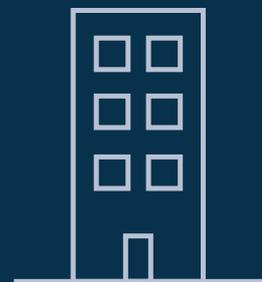
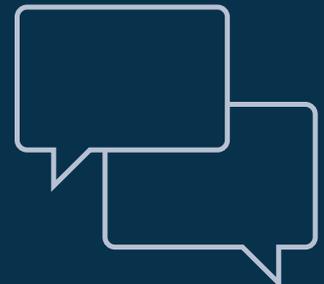
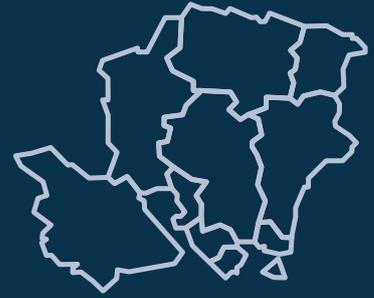


Serving Hampshire's residents

Strategic Plan 2021 – 2025



Overview

Hampshire County Council is the third largest shire council in the country, delivering the majority of Hampshire's public services, to almost 1.4 million residents (excluding people living in the Southampton and Portsmouth unitary council areas). We are responsible for around 80% of all spend on council services in Hampshire, amounting to £2.1 billion a year.

Along with many other public sector organisations, local government has faced significant financial pressures over the past decade. Over half a billion pounds has been removed from the County Council's budget since 2008, due to ongoing reductions in central government funding, increasing costs and a steadily rising demand for our vital services such as social care for vulnerable children and adults. This reduction in our budget has been achieved whilst also sustaining some of the highest performing public services in the country – the result of sound financial stewardship alongside an ongoing focus on delivering good public services to Hampshire residents.

We know that the next four years, covered by this Strategic Plan, will be even more financially challenging – not least because of the direct impact of the COVID-19 pandemic on public finances. During this crisis period, significant additional costs were incurred, including the extra resource required for ensuring that the most vulnerable people in Hampshire were supported.

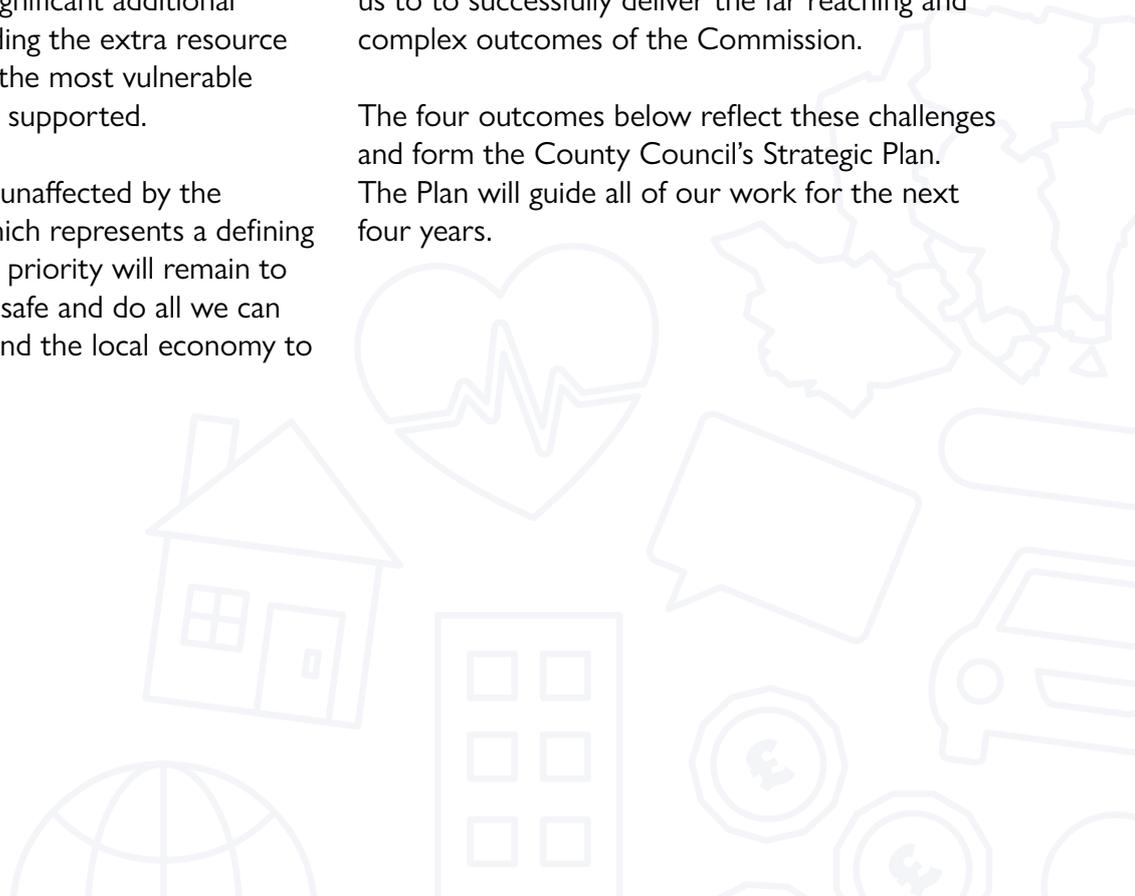
None of us have been left unaffected by the COVID-19 pandemic – which represents a defining period of our history. Our priority will remain to keep Hampshire residents safe and do all we can to help our communities and the local economy to 'build back better'.

We want to ensure that we work with our partners to take the opportunity to rethink and reshape how we deliver public services for the future – not only to build a more resilient Hampshire, but also to take robust action to promote a green/sustainable? economy.

The findings of the Hampshire 2050 Commission – an examination of compelling and thought-provoking evidence presented by experts, academics, residents, businesses and Hampshire's young people – identified the most important and complex challenge we must face if we are to ensure quality of life for future generations in Hampshire is adapting to and mitigating the impact of a changing climate, whilst also meeting the current needs of Hampshire's population. The County Council's ability to address this challenge will also be significantly influenced and impacted by the regime changing proposals for the planning system in England, set out in the Government's 'Planning for the Future' White Paper.

With a challenge of this scale, the County Council must work collaboratively with its partners, and not least the voluntary sector, supporting the sector to thrive within Hampshire in order for us to successfully deliver the far reaching and complex outcomes of the Commission.

The four outcomes below reflect these challenges and form the County Council's Strategic Plan. The Plan will guide all of our work for the next four years.



Outcome one: Hampshire maintains strong and resilient economic growth and prosperity

Our priorities are:

- Promoting a **green economic recovery across Hampshire**,
- Ensuring Hampshire has the right conditions for economic innovation to flourish
- Enhancing our competitiveness as an **international gateway and globally connected economy**
- Maximising **opportunities for employment and inclusion** by equipping people with the right skills to support, and benefit from, economic growth
- Promoting **Hampshire's assets and opportunities** as an excellent place to work, visit, live and do business

Outcome two: People in Hampshire live safe, healthy and independent lives

Our priorities are:

- Enabling all children and young people to **have the best possible start in life**
- Secure high achievement for all children and young people, especially those from more vulnerable groups
- Helping people to **stay well** and look after their physical and mental health, whilst maintaining their independence
- Ensuring services meet the **eligible, statutory needs** of our residents and that people are cared for in the right place, for the right time and at an appropriate cost
- Working with partners to keep our communities safe, particularly children and vulnerable adults
- Ensuring that everyone has **fair access** to services, opportunities and life chances, and supporting those groups in our communities who have been disproportionately affected by COVID-19
- Embracing **opportunities offered by technology** to enhance public services, social care and connectivity; that complement rather than compromise human relationships and quality of life



Outcome three: People in Hampshire enjoy a rich and diverse environment

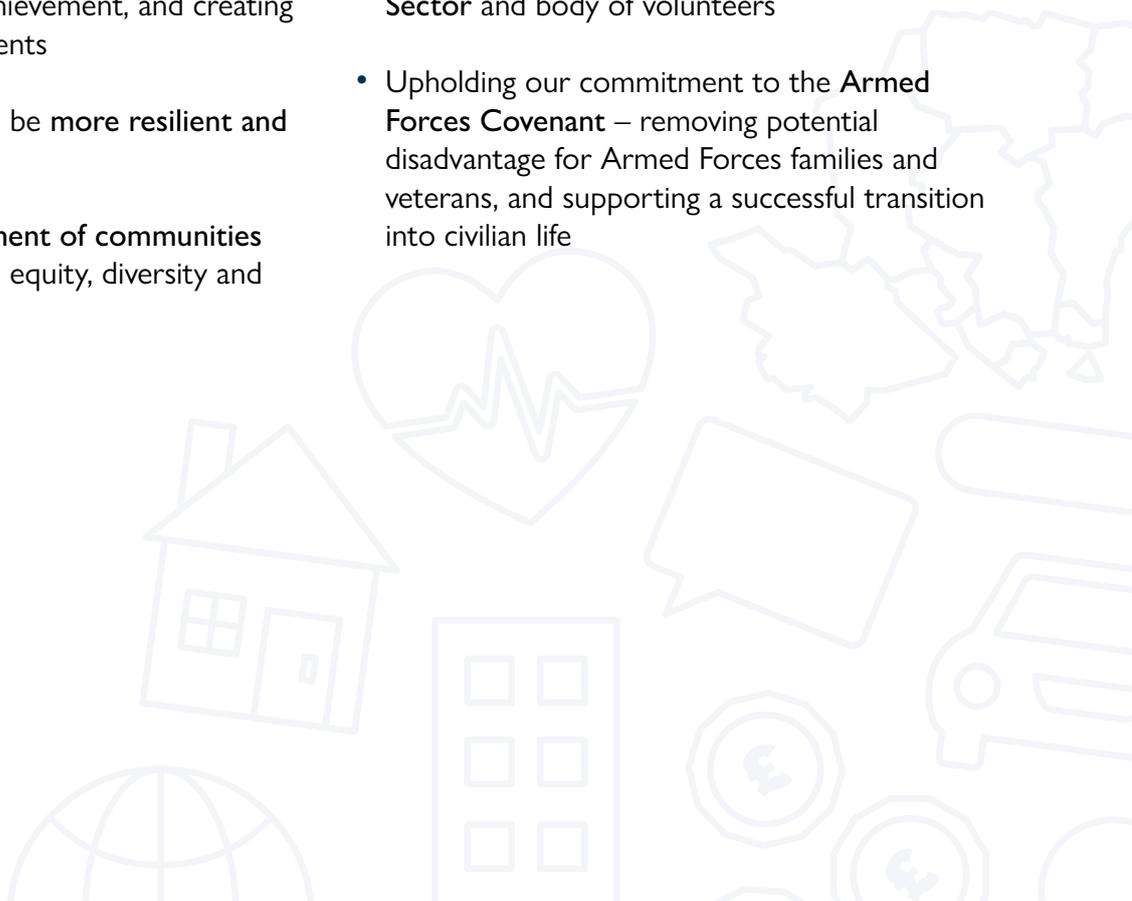
Our priorities are:

- Working towards securing **carbon neutrality for Hampshire** by 2050, and becoming resilient to a two degree rise in temperature – leading and collaborating on climate change action, ensuring climate change is embedded into everything we do
- Maintaining and enhancing Hampshire's **unique natural and built environment** and striving for Environmental Net Gain across both
- Protecting Hampshire's breadth of **character and heritage** and valuing both rural and urban communities
- Planning and delivering low carbon **infrastructure** that meets business need and promoting a sustainable and more resilient transport network
- Leading on opportunities to **shape places** across the County that enhance communities and environments – facilitating partners and people to come together with common vision and purpose

Outcome four: People in Hampshire enjoy being part of strong, inclusive, resilient communities

Our priorities are:

- Advancing **social equality** in Hampshire by tackling health and social inequalities, improving equity of educational achievement, and creating opportunity for all residents
- Enabling communities to be **more resilient and connected**
- Promoting the **development of communities** that support and uphold equity, diversity and sustainability
- Supporting, and working in partnership with a thriving and diverse **Voluntary and Community Sector** and body of volunteers
- Upholding our commitment to the **Armed Forces Covenant** – removing potential disadvantage for Armed Forces families and veterans, and supporting a successful transition into civilian life



The way we work

We will keep Hampshire's residents at the heart of everything we do. We will:

- be accountable and transparent in all that we do;
- use taxpayers' money wisely;
- work closely with our partners;
- engage, inform and involve residents;
- develop accessible and efficient online services;
- exploit digital innovation to deliver effective and efficient services;
- enable people to do more for themselves;
- respond flexibly to people's needs;
- value people's differences;
- treat people fairly;
- keep improving.



