

HERTSMERE TOGETHER

A COMMUNITY STRATEGY FOR HERTSMERE

2003 – 2020

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1. FOREWORD

I am delighted to be able to introduce this first publication of *Hertsmere Together*, a Community Strategy for Hertsmere. The aim of this document is to galvanise the work of key local service providers in order to improve the quality of life for residents of, and visitors to, the Borough of Hertsmere. It has been produced in accordance with Government guidance as set out in Part 1 of the Local Government Act 2000.

The Strategy is a collaborative piece of work developed by a group of organisations from the public, voluntary and private sector. The partnership is called *Hertsmere Together*. More details about this partnership are given in section 6 of this document. However, essentially, *Hertsmere Together* exists to ensure that key local service providers such as Hertsmere Borough Council, Hertfordshire County Council, Hertsmere Primary Care Trust and the Hertfordshire Constabulary work together to improve continuously the way in which services are provided.

All partners involved in *Hertsmere Together* (a full list of partners is given in the back of the document) have helped prepare the document. Most importantly though, the document has been informed by listening to what residents of, and businesses in, Hertsmere believe to be important. The aims and objectives contained within this document have been developed to provide a focus for improvement in service provision over the short –term, and also to begin longer-term processes to address future service delivery issues in a strategic manner. As a result the document will have to be continuously updated to make it relevant for service recipients.

The aims and objectives of this Strategy have been broken down to focus on six priority areas. These are given in section 10, but initiatives to be developed include improving transportation opportunities, improving health services, making Hertsmere a safer place to live, and encouraging housing and employment opportunities.

As Chairman of *Hertsmere Together*, I am committed to making this way of partnership work effective, and would thus welcome any feedback you or your organisation may have on this document.

BY CLLR NEIL PAYNE – CHAIRMAN OF *HERTSMERE TOGETHER* (Hertsmere’s Local Strategic Partnership)

2. INTRODUCTION

This document has been prepared in response to the requirement for local authorities to prepare a Community Strategy as set out in Part 1 of the Local Government Act 2000 and is an initiative that is part of the Government's drive to modernise all aspects of local government.

The aim of the document is to promote or improve the economic, social and environmental well-being of (residents of) the Borough of Hertsmere by a collective approach to service delivery being taken by key public service providers and their partners in the voluntary and private sectors. It has been prepared by a body made up of many different service delivering agencies known as the Local Strategic Partnership. This Partnership has called itself *Hertsmere Together* and full details of membership and how it operates is given in section 6 of this document.

The Community Strategy is the product of a comprehensive process undertaken to establish a set of strategic aims and objectives that will be implemented by *Hertsmere Together* with the long-term aim of improving the quality of life for residents of and visitors to Hertsmere. This first document, whilst attempting to address longer-term issues, is mainly focussed on short to medium term objectives, and as a result will have to be constantly reviewed and updated. In many ways it is the Community Strategy process that is more important than the actual Community Strategy document as it is the process that enables different agencies to effectively work together.

Hertsmere Together hopes that this document is both informative and useful and encourages comment from all sectors of Hertsmere's communities. Any comments on this document can be made either in writing to:

Head of Community Services

Civic Offices

Elstree Way

Borehamwood

Herts. WD6 1WA

or by email to:

community.services@hertsmere.gov.uk

3. PROFILE OF HERTSMERE

Map (same as one in the Crime and Disorder Reduction Strategy)

Location

The Borough of Hertsmere is situated north of London in the southwest of Hertfordshire. It covers 38 square miles and includes the distinctly individual communities of Bushey, Potters Bar, Radlett, Elstree and Borehamwood, the latter being the political centre and largest town. The Borough also contains several smaller settlements including South Mimms, Ridge and Shenley. 80% of Hertsmere is Green Belt land, much of which is in agricultural use.

Communications

Although there are good communications of both road and rail to London and the North, east–west communications remain poor, as do public transport links between the main urban centres of the Borough. This has led to the main towns becoming isolated from each other, making it difficult to share services. As each centre acts as a separate community, local residents' interests tend to be directed towards the urban area where they live. As a result many services are replicated across the Borough.

Historical Context

Hertsmere was created in 1974, following local government re-organisation, from the Urban District Councils of Potters Bar and Bushey, and the Rural District Councils of Elstree and Watford. In 1993 the whole of Elstree village came within Hertsmere.

The main towns within the Borough have developed with their own separate identities. Borehamwood grew from a hamlet after the construction of the Midland Railway in 1868. Manufacturing industry moved in and after 1914 the film industry, and later television, provided the economic foundation for the town. During the 1950's and 60's the town's population and housing was dramatically increased with the re-

housing of people from London. Today the centre provides the local shopping facilities for the town and surrounding villages as well as jobs in light industry, warehousing and offices.

Attached to Borehamwood, but very different, is the village of Elstree. Dating from Roman times this linear settlement has grown up along Watling Street. A number of its buildings reflect its medieval past creating an attractive place of historical interest. Also situated along Watling Street is the attractive settlement of Radlett that has grown up around road and rail communications providing easy access to London.

Bushey, located east of Watford, is an impressive settlement that still retains its village atmosphere. It has developed from its medieval beginnings, due to its location close to London, as a largely residential settlement. The town has strong links with the Monro Circle of water colourists and the eminent Victorian artist Sir Hubert von Herkomer and his art school. Today the town still retains a strong artistic and cultural community.

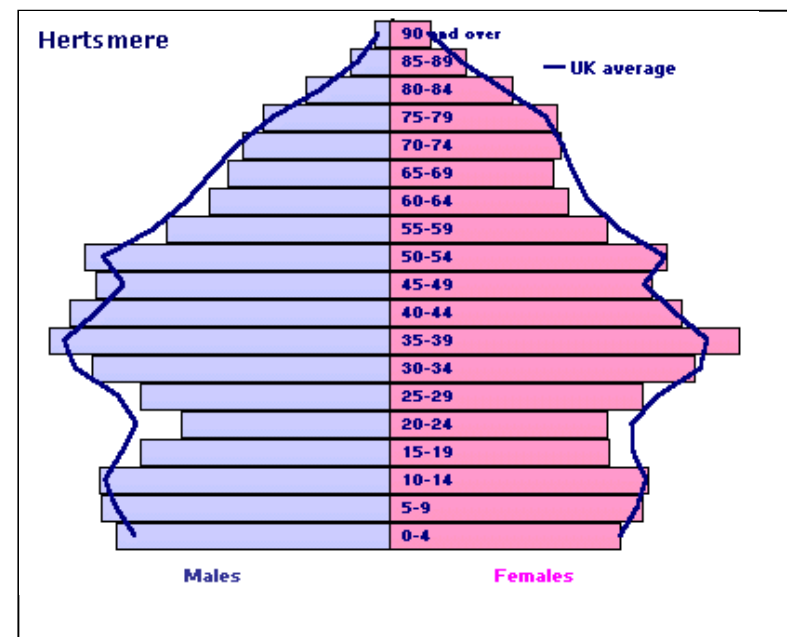
From its medieval manorial origins, Potters Bar has developed along the Great North Road (High Street) in the 18th century and grew, after the opening of the railways in 1850, around Darkes Lane creating two centres to the town. The main growth of the town happened in the 1930's when the population trebled. The opening of the M25 has enabled Potters Bar to continue to develop into a modern town with an active community life.

The Population

Today the population of Hertsmere stands at 94,457 (2001 Census) an increase of 7.8% from 1991. Although Hertsmere's age structure is similar to the Country as a whole it has a slightly higher population of pensioners and a lower population of people of working age. It is predicted that the population of the Borough will continue to rise reaching 110,000 by 2021.

Age Structure

Age Band	1991	2001	Change 1991-2001	
			2001	%
0-4	5,807	5,820	13	0.22
5-14	11,387	12,597	1,210	10.6
15-24	10,349	10,366	17	0.16
25-39	19,070	20,791	1,721	9.0
40-59	23,649	25,338	1,689	7.1
60-74	11,018	11,644	626	5.7
75+	6,315	7,901	1,586	25.1
Total	87,600	94,457	6,857	7.8



Source: Office for National Statistics, Crown copyright is reproduced with the permission of the Controller of HMSO and the Queens printer for Scotland

Ethnic Groups

According to the 2001 Census, 7.5% of Hertsmere's population is not of white UK origin, slightly less than the national average of 7.9% but representative of Hertfordshire. The largest minority groups are Asian, Mixed, Black and Chinese. The question asked in the 2001 Census was more extensive than that asked in 1991, so that people could tick "Mixed" for the first time.

Deprivation

Hertsmere is generally a relatively affluent area with a low crime rate, good education and low unemployment. However it does contain pockets of social deprivation with Borehamwood having some of the most deprived wards in Hertfordshire. On the other hand Aldenham East is the least deprived ward in the Country. There are also some smaller pockets of deprivation in North Bushey, Potters Bar and the Battlers Green area of Radlett.

Economy

The majority of the population is very mobile with 60% of people commuting to work outside the area and with a high proportion of the population classed within the professional and management category sector.

Hertsmere is a popular location for large employers and small businesses including the service sector, pharmaceutical industries, high technology and telecommunication businesses in particular. It is also an attractive location for warehousing and distribution companies.

Borehamwood has been at the heart of the British Film Industry for the past 80 years. Although the industry declined in the 1970's, BBC TV, Millennium Studios and the Hertsmere Borough Council owned Elstree Film and Television Studios still operate from Borehamwood and Hillside Studios from Bushey. With the resurgence of film and television production in South West Hertfordshire there are significant economic development opportunities for both the local labour force and supporting businesses.

Unemployment

In 1999 unemployment in Hertsmere was 1.8% and included considerable local variation with some wards in Borehamwood having the highest unemployment in the Borough at around 4%. Unemployment in Hertsmere in December 2002 was 1.4% compared with the East of England rate of 1.7% and the National rate of 2.5%

Health

In general terms the health experience of residents of Hertsmere compares favourably with the average across Eastern England. The infant mortality rate is 3.5 per 1000 live births and life expectancy for males is 76 years and for females 80.9 years. Nearly 7% of the population describes their health as "not good" compared to the average of more than 9% in England and Wales.

Hertsmere Primary Care Trust works with numerous partners to develop health services. One of their main focuses is to deliver the 3-year Local Delivery Plan that includes National Health Services national targets of:

- improving_hospital waiting times for out-patient care and operations
- providing_a patient centred approach to the delivery of health care
- providing services closer to peoples homes
- integrating services with other statutory organisations e.g. intermediate care for the elderly.

Hertsmere Primary Care Trust will be heavily engaged in delivery of this Community Strategy and is seeking to develop local health services as part of a “network of care” centred on a community diagnostic and treatment centre at Potters Bar Hospital.

Social Care

Hertfordshire County Council through Adult Care Services (ACS) is working with partners to achieve more timely assessments of peoples needs due to disability or old age or caring responsibilities and are ensuring that this information is appropriately communicated to improve services for users. Adult Care Services are working with health and housing partners to make sure that there is a significant reduction in delayed transfer of care for people in hospital, making best use of Government funds for this purpose. ACS will continue to work towards a real reduction in waiting lists and demonstrate good practise in equality issues in partnership with other agencies.

Crime and Disorder

Within a national context, Hertsmere enjoys relatively low crime rates. Hertfordshire as a county has one of the lowest crime rates of all county areas in England and Hertsmere’s crime rate is just above the county average. However, crime and the fear of crime *are* paramount amongst Hertsmere’s residents and recent opinion surveys show that reducing crime and the fear of crime are the most important areas for agencies to work together on. Through the Hertfordshire Constabulary Policing Plan and the Crime and Disorder Reduction Strategy, *Hertsmere Together* will seek to focus on reducing crime and the fear of crime.

The Environment

Greenbelt

80% of Hertsmere is designated Green Belt, the countryside that prevents the outward spread of Greater London. This has helped to retain the separate character of Hertsmere's towns and villages and has prevented the merging of settlements. The Green Belt provides the opportunity for outdoor recreation and sports such as horse riding and cycling while enhancing the attractiveness of the Borough.

Community Forest

Hertsmere falls mostly within Watling Chase Community Forest, an initiative by the Countryside Agency and Forestry Commission. It is one of twelve Community Forests that provide access to outdoor sport and recreation.

Parks and Open Spaces

These spaces are essential for outdoor sports, children's play, allotments and other forms of outdoor leisure or recreation. Open spaces have an important role to play within the towns and communities they are situated. They can contribute to education as well as create a biodiversity of wildlife habitats. They also act as community venues for special events and activities such as fairs, circus, concerts and firework displays. Links between open spaces including Greenways, footpaths, bridleways and cycletracks helps to increase access to these open spaces.

Built Environment

Hertsmere contains many buildings of historic interest that contribute to the quality of the built environment. Many are within the fifteen Conservation Areas contained within the Borough including Bushey, Elstree, Shenley, Letchmore Heath and Aldenham.

Education and Lifelong Learning

Formal Education

Primary and secondary school provision is the responsibility of Hertfordshire County Council although there are several private and foundation schools within the Borough. Further education in the Borough is available at Oaklands College, Borehamwood and Hertsmere's residents can easily access Hertfordshire University and colleges in London.

Lifelong Learning

The University of the Third Age (U3A) has been established recently in the Borough through the support of Hertsmere Borough Council, with branches in Potters Bar and Borehamwood. Adult education opportunities are available including the WEA and initiatives such as Worknet for IT educational development. Local societies and groups provide a plethora of opportunities for its members through lectures, talks, publications etc.

4. WHAT IS A COMMUNITY STRATEGY?

The Government has set very clear guidance as to what it expects a Community Strategy to achieve. Ultimately, a Community Strategy should set out proposals that will improve the delivery of local services in such a way that the quality of life of local residents is enhanced. The Government is very keen that this is achieved by local service delivering agencies working together in order to maximise efficiencies and avoid the duplication of efforts by pooling available resources.

The Government has placed the duty on local authorities to lead in this process as they recognise that having democratically elected representatives places local authorities in a strong position to be community leaders. In the case of Hertsmere the duty rests with Hertsmere Borough Council and Hertfordshire County Council.

However, for a Community Strategy to be truly effective it has to have the endorsement and the ownership of all partner agencies and the wider public. It is for this reason that this document has been published by Hertsmere's Local Strategic Partnership, *Hertsmere Together* and not just Hertsmere Borough Council or Hertfordshire County Council.

This is *Hertsmere Together's* first Community Strategy and section 10 sets out a number of key aims and objectives that the partnership will work towards achieving over the next few years. In summary, these aims and objectives are:

- IMPROVING ACCESSIBILITY OF SERVICES AND ADDRESSING INEQUALITIES
- IMPROVING AND SUSTAINING THE QUALITY OF HERTSMERE'S ENVIRONMENT
- ENCOURAGING ECONOMIC DEVELOPMENT, EMPLOYMENT AND REGENERATION OPPORTUNITIES
- CREATING A SAFER ENVIRONMENT
- ENCOURAGING LIFELONG LEARNING, LEISURE AND CULTURAL OPPORTUNITIES
- ADDRESSING HEALTH INEQUALITIES

5. WHY IS THE COMMUNITY STRATEGY IMPORTANT?

Government legislation and guidance requires local authorities and other public agencies such as primary care trusts or police authorities to produce many different strategies. Such strategies are meant to ensure that services are planned and meet the needs of local tax -payers and are not just delivered in an ad hoc manner. They are also meant to guide policy formulation and subsequent decision making by Councillors or elected/appointed board members. They therefore play a very important role in determining the allocation of the “public purse”.

The Government sees Community Strategies as documents that will influence, guide and in some cases rationalise the number of other strategic documents. It will therefore serve as a document that other strategies have to reflect and feed into. (*insert diagram to illustrate this*).

The success and effectiveness of Community Strategies will form an important part of how local communities, the Government and auditing agencies, such as the Audit Commission, judge the ability of local government. Ultimately this could lead to influencing the Government as to how it funds the delivery of local public services. Collective ownership and the willingness to make things happen by member agencies of *Hertsmere Together* is, therefore, of paramount importance.

The challenge for *Hertsmere Together* is to realise the value of collective approaches to problem solving. The Local Government Act 2000 has given the partners the mandate to pool their resources, be they financial, human or physical, in order to achieve more for the residents they are funded to serve. Working within organisational or departmental boundaries is now a thing of the past. *Hertsmere Together* have to make this new way of working effective in order to make the Community Strategy process a success.

6. WHO AND WHAT IS *HERTSMERE TOGETHER*

Hertsmere Together is Hertsmere's Local Strategic Partnership. It has been formed to deliver the Community Strategy. The existing partners have collectively agreed membership but it is widely accepted that the make-up of the current membership could change over time.

The most important aspect of *Hertsmere Together* is that its members have the necessary authority to speak for their organisations and to sign up to a long-term vision for Hertsmere and perhaps most importantly to commit resources to making the vision happen. Membership is therefore set at senior politician, chair of board or chief officer level. At the time of preparing this document, organisational and individual representation was as follows:

ORGANISATION	REPRESENTATIVE
Citizens Advice Bureau Service in Hertsmere X 1	<ul style="list-style-type: none"> • Chairperson of Trustee Board
Hertsmere Community Voluntary Support X 1	<ul style="list-style-type: none"> • Chairperson of Management Board
Hertfordshire Chamber of Commerce X1	<ul style="list-style-type: none"> • Chief Executive
Hertfordshire Constabulary X1	<ul style="list-style-type: none"> • Central Area Chief Superintendent
Hertfordshire County Council X 4	<ul style="list-style-type: none"> • Representative for Borehamwood • Representative for Bushey • Representative for Potters Bar • Director of Community Information
Hertfordshire Learning Skills Council X 1	<ul style="list-style-type: none"> • Partnership Manager
Hertfordshire Police Authority X 1	<ul style="list-style-type: none"> • Hertsmere Representative
Hertsmere Borough Council X 4	<ul style="list-style-type: none"> • Council Leader and Chairman of <i>Hertsmere Together</i> • Portfolio Holder for Corporate Strategies • Further Councillor representatives from Bushey and Borehamwood • Head of Paid Service
Hertsmere Primary Care Trust X 2	<ul style="list-style-type: none"> • Chairperson of Board • Chief Executive
Member of Parliament for Hertsmere X 1	<ul style="list-style-type: none"> • Member of Parliament
Town and Parish Council Representative X 1	<ul style="list-style-type: none"> • Borehamwood Town Councillor

Housing sector representative	• Chief Executive of Ridgehill Housing Association
Total member organisations – 12	Total number of representatives - 19

Hertsmere Together operates to Terms of Reference and meets at Hertsmere Borough Council’s Civic Offices on a quarterly basis. The partnership was formed in February 2001 and to date has focussed on the production of this document. *Hertsmere Together* is assisted in its work by an interagency group of officers that meet regularly to progress work on the Community Strategy process. This group is called the Community Strategy Co-ordinating Group (CSCG) and is chaired by the Head of Paid Service at Hertsmere Borough Council.

The diagram below attempts to illustrate how *Hertsmere Together* and the CSCG interact with other Borough wide agencies and groups. The aim is that individual representative members of *Hertsmere Together* and the CSCG are able to continually assess the needs of local service providing groups and organisations in order to strategically plan the development and implementation of service improvements through the Community Strategy process.

(insert Hertsmere Together pyramid)

Hertsmere Together aims to build on the history and success of partnership working that already exists in Hertsmere. Initiatives such as the successful interagency bid for Single Regeneration finance to develop quality of life opportunities in Borehamwood demonstrates how working together can lever in resources into the Borough. A joint initiative between Hertsmere Borough Council, Hertsmere Leisure and Hertsmere Primary Care Trust to offer greater access to the Borough’s leisure facilities for residents on low income through The Hert Card is a further example of how pooling resources can improve services. Joint approaches to combat crime and disorder such as those delivered by the Crime and Disorder Reduction Partnership offers further evidence that agencies working together and sharing resources can deliver real benefits to service users.

Ultimately it is envisaged that *Hertsmere Together* will attract members from the wider community. This is to ensure that council tax and rate-payers can have an improved say in what services are provided and in what manner. This though will occur over time. *Hertsmere Together* is still at a formative stage and it will only start to deliver real improvements in service provision over a longer period of time.

7. THE WIDER PICTURE

Community well being cannot just be developed at a local level. The Government is keen that wider county, regional and national perspectives are taken into account when preparing local Community Strategies. As a result the intention is that this document, and any future revisions, will attempt to reflect national, regional and countywide aspirations for social, economic and environmental wellbeing.

Hertsmere Together is already linked into the County Local Strategic Partnership (LSP) and is involved in the development of a LSP for the Eastern Region. Hertfordshire's LSP, called Hertfordshire Together, has not yet produced a Community Strategy but is working towards developing areas of work following the themes given below that have been drawn from community consultation:

- Value the unique quality of Hertfordshire
- Prosperous, inclusive society with robust, adaptable economy
- Healthy, safe and sustainable communities enjoying a good quality of life
- Environment and sustainability
- Investing in young people
- E-Hertfordshire – making services available electronically

Hertsmere Together believe that wherever possible the aims and objectives of this document align themselves well with the work being undertaken at County level and also work towards achieving aspirations contained within documents such as “2010, a regional economic strategy for the East of England” and “Living East, a Regional Cultural Strategy”.

8. HOW HAS THIS DOCUMENT BEEN INFORMED (CONSULTATION)

Central Government is very keen that local service providers consult with their local communities that receive services. Considerable consultation has been undertaken in order to prepare this document and this has been carried out in a number of different ways. The methods of consultation used are as follows:

- A major community survey carried out by MORI
- Direct consultation with representative groups from various communities across Hertsmere
- Survey of local residents on the Hertsmere Panel
- Direct feedback from key service providers such as the Hertfordshire Constabulary and the Citizens Advice Bureaux Service in Hertsmere

MORI Community Survey

This survey was carried out on behalf of Hertsmere Borough Council by MORI. They surveyed 1,014 residents aged 18+ on a number of issues that affect people's daily lives. Respondents were chosen from a variety of socio-economic backgrounds and were chosen in order to provide what MORI believe to be a fair cross-section of residents from Hertsmere.

The survey found that 82% of respondents were either very or fairly satisfied with Hertsmere as a place to live. This is an important statistic which emphasises that key service providers need to focus on maintaining this high satisfaction rate. Other key findings are as follows:

- In terms of quality of life, a low crime rate, a clean and peaceful environment and good schools were considered to be of highest importance
- Reducing the fear of crime, better roads and pavements and greater accessibility to affordable housing were seen as in most need of focus for improvement from key service providers
- That in general, leisure provision is seen as a well appreciated service.

The following tables illustrate other key findings.

Insert selected tables from MORI survey

Consultation with representative groups

Informal direct consultation was carried out with various representative groups. The results were as follows:

REPRESENTATIVE GROUP	KEY ISSUES
Elderly forums (BAFOR, day care facilities)	Desire for more informal day activity, principally in Borehamwood bur issue also reflected across the Borough, Single assessment processes (currently being addressed by ACS and PCT), access to service information, improved meals on wheels service (currently being addressed by Hertsmere Borough Council), provision of accessible community transport (currently being addressed by the HITP) fear of crime, support for carers
Physical disability forums (POBAD, BEAD, DRUM)	Access to service information, provision of accessible community transport (currently being addressed by the HITP), development of support groups (designed for specific disabilities), support for carers
Mental health forum	Access to training and lifelong learning, leisure opportunities, support for carers, Development of support groups, access to service information, Provision of accessible community transport (currently being addressed by the HITP), access to Hertsmere based drug and alcohol service
Young people (Pizza meets, HYN, Young People with Voices)	Bespoke facilities and activities, access to lifelong learning opportunities, access to service information, greater involvement in decision making, access to Hertsmere based drug and alcohol service, fear of crime, support for young carers, provision of accessible community transport (currently being addressed by the HITP), inclusion in community activity
Gay, lesbian and bi-sexual forum	Fear of crime, development of support groups
Black and ethnic minorities	Access to service information, development of culturally sensitive services, development of support groups
Learning Disability Forum	Access to service information, provision of accessible community transport (currently being addressed by the HITP), support for carers, development of support groups,

	advocacy services
Town forums (Town and Parish Council's, Potters Bar in Focus, Bushey Forum)	Implementation of the P/Bar Town Plan to improve the environment and sustain quality of life, fear of crime, protection of the environment
Borehamwood Community Partnership	Sustaining activity beyond SRB, accommodation (Elstree Way Corridor and school sites).

Hertsmere Panel results

The Hertsmere Panel is a group of approximately 1700 residents that have agreed to be consulted with at various times on various issues. It is a new consultative body that was established during 2002. Contained within the first survey *of* the Panel were questions concerning the key themes of the Community Strategy. Residents were asked to prioritise which of the six key themes was most important to them. The results were as follows: (highest priority ranked 1st)

1. Creating a safer environment (priority mean 1.97)
2. Improving and sustaining the quality of Hertsmere's environment (priority mean 2.77)
3. Addressing health inequalities (priority mean 2.90)
4. Encouraging economic development, employment and regeneration opportunities (priority mean 3.89)
5. Encouraging lifelong learning, leisure and cultural opportunities (priority mean 4.01)
6. Improving accessibility to services and addressing inequalities (priority mean 4.34)

The results of this survey concur with the MORI survey in that creating a safer environment is clearly a priority for Hertsmere residents. The result of this survey will not undermine any of the planned initiatives to be developed as part of implementing this Strategy but will help *Hertsmere Together* to begin to prioritise initiatives and allocate collective resources.

Direct feedback from key service providers

This document has been prepared by a collection of officers representing those organisations that form *Hertsmere Together*. This group of officers is known as the Community Strategy Co-ordinating Group (CSCG). Chaired by the Head of Paid Service at Hertsmere Borough Council, the CSCG has been able to inform the key aims and objectives of this document in such a way that aspirations have not been set at an unreasonable level. The CSCG has been able to develop aims and objectives for the organisations that they are employed with in order to react to some of the key issues that have been drawn out of other consultation exercises. This has been done in such a way that the advantages gained from partnership working are maximised.

9. HERTSMERE TOGETHER'S VISION (OVERALL VISION AND KEY THEMES)

In order to prepare and guide the nature of the Community Strategy, *Hertsmere Together* has adopted a vision for improving services and a set of key themes for future service development. Each aim and objective of this Strategy has been set against a key theme.

HERTSMERE TOGETHER'S VISION

Hertsmere Together will work towards improving the quality of life for the people of Hertsmere in a spirit of partnership working that will involve organisations from the public, voluntary and private sector.

This will be achieved by focussing on:

OUR KEY THEMES

1. IMPROVING ACCESSIBILITY TO SERVICES AND ADDRESSING INEQUALITIES

- 2. IMPROVING AND SUSTAINING THE QUALITY OF HERTSMERE'S ENVIRONMENT**
- 3. ENCOURAGING ECONOMIC DEVELOPMENT AND REGENERATION**
- 4. CREATE A SAFER ENVIRONMENT**
- 5. ENCOURAGING LIFELONG LEARNING, LEISURE AND CULTURAL OPPORTUNITES**
- 6. ADDRESSING HEALTH INEQUALITIES**

1. IMPROVING ACCESSIBILITY OF SERVICES AND ADDRESSING INEQUALITIES

Encouraging greater access to services is one of the main guiding principles underpinning the actions of this strategy. To achieve this *Hertsmere Together* will examine ways to improve and extend the delivery of services to provide opportunities and access to all residents, across age groups and social backgrounds, particularly in areas experiencing social deprivation. Specific attention will be given to encouraging greater access to services by children, young people and their families. By investing in young people it is hoped that they will develop a sense of pride and identity in their community.

2. IMPROVING AND SUSTAINING THE QUALITY OF HERTSMERE'S ENVIRONMENT

This will be done through developing and supporting initiatives and policies that will sustain and improve the local environment through increasing people's knowledge about the place where they live and fostering civic pride. Environment includes all aspects of the natural and built landscapes that make up the Borough. Actions will concentrate on improving enjoyment of these landscapes and through the improvement of the built environment.

3. ENCOURAGING ECONOMIC DEVELOPMENT AND REGENERATION

Hertsmere Together will support and develop initiatives that will help to sustain and regenerate the local economy helping to make Hertsmere an attractive place to work and live. The partnership will seek to attract inward investment and will focus on developing employment opportunities and attracting appropriate commercial and social enterprises.

4. CREATE A SAFER ENVIRONMENT

Hertsmere Together will support the work of Hertsmere's Crime and Disorder Reduction Partnership and will focus on developing joint initiatives that prevent people engaging in criminal activity and anti-social behaviour. Particular emphasis will be concentrated on initiatives that reduce the fear of crime and provide young people with diversionary activities in order to deter them from engaging in anti-social behaviour.

5. ENCOURAGE LIFELONG LEARNING, LEISURE AND CULTURAL OPPORTUNITIES

Hertsmere Together aims to identify gaps in education services and support initiatives that promote lifelong learning. Such initiatives will offer children and adults the opportunity to reach their full potential. The partnership aims to support activity that enables people to access training and educational opportunities for personal development. A significant percentage of leisure and cultural provision is dependent on voluntary and not for profit organisations. The Strategy aims to develop the working relationships with these providers, encouraging them to help address the national need to create socially active communities.

6. ADDRESS HEALTH INEQUALITIES

By working across services and sectors, most importantly with Hertsmere Primary Care Trust and Hertfordshire County Council Adult Care Services, *Hertsmere Together* will aim to address some of the current health inequalities involving, for instance, the elderly and low-income families.

The following aims and objectives have been developed to identify how each key theme will be focussed on.

10. AIMS AND OBJECTIVES

1. IMPROVING ACCESSIBILITY TO SERVICES AND ADDRESSING INEQUALITIES

Hertsmere Together will seek to make services more accessible to all residents of the Borough through improved communications and better targeting of resources.

KEY AIMS	KEY OBJECTIVES	LEAD ORGANISATION(S)	LEAD OFFICER	PARTNER ORGANISATIONS
A.1.1 To ensure that resources to meet the Borough's housing needs are most effectively targeted, especially to those from vulnerable groups.	<ul style="list-style-type: none"> Support the implementation of Hertsmere Borough Council's Homeless, Housing and Supporting People Strategies. 	<ul style="list-style-type: none"> Hertsmere Borough Council 	<ul style="list-style-type: none"> Head of Housing (Hertsmere Borough Council) 	<ul style="list-style-type: none"> All housing associations, CABSH, Hertsmere Homeless Project, private sector, Shelter Hertfordshire
A.1.2 To widen the accessibility of effective and efficient transport services.	<ul style="list-style-type: none"> Support the implementation of the Local Transport Plan Work towards helping to develop and implement the recommendations arising from the Hertfordshire Integrated Transport Partnership. 	<ul style="list-style-type: none"> Hertsmere Borough Council and Hertfordshire County Council (Hertfordshire Highways) North Hertfordshire and Stevenage PCT (Hertfordshire wide approach) 	<ul style="list-style-type: none"> HCC rep and Principal Planning Officer (Hertsmere Borough Council) Jenny Simmonds 	<ul style="list-style-type: none"> Key transport providers, bus companies, voluntary sector etc. Key transport providers
A.1.3 To target more effectively health related resources in order to meet local residents needs.	<ul style="list-style-type: none"> To improve the knowledge of local health services to help residents seek the most appropriate health advice and services Develop a dialogue between Hertsmere Healthy Network and Hertsmere Together to promote a better understanding of local priorities and health needs 	<ul style="list-style-type: none"> Hertsmere Primary Care Trust Hertsmere Primary Care Trust 	<ul style="list-style-type: none"> Director of Health Improvement (HPCT) Director of Health Improvement (HPCT) 	<ul style="list-style-type: none"> HCC, HBC, SHOG SHOG, HBC, HCC
A.1.4 To improve the provision and co-ordination	<ul style="list-style-type: none"> Identify appropriate Hertsmere Together representative to work 	CAB Service in Hertsmere	<ul style="list-style-type: none"> District Manager CAB Service in Hertsmere 	<ul style="list-style-type: none"> Hertsmere CLSP

of advice services.	<p>with the Community Legal Partnership in order to support the development of the Partnership in Hertsmere.</p> <ul style="list-style-type: none"> • Provide timely access to information and advice to all residents and workers in Hertsmere 	<ul style="list-style-type: none"> • CAB Service in Hertsmere 	District Manager CAB Service in Hertsmere	<ul style="list-style-type: none"> • Hertsmere CLSP
A.1.5 To focus on improved access to key services for young people, adults and their families.	<ul style="list-style-type: none"> • Support those elements of Hertfordshire County Council's Preventative Strategy initiative that seek to improve access to services for children and their families. • Support those elements of Hertfordshire County Council's Adult Care Services Plan that seek to improve access to and quality of care services for adults in Hertsmere. 	<ul style="list-style-type: none"> • Hertfordshire County Council (CSF) • Hertfordshire County Council (ACS) 	<ul style="list-style-type: none"> • CSF Southern Quadrant Manager • ACS Area Manager 	<ul style="list-style-type: none"> • Hertsmere Youth Network (HYN) and Primary care trust • Housing providers, Hertsmere Borough Council, Hertsmere Primary Care Trust

<p>A.1.6 To improve communications between key service providers.</p>	<ul style="list-style-type: none"> • Work towards developing a communication plan that seeks to maximise the opportunities presented by E-government and Consider creative ways for communication 	<ul style="list-style-type: none"> • Hertsmere Borough Council 	<ul style="list-style-type: none"> • Head of Paid Service 	<ul style="list-style-type: none"> •
<p>A.1.7 To research and improve understanding of issues that undermine the effective delivery of services to hard to reach groups.</p>	<ul style="list-style-type: none"> • Work towards developing a meaningful equal opportunities policy for Hertsmere Together. • Develop practical ways of working with hard to reach groups. 	<ul style="list-style-type: none"> • Hertfordshire County Council • Community Voluntary Support 	<ul style="list-style-type: none"> • Community Strategy Officer • Chief Officer 	<ul style="list-style-type: none"> •
<p>A.1.8 To deliver an assessment and care management service for the population of Hertsmere in partnership with other agencies based on a clear assessment of need.</p>	<ul style="list-style-type: none"> • To integrate processes for the benefit of the vulnerable population and provide clear information about the services provided for people and their carers. • To give priority to the most urgent need and the most vulnerable people in the community. 	<ul style="list-style-type: none"> • Hertfordshire County Council (ACS and CSF) • Hertfordshire County Council (ACS and CSF) 	<ul style="list-style-type: none"> • ACS Area Manager and Southern Quadrant Manager • ACS Area Manager and CSF Southern Quadrant Manager 	<ul style="list-style-type: none"> • Hertsmere Primary Care Trust

2. IMPROVING AND SUSTAINING THE QUALITY OF HERTSMERE'S ENVIRONMENT

Hertsmere Together will develop and support initiatives that help sustain and improve the local environment and foster civic pride across the Borough.

KEY AIMS	KEY OBJECTIVE	LEAD ORGANISATION(S)	LEAD OFFICER	PARTNER ORGANISATIONS
A.2.1 To enable urban development and protect Hertsmere's greenbelt.	<ul style="list-style-type: none"> To influence and support the development and implementation of Hertsmere's Local Plan and County Structure Plan. 	<ul style="list-style-type: none"> Hertsmere Borough Council and Hertfordshire County Council 	<ul style="list-style-type: none"> Policy and Transport Manager (HBC) 	<ul style="list-style-type: none">
A.2.2 To promote access to the countryside and encourage less use of vehicular travel within the countryside of the Borough.	<ul style="list-style-type: none"> Support the development of the Community Forest and the Greenways Strategy and emerging projects especially taking account of disability issues. 	<ul style="list-style-type: none"> Hertsmere Borough Council 	<ul style="list-style-type: none"> Greenways Officer 	<ul style="list-style-type: none"> Greenways partnership
A.2.3 To seek to minimise the amount of waste produced, and energy used, in the Borough and encourage greater levels of re-cycling activity.	<ul style="list-style-type: none"> To assist with the implementation of the Municipal Waste Management Strategy and influence new recycling initiatives Act collectively upon the recommendations contained in the Home Energy Conservation Report. 	<ul style="list-style-type: none"> Hertsmere Borough Council Hertsmere Borough Council 	<ul style="list-style-type: none"> Interim Waste Services Manager Head of Environmental Health and Housing 	<ul style="list-style-type: none"> HCC All Hertsmere Together
A.2.4 To protect the local environment and improve people's health in terms of harmful and anti-social pollution that could undermine quality of life.	<ul style="list-style-type: none"> Support the implementation of environmental action plans that are the responsibility of Hertfordshire County Council and Hertsmere Borough Council. 	<ul style="list-style-type: none"> Hertsmere Borough Council and Hertfordshire County Council 	<ul style="list-style-type: none"> Head of Environmental Health and Housing (HBC) 	<ul style="list-style-type: none"> HCC

<p>A.2.5 To obtain the best use of the highway network through effective design, maintenance and management</p>	<ul style="list-style-type: none"> • To deliver the Highways Integrated Works Programme. • To develop and implement Transport Plans across Hertsmere. 	<ul style="list-style-type: none"> • Hertfordshire County Council • Hertfordshire County Council 	<ul style="list-style-type: none"> • Hertsmere District Manager – Hertfordshire Highways • Hertsmere District Manager – Hertfordshire Highways 	<ul style="list-style-type: none"> • Hertfordshire Constabulary, Hertsmere Borough Council • Hertfordshire Constabulary, Hertsmere Borough Council
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3. ENCOURAGE ECONOMIC DEVELOPMENT, EMPLOYMENT AND REGENERATION OPPORTUNITIES

Hertsmere Together will support and develop initiatives that help to sustain and regenerate the local economy.

KEY AIMS	KEY OBJECTIVES	LEAD ORGANISATION(S)	LEAD OFFICER	PARTNER ORGANISATIONS
A.3.1 Concerning urban developments, ensure that where relevant planning processes seek to enable economic development, employment and regeneration opportunities.	<ul style="list-style-type: none"> Ensure that the Hertsmere Local Plan and County Structure Plan sets out policy guidance that supports economic development, employment and regeneration opportunities. Consult relevant Primary Care Trusts on all new significant developments with regard to health impacts 	<ul style="list-style-type: none"> Hertsmere Borough Council and Hertfordshire County Council Hertsmere Borough Council and Hertfordshire County Council 	<ul style="list-style-type: none"> Policy and Transport Manager (Hertsmere Borough Council) Head of Planning and Building Control 	<ul style="list-style-type: none"> HPCT
A.3.2 To target resources to support the voluntary sector infrastructure of local communities and strategically enhance the vibrancy of local environments and improve the quality of life for local residents.	<ul style="list-style-type: none"> Hertsmere Together will seek to maximise the value of their combined capital assets for the benefit of local communities. To focus collective resources to ensure that the Elstree Way Corridor vision in Borehamwood is realised. To focus collective resources to ensure that a Potters Bar town centre action plan is progressed. To assist the Borehamwood Community 	<ul style="list-style-type: none"> Hertsmere Borough Council Hertsmere Borough Council Hertsmere Borough Council and Hertfordshire County Council Borehamwood Community Partnership and Hertsmere 	<ul style="list-style-type: none"> Executive Director (HBC) Executive Director Principal Planning Officer Chair of Borehamwood Community 	<ul style="list-style-type: none"> All Hertsmere Together Members of PBIF All Hertsmere Together

	<p>Partnership in developing sustainability for currently funded Single Regeneration Fund projects.</p> <ul style="list-style-type: none"> To influence and guide appropriate development of former school sites and other urban developments across Hertsmere. To develop support mechanisms in order to maximise access to external funding opportunities 	<p>Borough Council</p> <ul style="list-style-type: none"> Hertsmere Borough Council CVS 	<p>Partnership and Hertsmere Borough Council Regeneration Manager</p> <ul style="list-style-type: none"> Head of Planning Transport and Building Control Chief Officer CVS 	<ul style="list-style-type: none"> All Hertsmere Together HERN, HBC
<p>A.3.3 To promote a thriving business community and maximise employment opportunities.</p>	<ul style="list-style-type: none"> To continue to create and develop a Business Website in Hertsmere as a means to assisting a prosperous business community that is receptive to the needs and abilities of all. To continue to develop the “enforcement concordat” with business To support opportunities for voluntary work that often leads to paid work To ensure key Hertsmere Together partners focus on developing employment skills within the Borough. 	<ul style="list-style-type: none"> Hertsmere Borough Council Hertsmere Borough Council CABSH/CVS Learning Skills Council/Local Learning Forum 	<ul style="list-style-type: none"> Regeneration Manager (Hertsmere Borough Council) Head of Housing and Environmental Health Chief Officer CVS Partnership Manager (LSC) 	<ul style="list-style-type: none"> Private sector, Herts Chamber of Commerce, Business Link Private sector CABSH All Hertsmere Together
<p>A.3.4 To identify and provide training opportunities across partnerships ensuring consistency for all</p>				

stakeholders

4. CREATE A SAFER ENVIRONMENT

Hertsmere Together will support the work of agencies to create a safer environment for the residents of the borough.

KEY AIMS	KEY OBJECTIVES	LEAD ORGANISATION (S)	LEAD OFFICER	PARTNER ORGANISATIONS
A.4.1 To reduce incidents of crime and the fear of crime	<ul style="list-style-type: none"> Support the implementation of the Hertfordshire Police Authority Policing Plan. Support the implementation of the Crime and Disorder Reduction Strategy 2002 – 2005, wherein all issues relating to crime and disorder are detailed more fully. To work towards the development of a Police Community Support Officers (PCSO's) in Hertsmere. 	<ul style="list-style-type: none"> Hertfordshire Police Authority Hertsmere Borough Council, Herts Constabulary Hertsmere Borough Council and Hertfordshire Constabulary 	<ul style="list-style-type: none"> Police Authority Representative Head of Community Services (HBC), Chief Inspector Head Community Services (HBC) 	<ul style="list-style-type: none"> Crime and Disorder Reduction Partnership Group Crime and Disorder Reduction Partnership Group Crime and Disorder Reduction Partnership Group
A.4.2 To provide diversionary activity targeted at young people in order to deter them from engaging in anti-social behaviour and criminal activity.	<ul style="list-style-type: none"> Support those elements of the Preventative Strategy that develop diversionary activity for young people. Support the Hertsmere Youth Network to develop a strategy for youth service provision. 	<ul style="list-style-type: none"> Hertfordshire County Council Hertsmere Borough Council 	<ul style="list-style-type: none"> CSF Youth Team Manager / Youth Offending Team Manager Head of Community Services (HBC) 	<ul style="list-style-type: none"> HYN HYN
A.4.3 To target resources to adults at most risk of becoming victims of crime and anti-social behaviour.	<ul style="list-style-type: none"> Support activity addressing the Vulnerable Adults Strategy. 	<ul style="list-style-type: none"> Hertfordshire Constabulary 	<ul style="list-style-type: none"> Hate Crime Officer (HC) 	<ul style="list-style-type: none"> Crime and Disorder Reduction Partnership Group
A.4.4 To respond	<ul style="list-style-type: none"> To monitor the 	<ul style="list-style-type: none"> Hertsmere Borough 	<ul style="list-style-type: none"> Head of Paid 	<ul style="list-style-type: none"> HCC, Primary Care

effectively to major incidents.	effectiveness and develop the Major Incident Plan for Hertsmere.	Council	Service (HBC)	Trust and HESMIC
A.4.5 Identify and prioritise issues for improving general safety	<ul style="list-style-type: none"> Promote joint working concerning general safety issues 	<ul style="list-style-type: none"> Hertsmere Borough Council 	<ul style="list-style-type: none"> Health of Environmental Health and Housing 	<ul style="list-style-type: none"> All Hertsmere Together
A.4.6 To improve safety for all by giving the highest priority to minimising the number of collisions and injuries occurring as a result of the transport system.	<ul style="list-style-type: none"> To implement safety schemes identified in Hertsmere's annual integrated works programme 	<ul style="list-style-type: none"> Hertfordshire County Council 	<ul style="list-style-type: none"> Hertsmere District Manager – Hertfordshire Highways 	<ul style="list-style-type: none"> Hertfordshire Constabulary

5. ENCOURAGE LIFELONG LEARNING, LEISURE AND CULTURAL OPPORTUNITIES

Hertsmere together will work towards offering children and adults the opportunity to reach their full potential through cultural and lifelong learning, access to leisure activities and educational information.

KEY AIMS	KEY OBJECTIVES	LEAD ORGANISATION (S)	LEAD OFFICER	
A.5.1 Improve the cultural infrastructure of Hertsmere.	<ul style="list-style-type: none"> Support the implementation of Hertsmere Borough Council's Cultural and Leisure Strategy. Monitor the implementation of the library action plan in order to assist movement towards the public library standard 	<ul style="list-style-type: none"> Hertsmere Borough Council Hertfordshire County Council 	<ul style="list-style-type: none"> Head of Community Services (HBC) Director of Information HCC 	<ul style="list-style-type: none"> HCC, Hertsmere Leisure Hertsmere Learning Forum
A.5.2 Identify gaps in learning and education provision and target resources accordingly	<ul style="list-style-type: none"> Support the Local Learning Forum and Adult Community Learning Plan. 	<ul style="list-style-type: none"> Learning Skills Council 	<ul style="list-style-type: none"> Partnerships Manager (LSC) 	<ul style="list-style-type: none"> Hertsmere Learning Forum
A.5.3 Improve the dissemination of educational information.	<ul style="list-style-type: none"> Seek to develop a clear and unambiguous joint communication and learning plan linked to the benefits of e-government 	<ul style="list-style-type: none"> Hertfordshire County Council (CSF) 	<ul style="list-style-type: none"> Group Manager South Quadrant 	<ul style="list-style-type: none"> Hertsmere Learning Forum
A.5.4 Improve and widen access to learning opportunities for young people.	<ul style="list-style-type: none"> Commit to closer working with Connexions in order to improve opportunities for young people. Support the implementation of those elements of the Preventative Strategy linked to the PCT Local Delivery Plan, the Early Years Childcare Plan and the Children Schools and Families Plan. Support voluntary sector training and recruitment of volunteers 	<ul style="list-style-type: none"> Hertfordshire Connections Hertfordshire County Council Hertsmere CVS 	<ul style="list-style-type: none"> Hertfordshire Connections Service Area Manager CSF Quadrant Manager Chief Officer CVS 	<ul style="list-style-type: none"> HYN HYN Hertsmere Learning Forum

6. ADDRESS HEALTH INEQUALITIES

Hertsmere together will work towards developing opportunities to help all residents of Hertsmere enjoy a more healthy and fulfilling lifestyle.

KEY AIMS	KEY OBJECTIVES	LEAD ORGANISATION(S)	LEAD OFFICER	PARTNER ORGANISATIONS
A.6.1 To encourage and enable residents of Hertsmere to experience better health and wellbeing by providing improved access to health promotion, a better understanding of local health services and voluntary groups.	<ul style="list-style-type: none"> Support the implementation of the Local Delivery Plan and Health Improvement Programme. Work towards achieving health service delivery against the Local Delivery Plan targets. To ensure that local organisations have consistent policies to help employees stop smoking, smoke free zones and no smoking policies. 	<ul style="list-style-type: none"> Hertsmere Primary Care Trust Hertsmere Primary Care Trust Hertsmere Primary Care Trust 	<ul style="list-style-type: none"> Director of Health improvement Director of Health improvement Director of Health improvement 	<ul style="list-style-type: none"> Hertsmere Borough Council, HCC, CABSH All Hertsmere Together All Hertsmere Together
A.6.2 Reduce the risk from the misuse of drugs and their impact on health.	<ul style="list-style-type: none"> Adopt and work towards the recommendations of the Hertfordshire Drug Action Team. 	<ul style="list-style-type: none"> Hertfordshire County Council 	<ul style="list-style-type: none"> DAT Manager (HCC) 	<ul style="list-style-type: none"> Crime and Disorder Reduction Partnership

11. PERFORMANCE INDICATORS

In order to assess the collective achievements of the above aims and objectives, the following performance indicators have been adopted. They have been chosen to provide a very broad view of quality of life issues and have been prepared to reflect each of the six key themes. *Hertsmere Together* recognise that the performance indicators will have to be reviewed from time to time in line with the changing aspirations of this document.

Theme No	Performance Indicator	Baseline Figure	Hertfordshire Average (if applicable)	Collected By
1	Percentage of local population living in the 10 per cent most deprived wards in the County, taken from the Index of Local Deprivation	17.6%		Hertfordshire County Council – Planning Assistant, Environment Dept.
1	Proportion of children under 16 who live in low income households.	18.12 %	19.61 %	Hertfordshire County Council – Planning Assistant, Environment Dept.
1	Affordable housing (house price / earning affordability ratio)	See below	See below	Hertfordshire County Council – Planning Assistant, Environment Dept.
1	Number of homeless people per 1,000 adult population (including homeless applicants accepted by local authority and those in temporary accommodation, and rough sleepers)			Head of Housing – Hertsmere Borough Council
1	Number of childcare places available per 1,000 population aged 0-5 not in early education			Hertfordshire County Council – Planning Assistant, Environment Dept.
2	Percentage of respondents satisfied with their local area as a place to live in local survey (to be added to BVPI survey)			Head of Corporate Communications – Hertsmere Borough Council
2	Percentage of respondents who consider their			Head of Corporate

	local area is getting better or worse			Communications – Hertsmere Borough Council
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Theme No	Performance Indicator	Baseline Figure	Hertfordshire Average (if applicable)	Collected By
2	Percentage of highways that are of a high/acceptable standard of cleanliness			Interim Waste Services Manager – Hertsmere Borough Council
3	Proportion of people of working age in employment	73.77 %	80.41 %	Hertfordshire County Council – Planning Assistant, Environment Dept.
3	Proportion of unemployed people claiming benefits who have been out of work for more than a year.	11 %	10.36 %	Hertfordshire County Council – Planning Assistant, Environment Dept.
3	Percentage of 18-24 year olds claiming unemployment-related benefits	17.2 %	19.6 %	Hertfordshire County Council – Planning Assistant, Environment Dept.
3	Percentage increase or decrease in the total number of VAT registered businesses in the area (expressed as % change between 2001/2002)	2.6 %	1.6 %	Hertfordshire County Council – Planning Assistant, Environment Dept
3	Days when air pollution is moderate or higher (in accordance with UK National Air Quality Standards for NO2, SO2, CO, O3, PM10)	36	27	Head of Environmental Health and Housing – Hertsmere Borough Council
4	Reduction in numbers of repeat offending amongst drug-misusing offenders			Head of Community Services – Hertsmere Borough Council
5	Hectares of publicly accessible green spaces – open spaces/parks – per 1,000 population			Head of Asset Management – Hertsmere Borough

				Council
Theme No	Performance Indicator	Baseline Figure	Hertfordshire Average (if applicable)	Collected By
6	Death rate by cause (standardised mortality rate per 100,000 population in the following categories) <ul style="list-style-type: none"> • cancer in under 75s • circulatory disease in under 75s • accidents • suicides 	<ul style="list-style-type: none"> • 123.1 • 97.15 • 189 • 33.2 	<ul style="list-style-type: none"> • 121.12 • 101.61 • 226.96 • 43.38 	Hertfordshire County Council – Planning Assistant, Environment Dept.
6	Infant mortality (number of deaths of infants under a year old and number of still births per 1000 live births)	Infant mortality – 4.5 Still births – 4.5	4.64 5.46	Hertfordshire County Council – Planning Assistant, Environment Dept.
6	Rate of conceptions among girls aged less than 18	29.9 per 1000	30.48	Hertfordshire County Council – Planning Assistant, Environment Dept.

Affordable Housing – (higher ratio = lower affordability)

	Hertsmere	Hertsmere	Hertsmere	Hertsmere	Herts Ave	Herts Ave	Herts Ave	Herts Ave
	Det.	Semi.	Terr.	Flat/Mais	Det.	Semi.	Terr.	Flat/Mais
Male	13.77	6.56	5.33	4.40	11.28	6.17	4.71	3.67
Female	18.49	8.81	7.15	5.91	15.74	8.61	6.58	5.12

12. DELIVERING THE STRATEGY

This Strategy, once formally adopted, will become a key document in the improvement of the delivery of services in Hertsmere over the next few years.

To deliver on the key themes stated within this Strategy, individual action plans will be developed for each of the key aims and objectives. It will then be the responsibility of *Hertsmere Together* to monitor progress against the stated aims and objectives and review how the Strategy needs to be developed over future years.

Each officer with responsibility for given areas of the document will use the template below to set out how they intend to achieve the various objectives. The monitoring template will be used to report progress back to *Hertsmere Together*.

Action Plan Template (indicative format)

Key Aim	Key Objective	Responsibility of	Key Partners	Resources Required	Timescale	Performance Indicator
State key aim from above	State key objective from above	State organisation, service unit and lead officer	State external key partners	State financial or other resources required and how they will be obtained, e.g. via the a Lottery distributing body	State when the action is to be achieved	State any numerical or other performance indicator in order to measure achievement

Monitoring / Review Template (indicative format)

Key Aim	Key Objective	Timescale	When to be Reviewed	Status
Insert key aim taken from above	Insert key objective taken from above	State when the objective is to be achieved by	State when progress is to be reviewed	State current situation on progress

13. HOW TO COMMENT ON THIS DOCUMENT

It is important that this document is kept fully up to date and continues to reflect the aspirations of Hertsmere's communities. The document can be found on Hertsmere Borough Council's website, www.hertsmere.gov.uk, and any comments can be made in writing to;

Head of Community Services
Hertsmere Borough Council
Community Services
Civic Offices
Elstree Way
Borehamwood
Herts
WD6 1WA

Or

By emailing:
community.services@hertsmere.gov.uk

14. LIST OF PARTNERS (SIGNATURES)

HERTSMERE BOROUGH COUNCIL

HERTFORDSHIRE COUNTY COUNCIL

HERTSMERE PRIMARY CARE TRUST

HERTFORDSHIRE CONSTABULARY

CITIZENS ADVICE BUREAUX SERVICE IN HERTSMERE

COMMUNITY VOLUNTARY SERVICE

HERTFORDSHIRE CHAMBER OF COMMERCE

RIDGEHILL HOUSING ASSOCIATION

HERTFORDSHIRE LEARNING SKILLS COUNCIL

HERTFORDSHIRE POLICE AUTHORITY

MEMBER OF PARLIAMENT

TOWN AND PARISH COUNCIL'S

15. GLOSSARY

ACS -	Adult Care Services
BAFOR -	Borehamwood Action For Older Residents
BCP -	Borehamwood Community Partnership
BEAD -	Borehamwood and Elstree Action on Disability
BVPI -	Best Value Performance Indicator
CABSH -	Citizens Advice Bureaux Service in Hertsmere
CDRP -	Crime and Disorder Reduction Partnership
CLSP -	Community Legal Services Partnership
CSCG -	Community Strategy Co-ordinating Group
CVS -	Hertsmere Community Voluntary Support
DAT -	Drug Action Team
DRUM -	Disability Resource Centre
HBC -	Hertsmere Borough Council
HC -	Hertfordshire Constabulary
HCC -	Hertfordshire County Council
HERN -	Hertfordshire External Resource Network
HESMIC -	Hertfordshire Emergency Services Major Incident Committee
HITP -	Hertfordshire Integrated Transport Partnership
HPCT –	Hertsmere Primary Care Trust
HYN -	Hertsmere Youth Network
LSC -	Learning Skills Council
LSP -	Local Strategic Partnership
PBIF -	Potters Bar in Focus
POBAD -	Potters Bar Association for the Disabled
SHOG -	Strategic Health Overview Group
SRB -	Single Regeneration Budget