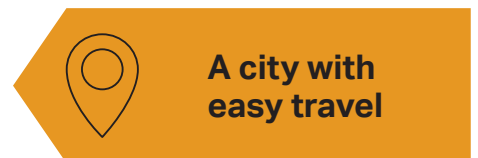
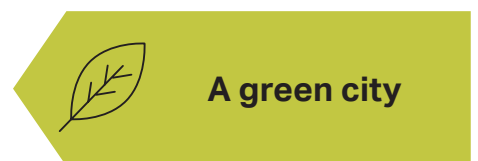
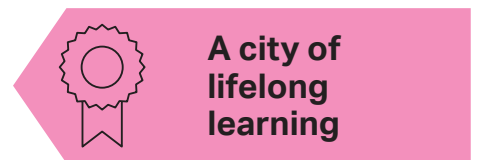
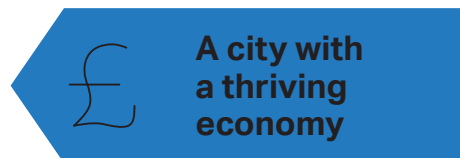
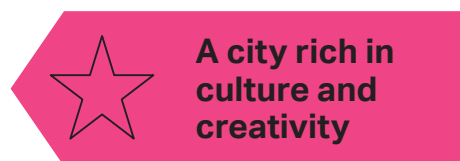
The Corporate Plan is informed by the city vision, which sets out the city's values, shared aspirations for the way people will behave towards each other and how it will feel to live here.

**PORTSMOUTH
PEOPLE VALUE
COLLABORATION,
COMMUNITY,
EQUALITY,
RESPECT, AND
INNOVATION.**

As a council we share those values with our residents and communities and will make sure the values are at the heart of the way we behave, the way we work, and the way we shape our core services and our plans for the future.

The city vision also sets out six clear aspirations for Portsmouth.

In 2040, Portsmouth will be:



As a council, we will work in partnership with other organisations, and with residents and communities, shaping our core services and our transformational projects, plans and strategies to make these aspirations a reality.

HEART OF THE PLAN

At the heart of the plan is **to provide the services residents value**. Our residents rely on us to:

- **ensure older people and vulnerable adults are looked after and supported to live independently**
- **maintain our roads, parks, open spaces and buildings**
- **offer housing services**
- **support education, early years and children with special educational needs**
- **keep children safe and families together**
- **encourage economic development**
- **provide planning**
- **support culture, museums and libraries**
- **provide benefits and collect council tax and business rates**
- **collect bins and provide recycling services**
- **keep the city clean**

Ensuring services are provided

Our residents also need us to provide support services to enable the organisation to run as efficiently and effectively as possible.

These services ensure staff working in the frontline can use their professional expertise to support our residents and communities..

OUR MISSION

Our mission for 2022/23 is to work together with partners and communities to stand up for Portsmouth, taking action to improve the city and the lives of our residents, and to tackle the climate crisis.

Our council mission and priorities set out the things it is most important we focus our attention and resources on, here and now.

We have three clear priority themes that guide our council plan for 2022/23. These themes are set out in our mission statement:

**TO WORK TOGETHER
WITH PARTNERS AND
COMMUNITIES TO STAND
UP FOR PORTSMOUTH**

**TAKE ACTION TO IMPROVE
THE CITY AND THE LIVES
OF OUR RESIDENTS**

TACKLE THE CLIMATE CRISIS

COUNCIL PLAN ON A PAGE 2022/23

The relationship between the city vision, our council plan, our mission, and priorities can be seen on our council plan on a page.

City Vision: the vision and aspirations for Portsmouth in 2040 - our overall guide as we move forward together

Corporate plan 2022/23: our mission and priorities and how we will deliver for Portsmouth.

Our mission is to work together with partners and communities to stand up for Portsmouth, take action to improve the city and the lives of our residents, and tackle the climate crisis.



▲ The council's plan on a page

OUR MISSION - STAND UP FOR PORTSMOUTH

Our mission is to work together with partners and communities to stand up for Portsmouth, take action to improve the city and the lives of our residents and tackle the climate crisis.

Mission - We will stand up for Portsmouth

Priority: support people around the cost-of-living crisis

How we will do this:

- provide money and benefit advice
- deliver household support grants for those residents and families most in need
- help residents to reduce energy costs by supporting improvements to make homes more energy efficient through schemes like Switched On Portsmouth
- ensure residents have access to free and low-cost activities to enrich their lives through museums, libraries, events programme, seafront offer and open spaces and the Holiday Activities and Food offer
- work with partners to extend support such as community pantries in the city

Priority: work with partners to tackle crime and anti-social behaviour

How we will do this:

- tackle problems that make people feel less secure in their environments such as flytipping and graffiti
- work to target resources such as community wardens and CCTV in areas where we know there are problems
- work closely in partnership with colleagues in the Police to address problems

Priority: work to ensure our residents and communities have access to the health services they need

How we will do this:

- bring together partners in the city to find solutions to the shortage of GPs in the city
- help residents understand what services are available and how they can access the support they need
- work with partners to ensure support for mental health
- lobby at a regional and national level for resource into our city

Priority: attract external funding and have a strong voice in our region

How we will do this:

- bring in funding through the Levelling Up Fund, UK Shared Prosperity Fund and Youth Improvement Fund and continuing to work in partnership with government and other funders to make the case for investment in Portsmouth
- work with our Members of Parliament to speak with a single voice for the city
- work hard to oppose the Aquind development
- work with the government to ensure a sensible solution to the Border Control Post, address the shortfall in funding and provide clarity on what the border controls require

OUR MISSION - WE WILL IMPROVE LIVES

Our mission is to work together with partners and communities to stand up for Portsmouth, take action to improve the city and the lives of our residents and tackle the climate crisis.

Mission - we will improve lives

Priority: deliver major projects that improve the city

How we will do this:

- bring forward a vision, strategy and action plan for the city centre
- finalising a plan to progress the Tipner site
- begin construction of the tower in Arundel Street
- bring forward the scheme to replace the Horatia and Leamington House blocks
- progressing our plan for Cosham
- work to improve our district centres including - Tangiers Road, North End, Castle Road, Palmerston Road, Guildhall Walk, Milton, Cosham
- continue to progress our programme of sea defences
- deliver a programme of enhancements to the city centre

Priority: deliver new affordable homes for local people

How we will do this:

- build 750 new council homes
- buyback council homes including those which had previously been sold under Right to Buy
- develop a sustainable model for providing accommodation for people without permanent homes, including people rough sleeping
- work to expand the HMO licensing scheme to improve standards
- look at new models for providing homes where this will bring better outcomes, such as custom-build options

Priority: take action to improve transport in the city

How we will do this:

- implementing a range of improvements to local bus services to support the Bus Service Improvement Plan (£48 million)
- provide a range of different active travel options and facilities including bike hangars, hire bikes and e-scooters and enhance the cycle lane network in the city make improvements to the road network, including the east-west corridor, Lake Road and 3 major roundabouts
- continue to develop the Transport Hub concept to take traffic off our city roads
- roll out further school and play streets in the city, changing the relationship between cars and the places in the city

OUR MISSION - WE WILL IMPROVE LIVES

Priority: develop ways to help people live independently

How we will do this:

- progress accommodation options for people, including extra care housing at Edinburgh House
- improve some of the services that are needed to help people live independently, such as Meals on Wheels
- support people who have caring responsibilities, rolling out a Care for our Carer's campaign
- recognise that for some people, they need to move somewhere with more support, so developing options for this including Harry Sotnick House

Priority: ensure residents have access to a wide range of cultural opportunities

How we will do this:

- after the successful redevelopment of the Pyramids, continue to transform the city's leisure offer, with schemes in Bransbury Park, King George V Playing Fields and Hilsea Linear Park
- improve our parks and open spaces, including the £2.8m Victoria Park scheme and a People's Park scheme
- take forward reconfiguration of the Guildhall Walk to focus on the cultural value of the area
- continue to support events in the city
- progress the installation of Changing Places toilets in key city locations

OUR MISSION - WE WILL TACKLE CLIMATE CRISIS

Our mission is to work together with partners and communities to stand up for Portsmouth, take action to improve the city and the lives of our residents and tackle the climate crisis.

Mission - we will tackle the climate crisis

Priority: implement our strategy to be a leader in reducing carbon impact of our buildings and activity

How we will do this:

- roll out a £30m scheme to reduce energy usage at Lakeside North Harbour by installing photovoltaic solar panels
- develop greater use of battery storage across our estate
- build a carbon-neutral extension to the Portsmouth International Port
- turn the Port into a living laboratory with future fuels and battery technology to power equipment and ships
- work to reduce carbon emissions in council homes
- look at opportunities to reduce carbon emission in our council fleet, such as powering the waste collection fleet with hydro-treated vegetable oil

Priority: support residents and business to make changes that will tackle the climate crisis

How we will do this:

- continue Switched on Portsmouth for homeowners, and expanding its reach
- work with partners including Shaping Portsmouth and the University to develop a Switched On model for business
- develop a Switched on model for schools

Priority: develop an approach to wider environmental responsibility

How we will do this:

- take a strong approach to reducing waste and increasing recycling in the city, by expanding food waste collection to every home, introducing plastic recycling at locations across the city, planning to introduce kerbside glass collections by 2024, and working towards developing our own anaerobic digestion plant
- create a vision for the landfill site at Horsea Island to focus on ecological and biodiversity outcomes

- continue to hold water companies to account for their actions in the city and challenge them to make improvements
- progress actions in response to recent council declarations around ocean management and nature, including working to reduce the use of pesticides in the city
- continue to make improvements in air quality, including providing clean transport options and rolling out EV charging.

Priority: continue our campaign to green the city

How we will do this:

- deliver rewilding projects, introducing new wildflower meadow, planting new trees and developing community orchards and water gardens
- provide support for the community to deliver greening schemes, including through our Jubilee grants programme and greening funding pot
- ensure a programme of tree replacement in the city where trees need to be removed, including reusing empty tree pits

CITY VISION: IN 2040, PORTSMOUTH WILL BE A HEALTHY & HAPPY CITY



We do everything we can to enhance wellbeing for everyone in our city by offering the education, care and support that every individual needs for their physical and mental health. All our residents and communities live in good homes where they feel safe, feel like they belong, and can thrive.

We will continue to support our city to be happy and healthy by:

- working with partners, including the NHS Integrated Care Board, to implement the measures in the Health and Wellbeing Strategy
- ensuring that people have opportunities to participate in leisure and recreation by improving facilities and ensuring these are accessible and affordable
- continuing to support children and families, by expanding our Mockingbird model for foster care, and strengthening our Corporate Parenting Strategy
- ensuring that homes are safe by maintaining those that we are responsible for and ensuring that standards of safety are achieved for example, installing sprinkler systems

We will track how successful we are in delivering a happy and healthy city by monitoring some key outcome indicators:

- Improvements against Indicators of poverty (including fuel poverty) (PHOF: Public Health Outcomes Framework)
- Reduction in social isolation (PHOF)
- Reduction in suicide rates (PHOF)
- Reduction in homelessness and households in temporary accommodation (PHOF)
- Reductions in substance misuse (PHOF)
- Reductions in hospital admissions for harm (PHOF)
- Reductions in crime and offending (PHOF)
- Increases in physical activity rates (PHOF)
- Increase in use of outdoor space for exercise or health reasons (PHOF)
- Reduction in levels of obesity (adults and children)
- Reduction in days spent by children in alternative care

CITY VISION: IN 2040, PORTSMOUTH WILL BE A CITY RICH IN CULTURE AND CREATIVITY



People in Portsmouth enjoy a vibrant cultural scene that makes the most of our location, our heritage and our creative energy. We are full of things to do and places to be, welcoming locals and visitors with diverse events, attractions and venues that positively benefit our people and our city. We are known locally, regionally and internationally as a great waterfront and city destination.

We will continue to support our city to be rich in culture and creativity by:

- launching the Rediscover Portsmouth campaign
- completing our Heritage Strategy and using this to drive an approach to key heritage assets including the Round Tower
- working with the performance venues in the city to make sure that they are successful and sustainable
- continuing to develop our community centres, libraries and museums as key venues for participation in the community

We will track how successful we are in delivering a city rich in culture and creativity by monitoring some key outcome indicators:

- Audience participation data, including growth in key sectors
- Visitor data.

CITY VISION: IN 2040, PORTSMOUTH WILL BE A CITY WITH A THRIVING ECONOMY



Portsmouth supercharges local businesses and entrepreneurs and attracts investment nationally and internationally from businesses of all sizes. We build strong partnerships between employers and people to develop an excellent skills base and offer brilliant career opportunities to young people, students and adults.

We will continue to support our city economy to thrive by:

- working to finalise a new Local Plan that balances the needs of the city, including the requirement to develop 17,000 new homes over the lifetime of the plan
- playing an active part in the development of Solent Freeport and make sure that Portsmouth maximises the opportunities that are presented
- clearing the backlog of planning applications and develop an efficient model for the service in the future
- implementing our Port masterplan, to create new employment opportunities and enhance the wider city economy
- identifying an alternative use for the Border Control Post facility in the Port.

We will track how successful we are in delivering a city with a thriving economy by monitoring some key outcome indicators:

- Improvements across indicators of poverty (PHOF: Public Health Outcomes Framework)
- Increase the % of 16-64 year olds employed (PHOF), particularly 16-25 year olds.

CITY VISION: IN 2040, PORTSMOUTH WILL BE A CITY OF LIFELONG LEARNING



Our young people are encouraged to develop high, positive aspirations, and are fully invested in to make the most of their talent and potential. Adults have a wide range of education opportunities to choose from at every stage of life that empower them and enrich their lives.

We will continue to support lifelong learning in our city by:

- developing a model of relational practice in our schools, and using this as a basis for a post-pandemic attendance campaign
- developing and implementing a comprehensive strategy for youth provision in Portsmouth
- working with the Portsmouth Education Partnership to move to the next phase of the citywide Digital Learning Strategy
- continuing to support children and families with SEND by looking at our school provision including opening a school in Wymering specialising in supporting children with ASD
- supporting young people to have a voice in decision making by working with the Youth Parliament and Student Voice
- continuing to support literacy opportunities through our library programme

We will track how successful we are in delivering a city of lifelong learning by monitoring some key outcome indicators:

- Educational attainment indicators (PHOF: Public Health Outcomes Framework) including readiness for school
- Reduction in youth offending (PHOF)
- Reduction in teen pregnancy (PHOF)
- Reduced loss of school time through absence and exclusion.
- Library outreach/ event engagement e.g. Bookfest and Summer Reading Challenge

CITY VISION: IN 2040, PORTSMOUTH WILL BE A GREEN CITY



We have excellent air quality because of our green spaces and sustainable transport, and this means our people live healthy and active lives. We are carbon neutral, use renewable energy and actively work to address climate change. We protect and enhance both our land and maritime environment for future generations.

We will continue to support a green city by:

- developing measures to reduce carbon in the city
- supporting biodiversity in Portsmouth, including expanding our countryside management approach to areas such as Milton Common, and looking at measures such as roosting islands
- continuing to implement our Greening Strategy to double tree numbers in the city over the next 25 years and look at other landscape improvements such as green walls
- continuing with measures to improve air quality in the city, including implementing an anti-idling campaign

We will track how successful we are in delivering a green city by monitoring some key outcome indicators:

- Air quality measures
- Carbon emissions measures.

CITY VISION: IN 2040, PORTSMOUTH WILL BE A CITY WITH EASY TRAVEL



Fewer journeys are made by car because we have excellent public transport connections between bus, train, cycling and walking routes, making it easier and more enjoyable to be out and about. We encourage and support more walking and cycling, and we make it easy for people to travel regionally, nationally and internationally for work and pleasure.

We will continue to work towards easy travel in the city by:

- implementing Local Transport Plan 4
- implementing our Local Cycling and Walking Implementation Plan
- rolling out more work in schools about active travel, including bike repairs
- supporting active travel options and launching an Active Pompey Neighbourhood Pilot
- working to deliver a comprehensive improvement to bus services in the city

We will track how successful we are in delivering a city with easy travel by monitoring some key outcome indicators:

- Modalities of travel measures.

OUR VALUES

The city vision sets out the city's values, shared aspirations for the way people will behave towards each other and how it will feel to live here.

Portsmouth people value collaboration, community, equality, respect and innovation.

As a council we share those values with our residents and communities and will make sure the values are at the heart of the way we behave, the way we work and the way we shape our core services and our plans for the future.

Some of the ways that we are seeking to embody the values of the vision in the way we work as an organisation are to:

- support organisations to drive equality, diversity and inclusion in Portsmouth by creating an Equalities and Community fund
- look at how we do our business to see how we can modernise processes and make them more efficient for residents through the use of technology
- implement a social value policy that makes sure we get the greatest value out of spending the Portsmouth Pound, and champion the use of local contractors and supply chains
- explore the options for becoming a Real Living Wage employer
- work closely with HIVE Portsmouth to encourage and value the work of voluntary and community sector organisations and individual volunteers in the city
- consider carefully about the future of the organisation with an ambition to get out of the Civic Offices in the next few years, reducing costs, environmental impact and freeing up valuable space for redevelopment
- work to support the Armed Forces community in our proud naval city, and retaining Gold status for our work in applying the Armed Forces Covenant.

