

HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Cabinet
Date:	19 June 2017
Title:	Serving Hampshire - Strategic Plan for 2017-2021
Report From:	Chief Executive

Contact name: Philippa Mellish

Tel: 01962 847482

Email: Philippa.mellish@hants.gov.uk

1. Executive Summary

1.1. This paper sets out the background to, and content of, the proposed revised Strategic Plan: ***Serving Hampshire – Strategic Plan for 2017-2021***. The Plan comprises four strategic aims, each supported by a set of key priorities, and eight ‘ways of working’. The Plan is intended to be concise and easy to access, using simple language.

1.2. It is recommended that Cabinet:

- a) Approves the *Serving Hampshire* Strategic Plan and recommends to Full Council that it be adopted as part of the County Council’s Policy Framework, as set out in the Constitution, replacing the County Council’s Corporate Strategy;
- b) Agrees for the *Serving Hampshire* Strategic Plan to replace the County Council’s Sustainable Community Strategy, and recommends to Full Council that the latter to be removed from the County Council’s Policy Framework, as set out in the Constitution;
- c) Delegate authority to the Head of Law and Governance and Monitoring officer to make any necessary consequential amendments to schemes which refer to the Corporate Strategy but which now will need to reflect the content of the new *Serving Hampshire* Strategic Plan, subject to the Plan being approved by Full Council.

2. Contextual information

Open for Business

2.1. Since the County Council’s first efficiency programme (2008-2010), Cabinet has recognised the need for a strategic narrative. The first narrative, developed in 2010, was based around the theme *Open for Business*. This signalled the County Council’s intentions to develop and refocus services, whilst meeting the challenges of significant grant reductions. *Open for Business* provided an operating model for business planning and a framework for reporting performance progress to Cabinet.

Shaping Hampshire: modern, public services for the future

- 2.1. On 28 October 2013, Cabinet agreed that a similar approach should be taken to 2015 and beyond, using the narrative *Shaping Hampshire: modern, public services for the future*. Over the past four years, the *Shaping Hampshire Plan* has provided the overarching framework for the County Council's business, including both the *Transformation to 2015* and *Transformation to 2017* programmes. The Plan has continued to signpost the County Council's ambition to transform and shape services for the future, in line with the Authority's evolving financial strategy.

Towards a new strategic narrative

- 2.2. As the County Council embarks on its next transformation programme – *Transformation to 2019* – the need for a robust, strategic narrative is equally important. Central Government continues to reduce the amount of funding it gives to the County Council. At the same time, demand for County Council services is increasing. As a result, the County Council needs to deliver a further £140 million savings by 2019 – bringing the Authority's cumulative spending reductions to nearly half a billion pounds by 2019/20.
- 2.3. In this context, the County Council requires a strategic narrative that will support the Authority to make tough, but necessary, choices about future services. It is, therefore, recommended that the *Shaping Hampshire Plan* is replaced with a revised *Serving Hampshire Strategic Plan*. The revised Plan is intended to guide decision-making to ensure that Hampshire taxpayers' money is targeted where it is needed most, and where it can make the greatest difference.

3. Serving Hampshire – Strategic Plan 2017-2021

- 3.1. The *Serving Hampshire Strategic Plan* provides the overarching framework for the County Council's work. The Strategic Plan is informed, and underpinned, by various, more detailed plans, including: the Children's and Young People's Plan, Adults' Health and Care Service's vision, the Public Health Strategy, the Customer Contact Strategy, the emerging workforce Wellbeing Strategy, and the County Council's planning approach for its *Transformation to 2019* programme. The Strategic Plan covers the period of 2017-2021, reflecting the term of office for the new administration.
- 3.2. The Strategic Plan is organised by four strategic aims, each supported by a set of key priorities. The four strategic aims are intended to support the County Council to prioritise its resources, whilst also reflecting the breadth of the County Council's responsibilities. The Plan also includes eight 'ways of working' which signal the approach the County Council will take to delivering the four strategic aims. The rationale for each of the four outcome areas and eight ways of working is set out in section four below.
- 3.3. In order to maximise access to the Strategic Plan by residents, partners and County Council staff, the Plan has been kept succinct and aims to use simple language. The Strategy will be available as online content via Hantsweb, which will include the option of downloading an [Executive Summary](#).

4. Commentary on the Strategic Plan

Outcome 1: Hampshire maintains strong and sustainable economic growth and prosperity

The first strategic aim relates to Hampshire's future economic growth and prosperity. This is of strategic importance because Hampshire's economic success underpins a number of other positive outcomes for Hampshire's residents and communities. For example, by competing successfully on the international stage, Hampshire is more likely to be able to attract inward investment which, in turn, will help to make Hampshire a better and more enjoyable place to live, work and visit. Similarly, job creation and supporting people into work can help to improve people's health and wellbeing. Furthermore, the success of Hampshire's economy is becoming increasingly important to the County Council's ability to fund core services.

Outcome 2: People in Hampshire live safe, healthy and independent lives

- 4.1. The second strategic aim is about supporting people to live safe, healthy and independent lives by focusing the County Council's resources where need is greatest, and where it can make the biggest difference. Firstly, this means meeting the eligible needs of those who require council services. This reflects feedback received from Hampshire residents. One of the strongest messages from the County Council's *Spending Review* consultation (2015) was residents' support for continuing to prioritise services for the most vulnerable, including children, older people and people with a disability. Similarly, the majority of respondents to the County Council's *Serving Hampshire* consultation (2016) said that they cared most about the quality of services, value for money and protecting services for the most vulnerable.

Secondly, this outcome means directing resource where it can make the biggest difference – where the return will be greatest for residents and communities. By investing in early intervention initiatives and key universal services, such as education and public health, the County Council will help to improve outcomes for people and reduce demand for more costly, council services.

Outcome 3: Hampshire enjoys a rich and diverse environment

The third strategic aim balances the first by ensuring that Hampshire's economic success does not come at the expense of the county's environment and heritage. This outcome recognises that many people choose to live, work and visit Hampshire because of its strategic location, world class environment and rich character and culture. Preserving the quality of Hampshire as a place is also an enabler of economic growth - for example, tourism generates almost £3 billion annually to Hampshire's economy. Preserving Hampshire's environment also supports a number of other positive outcomes, including enabling people to live active lifestyles and enjoy good health and wellbeing.

Outcome 4: Hampshire enjoys strong, inclusive communities

This strategic aim is about recognising the resources, skills and strengths that exist in local communities and that, when utilised, can help reduce the demand and dependency on County Council services. With the support of family, friends, volunteers and carers, the majority of people are able to live full and independent lives. In this way, residents and communities become

more resilient, doing more for themselves, and less reliant on County Council services. This enables more resources to be targeted where they are needed most.

Ways of working

- 4.2. The *Serving Hampshire* Strategic Plan includes eight 'ways of working' which signal the approach the County Council will take to delivering the four strategic aims. All eight ways of working underpin an overarching ambition to **put residents at the heart of everything the County Council does**.
- 4.3. This means **engaging, involving and informing** residents in understanding issues and developing solutions. This will support the County Council to ensure its resources are targeted and **responsive to people's needs**, thereby aiding efficiency and helping to increase customer satisfaction.
- 4.4. The ways of working also signal the County Council's intention to build on the success of its Digital Project and develop additional **easy, efficient online services**. As well as delivering significant improvements to the County Council's award winning website *Hantsweb*, the Digital Project has increased the number of services that customers can access online and improved the County Council's ability to deliver a more efficient, effective customer experience – for example through the introduction of customer accounts. This provides a strong foundation for taking forward the County Council's Customer Contact and Digital Strategy over the next four years.
- 4.5. Both of these strategies support the County Council's wider work to change its relationship with staff, citizens and communities – **enabling people to do more for themselves** - and reducing dependency on more costly, council services.
- 4.6. The importance of working **with our partners** is also recognised. The County Council's place-shaping role is worked out in partnership with individuals, community and voluntary sector groups and a plethora of other public and private sector organisations – all seeking to serve the same population. In particular, the County Council's partnership with the NHS is likely to grow in strategic importance over the next four years.
- 4.7. The County Council's approach will continue to be characterised by a relentless focus on maximising efficiency and **using Hampshire taxpayers' money wisely** to provide good value for money. This recognises the County Council's role as the representative body in Hampshire, elected to steward the county well for future generations.
- 4.8. The Plan also recognises the importance of doing business in ways that **value people's differences** and treat people equally. This means empowering residents and employees to fulfil their potential, including by supporting positive emotional and mental health and wellbeing. This is particularly pertinent to County Council employees, who continue to undergo significant organisational change. For this reason, several strands of work will be developed and taken forward over the coming year around the theme of staff wellbeing, including staff surveys.
- 4.9. Finally, the ways of working highlight the County Council's intention to always **keep improving**. The County Council remains one of the top performing councils in the country – a significant achievement in view of the volume of change and spending reductions that the Authority has had to absorb. Where

other councils have declined, the County Council has continued to be recognised as an exemplar in areas such as Children's Services. Over the next four years, Officers and Members will continue to act in the interests of Hampshire, seeking to find innovative, more efficient ways of working and to maximise value for Hampshire residents.

5. Performance monitoring against Strategic Plan

- 5.1. As part of the County Council's revised Corporate Performance Framework, as set of updated key performance measures have been identified for reporting progress against the four strategic aims and supporting priorities set out in the new Strategic Plan.

6. Implications for the County Council's constitution

Adopting the Strategic Plan into the County Council's Policy Framework

- 6.1. At present, the *Shaping Hampshire* Plan sits beneath the County Council's Corporate Strategy, which was agreed by Full Council on 13 July 2006 and established three corporate objectives (Hampshire safer and more secure for all, Maximising wellbeing, and Enhancing our quality of place)¹. The three corporate objectives are currently used to inform decision-making and provide the framework for budget reporting; however, they are not used as part of the County Council's performance framework, which is currently aligned to the four strategic aims within the *Shaping Hampshire* Plan.
- 6.2. Revising the *Shaping Hampshire* Plan provides an opportunity to remove any potential confusion from having three corporate objectives, aligned to the Corporate Strategy, and four separate strategic priorities, linked to the Strategic Plan by providing a single, definitive statement of the County Council's strategic intentions. It is suggested that this is achieved by adopting the new *Serving Hampshire* Strategic plan into the County Council's Policy Framework and removing the County Council's Corporate Strategy, as set out in the Constitution.

Removing the Sustainable Community Strategy from the County Council's Policy Framework

- 6.3. The County Council's Constitution states that the Sustainable Community Strategy forms part of the County Council's Policy Framework. There is, however, no longer a statutory requirement on councils to have such a strategy. The County Council's Sustainable Community Strategy was developed in 2008 and expires in 2018. As the revised Strategic Plan covers much of the same ground as the Sustainable Community Strategy, providing future strategic direction for the County Council, it is suggested that latter replaces the former and that the Constitution is updated accordingly.

7. Recommendations

- 7.1. It is recommended that Cabinet:

¹ <http://www.hants.gov.uk/decisions/decisions-docs/060713-countc-R0706142407.html>

- a) Approves the *Serving Hampshire* Strategic Plan and recommends to Full Council that it be adopted as part of the County Council's Policy Framework, as set out in the Constitution, replacing the County Council's Corporate Strategy;
- b) Agrees for the *Serving Hampshire* Strategic Plan to replace the County Council's Sustainable Community Strategy, and recommends to Full Council that the latter to be removed from the County Council's Policy Framework, as set out in the Constitution
- c) Delegate authority to the Head of Law and Governance and Monitoring officer to make any necessary consequential amendments to schemes which refer to the Corporate Strategy but which now will need to reflect the content of the new *Serving Hampshire* Strategic Plan, subject to the Plan being approved by Full Council.

CORPORATE OR LEGAL INFORMATION:

Links to the Corporate Strategy

Hampshire safer and more secure for all:	Yes
Maximising well-being:	Yes
Enhancing our quality of place:	Yes

1. Equality Impact Assessment

1.1. The *Serving Hampshire* Strategic Plan is intended to provide a framework for the County Council's business which supports positive outcomes for all Hampshire residents, including groups with protected characteristics. The Strategic Plan has a particular emphasis on prioritising the needs of Hampshire's most vulnerable residents and specifically states that the County Council will work to empower residents and County Council employees by valuing people's differences and supporting wellbeing.

2. Impact on Crime and Disorder:

2.1. The second strategic aim of the Plan states that *People in Hampshire live safe, healthy and independent lives*. This will be supported by the County Council's work to reduce crime that causes greatest harm, and to support the victims of crime. The Plan also recognises the importance of working in partnership, which includes other statutory and non-statutory agencies involved in tackling crime and disorder in Hampshire.

3. Climate Change:

a) The third strategic aim within the Plan states that *Hampshire's environment and heritage is protected and enjoyed by all*. This will be supported by the County Council's work to conserve and use natural resources efficiently and to protect Hampshire's environment and quality of life.