

HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Cabinet
Date:	18 July 2023
Title:	H2050 Vision Revalidation and mid-term review of Hampshire County Council's Serving Hampshire Strategic Plan
Report From:	Director of Hampshire 2050 Director of People and Organisation

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Purpose of this Report

1. To update Cabinet on the findings of the work to revalidate the H2050 Vision as well as the mid-term review of the Serving Hampshire Strategic Plan ('the Plan').
2. To seek approval for the revised H2050 Visions, Policies and Recommendations ('the H2050 Vision').
3. To seek approval for the revised text of the Serving Hampshire Strategic Plan 2021 – 2025, Mid-term Review, as well as its associated Performance Assurance Framework.
4. To highlight key risks and issues identified through the revalidation work and outline the strategic overlay which draws the different drivers of H2050 together.
5. To recommend an approach to the next phase of work, including stakeholder engagement and the different roles for Hampshire County Council within this.

Recommendations

6. That Cabinet approves the revised H2050 Visions, Policies and Recommendations as set out in Appendix 1.

7. That Cabinet approves the wording of the 'Strategic Overlay' which brings the H2050 drivers together as set out in Appendix 3.
8. That Cabinet approves the Serving Hampshire Strategic Plan 2021 – 2025, Mid-term Review and recommends approval of the Plan to the County Council.
9. That Cabinet notes the key risks, issues and next steps.
10. That authority to make any further minor changes to the Vision, Strategic Overlay, Policies and Recommendations, such as may be required through further engagement with the Hampshire 2050 Partnership, is delegated to The Director of Hampshire 2050 and Assistant Chief Executive, in consultation with the Leader.

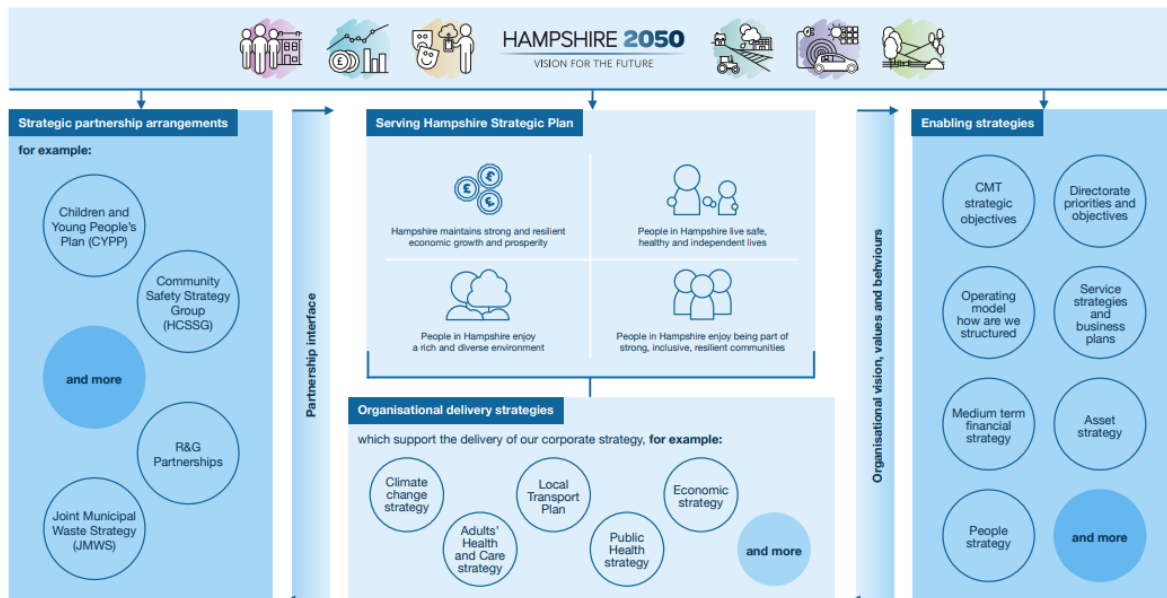
Executive Summary

11. Following a series of Commission Hearings between 2018 and 2019, the **Hampshire 2050 Vision** was approved on 23 September 2019. It is a vision for the whole of Hampshire, prepared by expert commissioners ('The H2050 Commission') and endorsed by a range of partners ('The H2050 Partnership') (See Appendix 2). Hampshire County Council led and facilitated the preparation of this vision, but it is a vision which requires shared ownership across the partnership.
12. Given the time that has passed, and the changes in society that have occurred since the original H2050 Commission, a review of the H2050 Vision has been conducted to ensure that it remains fit for purpose and relevant.
13. Noting the considerable depth of research which went into the preparation of the H2050 Vision, the scope of current work was to ensure that policies and recommendations remain relevant and reflective of priorities for Hampshire; it was explicitly not to 'start again' and rewrite completely the H2050 report. For this reason, this revalidation phase has taken the form of an objective internal review by Hampshire County Council officers.
14. The findings of the revalidation work indicate that, overall, the Hampshire 2050 Vision remains fit for purpose. However, some changes have been proposed to individual policy statements and recommendations, as set out in Appendix 1.
15. The revalidation work has highlighted some key questions or areas for further consideration. Not least is an organisational desire to understand not 'what' the recommendations are, but 'how' they will be delivered. It is recognised that, as a Hampshire-wide strategy, this is a question for all partners to consider. Hampshire County Council will have a dual role. Firstly, in facilitating co-ordination and collaboration on key, cross cutting issues and, secondly, considering how as an organisation it will respond to the recommendations in its role as a member of the partnership.

16. In order to ensure that there is clear read across between the H2050 Vision and the County Council's own organisational strategy and its role as a partner, a mid-term review of the Serving Hampshire Strategic Plan has been undertaken to clarify and strengthen alignment between the two, as well as to recognise and reflect any changes to the County Council's priorities since the Plan was first approved in 2021. Alongside the mid-term review of the Plan, the corporate performance framework has also been refreshed, and a revised Performance Assurance Framework is proposed to ensure the County Council's delivery against its Strategic Plan as well as its contributions to the H2050 Vision are reported to Members.
17. Finally, this report considers next steps for the H2050 revalidation process, including stakeholder engagement and Hampshire County Council's role.

Hampshire 2050 revalidation - contextual information

18. The overall objectives of this programme of work are:
 - i. To revalidate the H2050 vision, ensuring that the initial drivers remain relevant, taking into account changing emphases of priorities.
 - ii. To realise the vision through moving from a 'driver' focused approach, to one which is outcome and delivery focused.
 - iii. To move beyond the commission phase; engaging partner organisations, using the vision as a catalyst for shared ownership of the outcomes and a step change in how the region works together to address key strategic issues.
19. This report presents findings from the first objective and discusses the approach to the second and third.
20. It is recognised that the H2050 Vision is a component of a wider strategy landscape across the both the County Council and wider stakeholders and partners. For example, it is a place-based vision that the County Council is working towards, but one that should also be driving the strategic intent of a range of other partners across other organisations and sectors such as businesses, health, education etc.
21. Early work has already been developed with CMT to make sense of this strategic landscape and the relationship / golden thread between the shared place-based ambition for Hampshire and the key strategies explaining how the County Council articulates, prioritises, and delivers through its operating model.



22. In February 2023, a process of internal engagement took place on the H2050 Vision, including a workshop with the Chief Officers Group (COG), engagement with subject matter experts from each Directorate, a discussion with each DMT and a discussion at CMT.
23. Separately, a session was held with Hampshire Chamber of Commerce, in response to the Leader's desire for early strategic engagement with business.

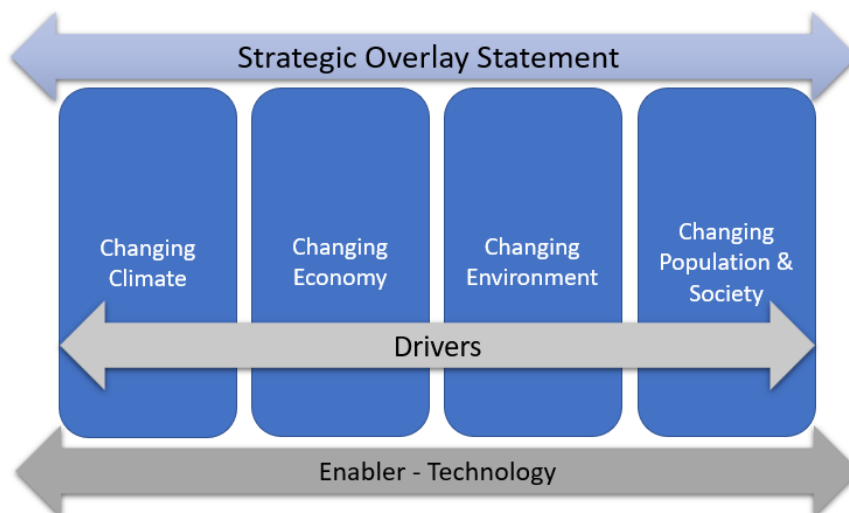
H2050 Revalidation findings

24. The findings show that overall, whilst the policy statements and recommendations are still fit for purpose, some minor amendments are recommended. Proposed changes relate to clarity of meaning, removal of duplication and updates in light of societal changes which have taken place since the Vision was first drafted.
25. There were a few consistent feedback areas identified through the internal engagement. These included:
 - A desire to understand how the recommendations would be **prioritised** and how they would be **delivered** in the context of the role the County Council would specifically play in driving and delivering the outcome. However, each partner of H2050 may have different priorities. It is therefore considered that the question of prioritisation is one for each individual organisation and, in the case of the County Council, can be considered under the Serving Hampshire Strategic Plan, as described in paragraph 35 onwards.

- Many parts of the organisation have expressed a desire to see more in the way of **social value, inclusion and equity**. These themes were deeply considered in the original commission and reflected in the recommendations. Where appropriate recommendations have been amended to highlight these areas. However, officers will ensure that the themes continue to be considered throughout the next phase of work.
- Detailed comments have been received about **specific subject areas** such as Health and Wellbeing, Nature etc. Again, where appropriate, recommendations have been amended to reflect this, but in some cases, it is more appropriate for these subject specific areas to be picked up through each organisations' consideration of how it will respond to the recommendation.
- Questions were raised about whether the recommendations are **geographically targeted**. It is true that Hampshire is a polycentric place and therefore, different approaches may be needed for different areas. However, again, this is more a question of how the recommendations are delivered.
- Finally, comments were received about **what 'sort' of economic growth** Hampshire is seeking – for example, many comments reflected 'green growth' and 'good jobs'. Adult's Health and Care in particular reflected the need to recognise the importance of the core 'BAU' economy which underpins Hampshire – for example, the health and care industries - as well as more distinctive areas of growth.

26. Officers have considered all of the feedback, exercising care in not recommending changes unless necessary. Recommendations for changes, as agreed by CMT are included at Appendix 1.
27. The most significant proposed change is to remove 'Changing Technology' as a driver. This is not to devalue the role of technology – instead it is recognising that technology is a key enabler and underpins all of the other drivers and policy areas. The original recommendations within the 'Changing Technology' driver have either been proposed for deletion as they duplicate other recommendations within the Vision or have been moved to a different policy area within the document.
28. A further, key, observation is that more needs to be done to ensure that there is clear join-up between the drivers. Often, feedback reflected a concern that there is an inherent contradiction between the aims – “what's the priority - economic growth or protecting the environment?” for example. However, each of the drivers works together to support each other – a strong economy supports a healthy population, Hampshire's environment is the very thing that enables a thriving economy etc. A strategic 'overlay' to the drivers has therefore been developed to recognise that the ambition of the whole relies on each of the component parts working together. This is included for Cabinet consideration as Appendix 3.

29. The relationship between the strategic overlay, the drivers and the technology enabler is therefore proposed as follows:



Key risks and issues

30. As well as the detailed feedback, the revalidation process has identified some issues which it is helpful for Cabinet to consider, as follows:

- It has been variously noted that the representation of the Commissioners themselves, whilst credible and expert in their field, may not be representative of the diversity of Hampshire both in terms of age and socio-economic background for example, Children and Young People or people from different socio-economic groups. There is clear benefit in ensuring ongoing engagement with these groups and including them in delivery initiatives as this work continues through engagement and delivery phases.
- There is some degree of 'question' of how the ambition of H2050 can be married with the reality of public sector finances and the looming prospect of an SP25 savings programme. It is particularly noted that there may be a convergence of H2050 and SP25 public communications in timing. However, irrespective of the funding context for local government, it is important to retain a sense of vision and ambition for Hampshire, and the changing roles of partners and stakeholders in achieving this. The wider outcomes of H2050 should help the County Council deliver its objectives in a reduced funding model through building strong partnerships, a prosperous economy and resilient communities.
- There is a need for organisational maturity in recognising that Hampshire County Council does not need to 'own' or deliver each recommendation itself. Some recommendations will fall squarely within our delivery remit, others will require delivery in partnership, and others still may be outside of the role of Hampshire County Council or its partners and be dependent on national policy. The next phase of engagement with partners is critical to landing this shared ownership successfully.
- Finally, there is a question around the outcomes that this work is seeking for Hampshire. The H2050 work provides a clear indication of the strategic

factors which will influence the journey, but it doesn't say where we are trying to get to. Given the direction of travel, this is essentially a political question and subject to change. However, the proposed strategic overlay will bring the four policy statements together into a single holistic vision statement which should help to bring some shape to this.

31. The work to revalidate and realise the Hampshire 2050 Vision has been conceived in two phases:
 - i. An internally focused programme to re-validate the H2050 Visions, Policies and Recommendations (the subject of this report).
 - ii. An externally facing phase where the partnership is re-engaged to deliver and own the vision (the second phase)

32. This second phase involves dual roles for Hampshire County Council. On one level, Hampshire County Council holds the secretariat sponsorship function of the H2050 Vision – convening partners, maintaining momentum and facilitating shared delivery and reporting. On another level, Hampshire County Council becomes a partner itself – understanding as an organisation which of the recommendations are core to the County Council's business and which priorities it wishes to take forward as set out in the Serving Hampshire Strategic Plan. It is clear that this duality of roles has the potential to cause confusion – particularly in terms of the expectation that Hampshire County Council 'owns' and is responsible for the delivery of *all* of the recommendations, so clarity is important. The remainder of this report considers these differing roles.

Hampshire County Council as sponsor and secretariat for H2050

33. As the convenor, facilitator and programme manager for H2050, it is appropriate that Hampshire County Council has first sought to ensure that the Vision remains accurate and relevant. Once this is complete (following Cabinet approval) it is then appropriate to re-engage with the partnership. This will involve:
 - Confirming partnership membership and structure.
 - Engaging with core partners to understand their delivery and priorities against the Vision – including understanding any shared priorities.
 - Ensuring continuing focus on key areas of Children and Young People, areas of deprivation and business.
 - Thanking the Commissioners for their work and confirming an end to their engagement phase.
 - Planning and delivering a Summit in autumn/winter 2023 to draw together partners and stakeholders.
 - Developing a communications and engagement plan for H2050
 - Establishing the governance and accountability framework to drive and demonstrate progress against the H2050 vision.

34. When Hampshire County Council as the H2050 Sponsor reengages with partners, this will include engagement with Hampshire County Council as a *member* of the partnership. In terms of HCC's role as a partner, the mid-term review of the Serving Hampshire Strategic Plan will provide the springboard to identify how the County Council is delivering against the H2050 Vision and recommendations as part of its wider organisational strategy. This work will help to shape an understanding of which H2050 areas are a priority for it in the short and medium term, as described below.

Mid-term review of the Serving Hampshire Strategic Plan - context

35. As the lead partner in facilitating the Hampshire 2050 Vision, the revalidation of this work provides the opportunity to ensure that the County Council's principle strategic document is fully aligned with the priorities expressed for Hampshire 'the place'. This more overt approach to integrating the H2050 priorities into the County Council's strategic planning will ensure work to realise the Vision is mainstreamed into organisational delivery, alongside the Council's statutory priorities.

36. The current 2021 to 2025 Serving Hampshire Strategic Plan was agreed by Cabinet in July 2021. At this time the plan reflected priorities agreed based on the landscape and challenges the County Council found itself responding to at that time, including the response and recovery during the COVID19 pandemic.

37. It has been agreed that a 'light-touch' mid-term review should be undertaken of the Serving Hampshire Strategic Plan, to ensure that the plan sufficiently reflects:

- the revalidated Hampshire 2050 Vision, and how the County Council will deliver against this as part of its wider organisational strategy;
- the 'post-Covid' world and any resulting shift in priorities for the County Council; and
- any other relevant organisational focus which has changed since the Plan was first developed.

38. The intention of this review is to ensure that the current strategic outcomes, priorities and principles captured within the plan remained relevant for the remaining term (2023 to 2025), and that there is clear read across to those priorities captured within the revalidated Hampshire 2050 Vision, that are particular aligned to the County Council's own organisational objectives.

39. A further, fuller review and refresh of the Serving Hampshire Strategic Plan will be undertaken during 2024, to create a new four-year plan covering the period 2025 to 2029, following the County Council elections in 2025.

Approach to the mid-term review

40. An initial review exercise was completed to demonstrate the synergies between the current Hampshire 2050 Vision and Strategic Plan, identifying the existing alignment between the objectives and priority statements of both, as well as any observed gaps, or differing use of language. This exercise also identified where priorities were felt to be out of step with the current context and focus of the County Council.
41. The findings of this exercise clearly demonstrated the existing alignment, with shared key themes including Equality and Inclusivity, Skills, Economic Prosperity, Promotion of Hampshire's assets (including our natural and built environment), Climate Change, and Community Resilience. There were, however, some differences in language and context used across the two documents that needed to be addressed.
42. It should be noted that additionally, the Strategic Plan captures the County Council's separate priorities as an organisation in relation to specific local authority responsibilities (for example in respect of outcomes for our more vulnerable residents), which are important to retain within this review.
43. Following the completion of the internal Hampshire 2050 revalidation exercise, a further exercise has been completed reviewing the Strategic Plan priorities against the proposed revalidated Hampshire 2050 Vision. This has informed the proposed mid-term review of the Serving Hampshire Strategic Plan, set out in Appendix 4. A number of key areas have been identified where the Strategic Plan needs to be revised in order to amplify their importance against existing wording:
- the **importance of thriving businesses and a strong local economy** in helping to shape and deliver a wide range of outcomes for Hampshire residents;
 - clear integration of the vision for Hampshire as a place – **Hampshire is a great place to live, work, visit and play**; and
 - acknowledging and building on the interdependencies between economic prosperity and societal prosperity.
44. The revised Strategic Plan also seeks to articulate the different roles the County Council plays in the delivery of its priorities - as a convenor and champion, bringing together partners and stakeholders but also as a provider and commissioner of services to residents. This dual role is reflected in the delivery of the Hampshire 2050 Vision within the county - where Hampshire County

Council both convenes and facilitates partners within the 2050 Partnership, as well as being a partner involved in delivery against priorities itself.

Proposed changes to the Serving Hampshire Strategic Plan 2012 - 2025

45. The proposed revised Serving Hampshire Strategic Plan is set out at Appendix 4. The main areas of change are:
- a new 'Introduction' to the Strategic Plan – the most significant of the changes proposed, the re-written introduction (or Overview) seeks to reposition the plan within the current context that the County Council is operating within, and its ambitions for the next two years;
 - the Priorities for each of the Strategic Outcomes – several subtle changes are proposed to the priority statements that sit below the four Strategic Outcomes, in order to better reflect the County Council's role in delivering against the Hampshire 2050 Vision; and
 - changes to the underpinning 'Principles' for how we will deliver the Strategic Plan – it is proposed that the existing statements setting out 'the way we work', are replaced by the new organisational Vision and Values.
46. No changes are proposed to the four Strategic Outcomes which structure the Plan; it is considered that these remain relevant, and as they form the core foundation of the current four-year plan, it is recommended these remain unchanged.

Performance Assurance Framework

47. Alongside this review, the corporate Performance Framework (which was last refreshed alongside the current Strategic Plan), has also been reviewed to ensure that this provides a robust framework of assurance against which the overall performance of the County Council can be demonstrated.
48. The proposed new framework for corporate performance reporting seeks to streamline the current approach, to provide a specific focus on the achievements and progress against the strategic outcomes and priorities set out in the Serving Hampshire Strategic Plan, as well as providing Members with a more holistic view of assurance against County Council performance. Reflecting this approach, the framework will now be called the Performance Assurance Framework (PAF).
49. The PAF will comprise:
- an annual report to Cabinet and the Hampshire 2050, Corporate Services and Resources Select Committee. This will contain:
 - narrative demonstrating the broader achievements against the Strategic Plan, including the County Council's own contribution to the delivery of the H2050 Vision;

- reference to a number of existing principal annual reports to Members which provide performance assurance against the key areas of work listed in diagram one below, and which align to the agreed priorities set out in the Strategic Plan; and
- results of key service inspections, providing further assurance of service performance and quality;
- reporting requirements from the Office of Local Government; and
- Local Government and Social Care Ombudsman annual determinations report.

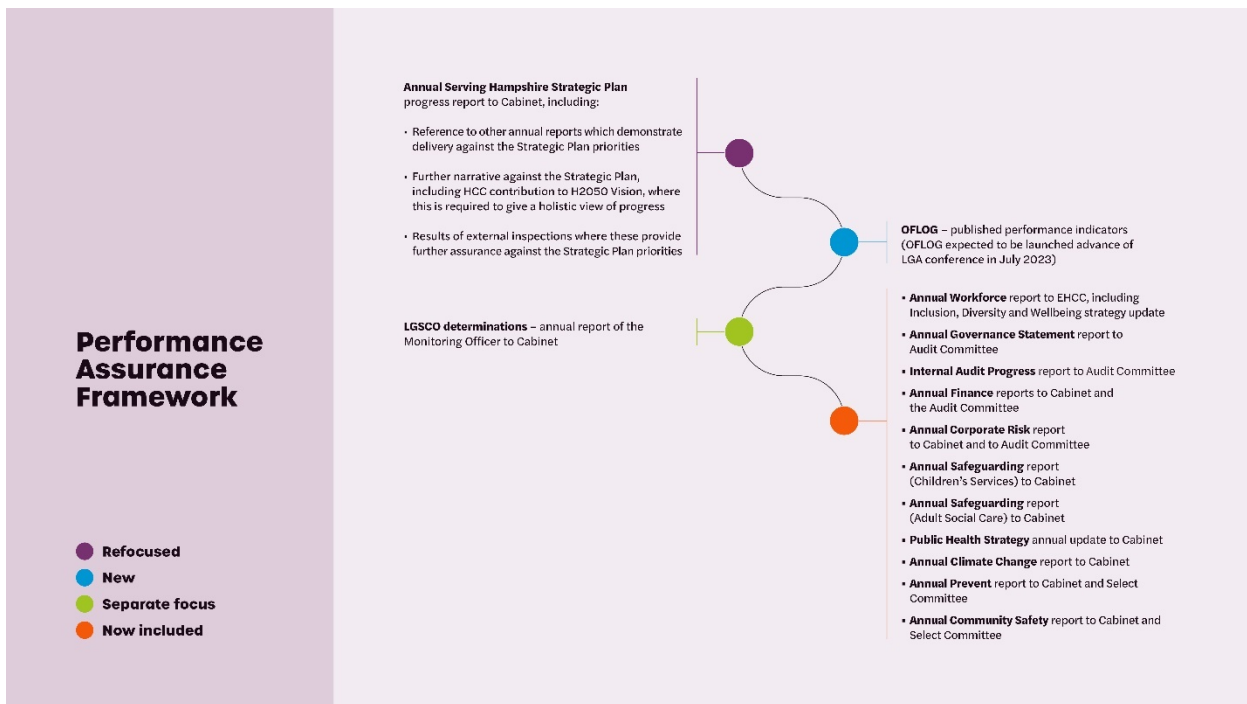


Diagram one: Proposed Performance Assurance Framework

Next Steps

50. It is recommended that the new PAF will come into effect immediately, with Cabinet receiving its first annual report in July 2024.
51. Following Cabinet discussion and confirmation of the revalidated H2050 Vision and recommendations, next steps for H2050 are proposed as follows:
52. Between **July and September 2023**, the County Council, acting in its capacity as *H2050 Secretariat* will engage with each of the 2050 partners to establish how each individual organisation is contributing to the delivery of the H2050 recommendations and seek to identify any common priorities. Meanwhile, as a *member of the Partnership*, Hampshire County Council will consider its own delivery and priorities, linking the overarching H2050 Vision with the organisational work on the Serving Hampshire Strategic Plan.

53. In **September 2023**, the revalidated Hampshire 2050 Vision will be brought to Full Council, alongside the Serving Hampshire Strategic Plan.
54. In **autumn/winter 2023**, a summit will be held to bring together all partners to hear updates on delivery and agree shared priorities for future work.
55. Further work will also be undertaken **throughout 2024** to develop the next Serving Hampshire Strategic Plan, which will cover the period 2025 – 2029 and represent a full refresh of the Plan. This will continue to reflect H2050 as well as statutory priorities and will be informed by the further work undertaken from October by the H2050 Partnership to identify shared priorities for Hampshire the place.

Finance

56. This is an overall strategy that has no financial impact for Hampshire County Council at this current stage. Any packages of work that fall under the implementation plan to achieve objectives of the H2050 Vision and Serving Hampshire Strategic Plan will be referred to the appropriate decision maker in the future.

Performance

57. The Performance and progress of the H2050 programme will be managed by Hampshire County Council as the Sponsor in consultation with the Partnership.
58. Delivery against the Serving Hampshire Strategic Plan will be monitored by the proposed Performance Assurance Framework, as set out in paragraphs 47-49.

Consultation and Equalities

59. The development of the H2050 Vision included a lengthy consultative and engagement phase. As part of the H2050 revalidation programme, a process of internal consultation has been undertaken as described in paragraphs 22 and 23 above. Members were briefed on progress against the revalidation programme, as well as the Strategic Plan mid-term review on 23 June. Further engagement will continue through the life of the H205 programme, as well as part of the Strategic Plan review in 2024.
60. EIA Impact – Neutral. The Hampshire 2050 Vision re-validation and realisation along with the Strategic Plan mid-term review seek to agree the strategic direction for both Hampshire County Council and The Partnership. Therefore, due to the scale of this programme, the EIA is neutral as the Hampshire 2050 Vision and Serving Hampshire Strategic Plan are a strategic overview guiding programmes and projects within the County Council. The Hampshire 2050 re-validation does, however, clearly recognise that the subjects of inclusion and

diversity remain core priorities – and this is also the case for the mid-term review of the Strategic Plan. Although the EIA is neutral to the overall Hampshire 2050 re-validation and revalidation programme, the EIA process will be applied to any projects and programmes that are developed to support the Hampshire 2050 revalidation and realisation programme. This will also be the case for the Strategic Plan. The overall Vision of Hampshire 2050 and the Serving Hampshire Strategic Plan place prominence on social justice, inclusion and equity, although this EIA is centred around the amendments to the H2050 Commission Vision and the Strategic Plan mid-term review, the overall vision for both seeks to provide a positive impact to all protected characteristics.

Climate Change Impact Assessments

61. Hampshire County Council utilises two decision-making tools to assess the carbon emissions and resilience of its projects and decisions. These tools provide a clear, robust, and transparent way of assessing how projects, policies and initiatives contribute towards the County Council's climate change targets of being carbon neutral and resilient to the impacts of a 2°C temperature rise by 2050. This process ensures that climate change considerations are built into everything the Authority does.

Climate Change Adaptation and Mitigation

62. The Hampshire 2050 Vision re-validation seeks to agree the strategic direction for both Hampshire County Council and partners. Therefore, due to the scale of this programme, the climate change decision tools were not applicable as the Hampshire 2050 is a strategic overview guiding programmes and projects within the County Council. The Hampshire 2050 re-validation does, however, clearly recognise that climate change adaptation and mitigation remains a core priority and a key driver for change as identified by the 2050 Commission. Although the tools cannot be applied to the overall Hampshire 2050 re-validation itself, the tools can be applied to any projects and programmes that are developed to support the Hampshire 2050 revalidation and realisation. This is also the case for the Strategic Plan mid-term review and its associated projects and programmes of work.

REQUIRED CORPORATE AND LEGAL INFORMATION:

Links to the Strategic Plan

Hampshire maintains strong and sustainable economic growth and prosperity:	yes
People in Hampshire live safe, healthy and independent lives:	yes
People in Hampshire enjoy a rich and diverse environment:	yes
People in Hampshire enjoy being part of strong, inclusive communities:	yes

Other Significant Links

Links to previous Member decisions:	
<u>Title</u>	<u>Date</u>
Extraordinary County Council 23rd September, 2019	23.09.2019
Commission of Inquiry	05.02.2018
Direct links to specific legislation or Government Directives	
<u>Title</u>	<u>Date</u>

Section 100 D - Local Government Act 1972 - background documents

The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

<u>Document</u>	<u>Location</u>
None	

EQUALITIES IMPACT ASSESSMENT:

1. Equality Duty

The County Council has a duty under Section 149 of the Equality Act 2010 ('the Act') to have due regard in the exercise of its functions to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited by or under the Act with regard to the protected characteristics as set out in section 4 of the Act (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation);
- Advance equality of opportunity between persons who share a relevant protected characteristic within section 149(7) of the Act (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation) and those who do not share it;
- Foster good relations between persons who share a relevant protected characteristic within section 149(7) of the Act (see above) and persons who do not share it.

Due regard in this context involves having due regard in particular to:

- The need to remove or minimise disadvantages suffered by persons sharing a relevant characteristic connected to that characteristic;
- Take steps to meet the needs of persons sharing a relevant protected characteristic different from the needs of persons who do not share it;
- Encourage persons sharing a relevant protected characteristic to participate in public life or in any other activity which participation by such persons is disproportionately low.

2. Equalities Impact Assessment:

EIA Impact - Neutral

The Hampshire 2050 Vision re-validation and realisation along with the Strategic Plan mid-term review seek to agree the strategic direction for both Hampshire County Council and The Partnership. Therefore, due to the scale of this programme, the EIA is neutral as the Hampshire 2050 Vision and Serving Hampshire Strategic Plan are a strategic overview guiding programmes and projects within the County Council. The Hampshire 2050 re-validation does, however, clearly recognise that the subjects of inclusion and diversity remain core priorities – and this is also the case for the mid-term review of the Strategic Plan.

- 2.1 Although the EIA is neutral to the overall Hampshire 2050 re-validation and revalidation programme, the EIA process will be applied to any projects and programmes that are developed to support the Hampshire 2050 revalidation and realisation programme. This will also be the case for the Strategic Plan. The overall Vision of Hampshire 2050 and the Serving Hampshire Strategic

Plan place prominence on social justice, inclusion and equity, although this EIA is centred around the amendments to the H2050 Commission Vision and the Strategic Plan mid-term review, the overall vision for both seeks to provide a positive impact to all protected characteristics.

Appendix 1
Revised Vision and recommendations.

Changing Climate		
Policy Statement		
	Changing Climate Policy Statement	Re-validated Changing Climate Policy Statement for Cabinet Confirmation
	Changing Climate - To develop and promote a focus on embedding climate resilience and mitigation across key policies and sectors, working with communities across Hampshire.	Changing Climate – Embed climate resilience and mitigation across all key policies and sectors, working with communities across Hampshire.
Recommendations		
	Changing Climate Recommendation	Re-validated Changing Climate Recommendation for Cabinet Consideration
1	Ensure that climate resilience and mitigation (e.g., energy and water efficient; flood and heat adapted) is a primary objective for infrastructure and buildings (existing and new), services, businesses, the natural environment (including environmental services, landscape, heritage) and health & wellbeing.	Ensure that climate resilience and mitigation (e.g., energy and water efficient; flood and heat adapted) is a primary objective for all sectors.
2	Prioritise the reduction of carbon emissions from the key sectors of housing and transport.	<i>No change.</i>
3	Support, enable and empower communities to be more resilient and work together to respond to the impacts of a changing climate (e.g., flooding, heat waves).	Support, enable and empower all communities to be more resilient and work together to respond to the impacts of a changing climate (e.g., flooding, heat waves).
4	Develop policies to support the transition to clean, locally generated, renewable energy, reduce waste and support the sourcing of local sustainable, produce, natural resources and Employment.	Support the transition to clean, locally generated, renewable energy, reduce waste and support the sourcing of local sustainable, produce, natural resources and Employment.

Changing Environment		
Policy Statement		
	Changing Environment Policy Statement	Re-validated Changing Environment Policy Statement for Cabinet Consideration
	Changing Environment - Develop and promote a focus on sustaining and enhancing Hampshire's environment to strengthen Hampshire's economy and society.	Changing Environment – Sustain and enhance Hampshire's environment to strengthen Hampshire's economy and society.
Recommendations		
	Changing Environment Recommendation	Re-validated Changing Environment Recommendation for Cabinet Consideration
1	Work with partners to understand and develop key strategies and policies that recognise the benefits of net environmental gain across all sectors.	Understand, deliver and maximise the benefits of net environmental gain across all sectors.
2	Develop and promote community resilience and individual health and wellbeing by taking full advantage of Hampshire's natural environment.	Engage communities with Hampshire's Natural Environment to develop and promote community resilience and individual health and wellbeing.
3	Develop initiatives to tackle urban/ rural divide and deliver equitable local capacity and resilience (for example a better management of urban sprawl).	MOVE TO POPULATION AND SOCIETY DRIVER Develop initiatives to tackle urban/ rural divide and deliver equitable local capacity and resilience.
4	Tackle the major causes of poor air quality with a specific focus on reducing harmful emissions.	<i>No change.</i>
5	Recognise the multiple value of green infrastructure and advocate for the provision of green spaces to be one of the fundamental drivers in planning policy.	Recognise the multiple value of green and blue infrastructure and advocate for the provision of green spaces to be one of the fundamental drivers in planning policy.
6	Promote a joined-up approach that links local authorities, health bodies and civil society to deliver greater access to nature for all, for example optimising access to country parks and extending public rights of way.	Promote a joined-up approach that links local authorities, health bodies and civil society to deliver greater access to nature for all.
7	Ensure that future development makes the optimum use of available land, prioritising brownfield regeneration.	Ensure that future development makes the optimum use of available land, prioritising sustainable locations and brownfield regeneration.

Changing Economy

Policy Statement

Changing Economy Policy Statement

Changing Economy - Maintain a focus on fostering a knowledge-based and sustainable Hampshire economy, working closely with businesses and relevant agencies in Hampshire including our universities.

Re-validated Changing Economy Policy Statement for Cabinet Consideration

Foster a strong, knowledge based, sustainable and inclusive Hampshire economy, working closely with relevant agencies, businesses, higher and further education and skills providers.

Recommendations

Changing Economy Recommendation

Re-validated Changing Economy Recommendation for Cabinet Consideration

1	Develop the 'Place Story' for Hampshire to define a Hampshire brand to promote, support and encourage appropriate economic development and a compelling narrative to cohere business, communities, the neighbouring cities of Portsmouth and Southampton, and the Isle of Wight around a unified approach and vision.	Develop a shared narrative for Hampshire to define a Hampshire brand to promote, support and encourage appropriate economic development and a compelling narrative to cohere business, communities, the neighbouring cities of Portsmouth and Southampton, and the Isle of Wight around a unified approach and vision.
2	Maintain, regenerate and develop vibrant settlements across Hampshire to offer attractive, stimulating and thriving business, and cultural and residential environments and communities.	Maintain, regenerate and develop vibrant places across Hampshire to offer attractive, stimulating and thriving business, and cultural and residential environments and communities.
3	Maximise opportunities for employment and inclusion through targeted upskilling both in terms of key sectors and softer skills such as creativity, innovation, and work readiness.	<i>No change.</i>
4	Maximise and prioritise support for the key sectors – digital/creative, aerospace, defence, and marine to build on the existing strengths in these areas.	Diversify and build new sectors. Build on existing strengths and work to ensure the current and future skills needs of key sectors are being met.
5	Enable Hampshire to maintain its position as an attractive place where people want to visit, live, work, and take advantage of the leisure and cultural offer. For example, promoting tourism, providing authentic experiences, and developing current and future business hubs.	Enable Hampshire to maintain its position as an attractive place to live, work, visit and play, recognising the importance of the leisure and cultural offer.
6	To secure economically critical infrastructure investment in Hampshire, especially where it will support greater internationalisation of our	To secure economically critical infrastructure and investment in Hampshire, especially where it will support greater connectivity and internationalisation

	economy. For example, through international trade and inward investment.	of our economy. For example, through international trade and inward investment.
7	Develop in partnership clear plans to set out where business districts are to be developed, incorporating grade A offices, high quality residential and public realm, with clear connectivity to transport hubs and networks.	REMOVE – DUPLICATION.
8	Embracing the opportunities of the advances of digital and other technology to support the Hampshire economy.	Embracing the opportunities of the advances of digital and other technology to support the Hampshire economy and services, both now and in the future.
9	Capitalise on Hampshire’s university capacity to maximise local benefits from roll outs, start-ups, and emerging technologies, and to retain more graduates living and working in Hampshire.	Capitalise on the Higher and Further education capacity of the Pan Hampshire area to research, support and nurture emerging technologies, businesses and entrepreneurs creating an environment which retains talent.

Changing Population & Society

Policy Statement

	Changing Population & Society Policy Statement	Re-validated Changing Population & Society Policy Statement for Cabinet Consideration
	Changing Population & Society - Maintain a focus on promoting the evolution and development of communities that support equity, connectivity, diversity, sustainability, and resilience.	Promote the evolution of prosperous happy, healthy communities which are equitable, connected, diverse, sustainable and resilient.

Recommendations

	Changing Population & Society Recommendation	Re-validated Changing Population & Society Recommendation for Cabinet Consideration
1	Develop a coherent framework for building communities that delivers a more integrated approach to design and development.	DELETE AND MERGE WITH RECOMMENDATION BELOW.
2	Work with partners and communities to foster community resilience, cohesion and inclusion through place making.	Build the capacity of communities to create and shape their own places.
3	Prioritise physical and mental health within community shaping to maximise multiple benefits – e.g., green spaces with more walking/cycling routes support physical wellbeing and can reduce anxiety.	Prioritise physical and mental health within community shaping to maximise multiple benefits – e.g., green spaces with more walking/cycling routes support physical wellbeing and can improve mental health and wellbeing.

4	Maximise opportunities to improve productivity and adapt service delivery with a particular focus on health and social care to respond to the changing demographics.	Maximise opportunities to improve outcomes and productivity and adapt service delivery in response to Hampshire's changing demographics.
5	Support employers to extend the productive capacity of the workforce by recognising health and wellbeing benefits of employment ('good work') and embracing new and more flexible ways of working.	Support employers to extend the productive capacity of the workforce by recognising health and wellbeing benefits of work and embracing new and more flexible ways of working.
6	Provide access to appropriate housing and services to support greater independent and integrated living for older residents and those with additional need, with a particular focus on health and social care and support for intergenerational living.	Provide access to appropriate housing and services to support greater independent and integrated living for older residents and those with additional needs.
7	Make Hampshire more attractive to a wider age range for example by providing access to housing, employment, cultural and leisure amenities to attract and retain younger people.	<i>No change.</i>
8	Maximise the provision of affordable housing to attract and retain key workers by ensuring access to appropriate housing.	Maximise the provision of affordable housing to attract and retain key workers.
9	Public service agencies should work in partnership with local communities to design and deliver services.	REMOVE – DUPLICATION.
10	Advocate for a wider measure of happiness and quality of life to be incorporated into key policies within key public sector organisations, through for example the role of volunteering to provide meaning and community coherence.	Co-production of success measures recognising the value of happiness and quality of life.
11	Better understand the current and future skills needs and work with employers and education and skills providers, to promote widely accessible training and development opportunities prioritising new skills.	REMOVE – DUPLICATION.
12	Secure a reduction in levels of absolute deprivation across Hampshire.	<i>No change.</i>

Changing Technology		
Policy Statement		
	Changing Technology Policy Statement	Re-validated Changing Technology Policy Statement for Cabinet Consideration
	<p>Changing Technology - Prioritise a focus on opportunities offered by technology to enhance business and economy, public services, social infrastructure, and connectivity; that complement rather than compromise human relationships and quality of life.</p>	<p>NOTE – THIS DRIVER IS RECOMMENDED TO BE REMOVED AS TECHNOLOGY IS A CROSS-CUTTING ENABLER TO OTHER DRIVERS. Recommendations to be incorporated into other drivers.</p>
Recommendations		
	Changing Technology Recommendation	Re-validated Changing Technology Recommendation for Cabinet Consideration
1	Understand the role of the public sector to enable and maximise the opportunities of new technologies (including access to and use of data), ensuring all members of the community can engage and benefit from this.	REMOVE – DUPLICATION
2	Equip all sectors of society with the skills required to take advantage of technological advances, with a specific focus on diversity and inclusivity.	MOVE TO POPULATION AND SOCIETY. <i>No change.</i>
3	Maximise the benefits offered by AI to improve public services particularly in the health and social care sector.	REMOVE – DUPLICATION.
4	Address digital exclusion and support those with no or lower skills to secure the 'basic' as a route to 'a good job'.	REMOVE – DUPLICATION.
5	Prioritise high speed broadband infrastructure for existing housing and planned developments across Hampshire as a vital component to growing a sustainable local economy.	REMOVE – DUPLICATION.
6	Improve active and low emission transport, prioritise public and shared transport and maximise the potential of AI and data analytics in future transport in both urban and rural areas.	MOVE TO CLIMATE. Improve active and low emission transport, prioritise public and shared transport and maximise the potential of new technology in future transport in both urban and rural areas.
7	Ensure future transport projects are closely linked with emerging technologies and business models such as MaaS.	REMOVE – TOO DETAILED.

Appendix 2

The Partnership

The Hampshire 2050 Partnership is made up of Leaders and Chief Officers from the authorities and organisations listed below. Membership of the re-purposed Hampshire 2050 Partnership however is expected to evolve over time to ensure that key partners are represented where appropriate. The Hampshire 2050 Partnership will oversee shared progress of the recommendations of the Hampshire 2050 Commission of Inquiry.

Members as of June 2022: [Hampshire 2050 Partnership.xlsx](#)

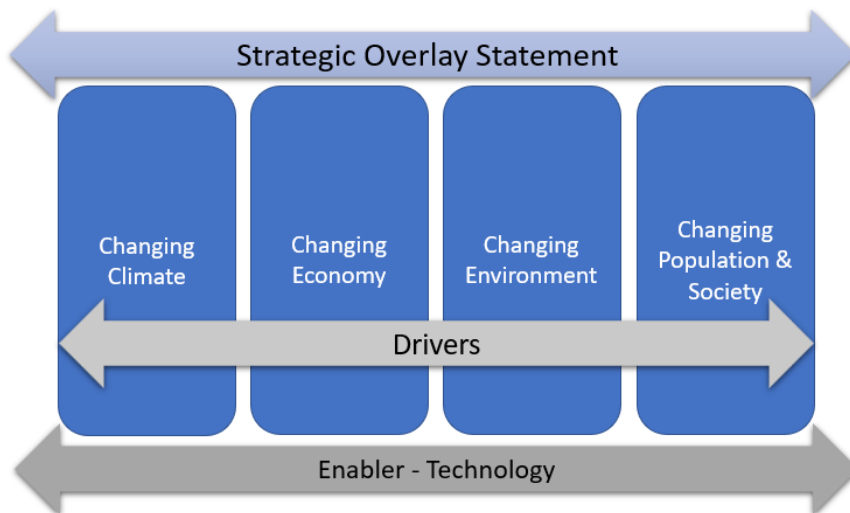
Appendix 3 Strategic Overlay: Proposed wording

The 2050 Commission of Inquiry recognised that the drivers for change were inextricably linked and that prioritising one driver at the cost of another would not deliver the far reaching and ambitious outcomes that the Commission was set up to achieve.

The interdependency of the drivers is clearly demonstrated in the cross-cutting nature of many of the recommendations. However, in reality, how we, as a Partnership, work together to ensure our response to the drivers maximises the opportunities from these interdependencies will be key to our success.

We now understand that people, the environment, and the economy are all parts of the same system. People cannot live well if the environment and the economy are in bad health. We also know that a healthy environment is a must for a sustainable economy and an equitable society.

For Hampshire to be resilient and well-equipped for the future we must navigate these challenging issues and find new ways to measure success, recognising these interdependencies and placing equal value on the economy, environment, health and well-being, social equity and sustainability.



Appendix 4 Serving Hampshire Strategic Plan 2021 – 2025 Mid-term review

[strategic-plan-2023-digital.pdf](#)

~End~