

Theme Name:

Transport and Access & Promoting Sustainable Development

Summary of overall theme progress

The nature of this theme group is unique as it incorporates four strands:

1. Transport and Access
2. Promoting Sustainable Development
3. Climate Change
4. Waste

There is a clear relationship between the strands however each strand has an established partnership which feeds into the theme core group.

The **Transport and Access Partnership** is chaired by Rob Smith; Assistant Director for Environment and the partnership consists of district representatives and has recently expanded to incorporate representative from other services, i.e. health, bus operators.

The **Sustainable Development Partnership** is managed through the Member Hertfordshire Infrastructure and Planning Partnership and the officer Hertfordshire Technical Chief Officers Association (HTCOA). The Chair of HTCOA is David Scholes (Head of Planning and Building Control) at North Herts who also sits on the Theme Core Group.

The **Hertfordshire Climate Change Partnership** was established in July this year. It now has three working groups, one of which is specifically focussing on delivering NI 186. The other two focuses on (1) the development of a Climate Change Strategy for Hertfordshire and (2) local authority delivery – both of these will indirectly support and contribute to meeting the NI 186 target

The **Waste Partnership** is a well established partnership and is currently chaired by the Chief Executive of East Herts, who also sits on the Theme Core Group.

Partnership/ Delivery Arrangements

4 Strands:-

Transport and Access Partnership

This partnership has established terms of reference. Partners around the table are aware of their roles and responsibilities and are involved with linking the district based LSP's. The partnership is planning its first conference to involve the wider community.

Sustainable Development Partnership

The HTCOA and HIPP groups have established terms of reference and include representatives from all of the Hertfordshire Authorities at Chief Officer and Executive Member levels respectively. The Partnership is mature and already manages joint funded projects. Most recently the Hertfordshire Infrastructure and Investment Strategy was commissioned involving all partners in a £1million project to establish infrastructure needs across the County to meet the demands placed on the County from growth associated with the East of England Plan.

Climate Change Partnerships

This partnership is supported by a Climate Change Manager. This is a relatively new partnership with two key pieces of working - NI186 and producing a Climate Change Strategy

for Hertfordshire.

Waste Partnership

The Hertfordshire Waste Partnership has established terms of reference and a memorandum of understanding. The Partnership is currently agreeing a work programme under the Waste Infrastructure Capital Grant to put in place new waste management infrastructure, including on-street recycling facilities, in a combined effort to ensure 50% of Hertfordshire's household waste is recycled by 2012.

I New ways of working and innovation

1. Transport and Access

The second phase of the Hertfordshire Integrated Transport Partnership (HITP) commenced in 2008 and is addressing health access and transport issues as follows:

- Strategic co-ordination of transport across the County, working with local authorities and the voluntary sector.
- Improved communication and promotion of transport available to health facilities.
- develop and invest in equitable and sustainable access to health services
- improve passenger transport links to hospitals
- to address parking at both primary care and hospital sites.

The partnership has delivered a number of access and transport initiatives including the Lister Shuttle (winner of the inaugural Accessibility category at the National Transport awards 2007).

The initial HITP (commenced 2002) looked to identify, provide information about and co-ordinate transport services in the county – looking to develop a single point of contact to allow residents to make travel arrangements.

The project aimed at 3P's:-

- Promote travel independence, inclusion and accessibility
- Provide the right transport for the right people
- Produce efficiencies in service delivery

By providing information on the range of appropriate transport options available to residents of the county,

See :- <http://www.hertslink.org/travellink>

This developed to take requests for non emergency PTS when GPs in E & N Herts declined to arranged transport. The Travellink Callcentre commenced May 2005 and since January 2008 operates countywide, taking some 45000 calls pa., requesting transport information and assessing and confirming residents requests for non-emergency patient transport.

The partnership has also developed two chargeable door to door health transport schemes - the Lister and Broxbourne Shuttles, providing patients, visitors and staff transport to hospital based around their appointment,/work times. The schemes currently provide some 20,000 return journey pa.

The partnership has also developed close links with a range of community and voluntary transport schemes in the county. Some £250,000 of funds is to be provided in 2009/10 to operate and co-ordinate Borough and District based voluntary car schemes, taking residents to local health services, local and regional hospitals.

The Hertfordshire Integrated Transport Partnership works with and promotes integrated transport provision at local, regional and national level contributing to the NWCE guide

“Providing Transport in Partnership” best practice guidance for health agencies and local authorities.

2. Climate Change Partnership

This partnership is supported by a Climate Change Manager.

3. Waste Partnership

A Partnership Development Manager has been appointed to develop partnership working in waste management in Hertfordshire.

Community Strategy Theme: Transport and access

Long Term Objective: Improve access to services, including education and health, no matter where you live

Short Term Action: Improve accessibility for disadvantaged groups (including rural residents), through enhanced travel choice eg.

- increasing the % of bus services running on time
- improving access to hospitals

Measure and Target				Lead Individual	Lead Agency	Key Partners	How will we monitor progress
NI175: Access to services and facilities by public transport, walking and cycling (The percentage of people who find it difficult to travel to a local hospital)				Trevor Mason and Trevor Mose	HCC	NHS Foundation trust NHS Health Trust West Herts PCT East & N Herts PCT Community Development Agency for Herts	Progress against this indicator will be monitored by the Accessibility Steering Group (HCC led partnership) and the Herts Integrated Transport Partnership Board (Joint Health HCC partnership- HITP). It is also reported as part of the overall monitoring of Local Transport plan indicators, which is reported through the Highways and Transport Panel.
<u>Baseline</u> 29% (05/06) 28% (06/07 & 07/08)	<u>08/09</u> 26%	<u>09/10</u> 25%	<u>10/11</u> 24% (as set out in LTP)				

Actions:

The County Council's Local Transport Plan accessibility programme delivers a range of highways and transport schemes targeted at the overall objective of enhancing accessibility. The Accessibility Steering group appraises schemes against a number of criteria and the accessibility strategy which underpins the

County Council's Local Transport Plan. Schemes improving access to hospitals are prioritised although do not form the entire programme. This programme is complemented by the work of Herts Integrated Transport Partnership which focuses on access to hospitals and invests in a county wide call centre (Travellink which handles 45,000 requests per year) and hospital shuttle services currently serving the Lister, QE2, Chase Farm and Princess Alexandra hospitals (the latter two outside of the county). There are now approximately 23,000 passengers per year on the Lister shuttle service. Investment has also been made in improving the pedestrian routes to St Albans hospital, using new software developed in the AUNT SUE research project in which the County Council is a partner.

The overall programme for improving accessibility has included the following types of schemes:

- Supporting voluntary car schemes
- Personal travel information for people with learning difficulties.
- The SCooTs two-wheel loan scheme for access to work
- Improved bus services to rural leisure activities

In addition, there is an extensive programme of joint bus timetable, fares etc work undertaken through the Intalink partnership, and capital programmes to improve facilities for pedestrians and cyclists.

The programme for 2008/09 + 2009/10 includes the following:

- Bus infrastructure improvements on the corridor to Watford hospital
- New software for demand responsive bus services
- Initiatives to help people with learning difficulties to use buses (including driver training)
- Travel training
- Station travel plans for St Albans City, St Albans Abbey and Hatfield stations
- New community transport vehicles in East Herts and Hertsmere

Plus on-going delivery of SCooTs, hospital shuttles, improved pedestrian facilities etc.

Equalities Impact

Outline briefly whether achieving these targets will have a significant positive or negative impact on groups represented by the following equalities strands: race, gender, sexual orientation, religion and belief, disability, age. Has an EIA been undertaken and are there any significant issues arising from it.

An equalities impact assessment has been undertaken for the Local transport Plan. The accessibility strategy is founded on working with priority groups including the elderly, young people without access to transport people with learning disabilities and disabled people.

Accessibility to hospitals will have the biggest positive benefit to people with issues relating to disability and age. The wider accessibility agenda is potentially relevant to all groups, and the on-going Accessibility Strategy seeks to determine where there are accessibility barriers due to any of the factors.

Risk assessment							
Indicator NI175 is assessed against a public perception survey and is therefore vulnerable to changing moods amongst respondents that may be affected by negative reporting in the press about the current changes to hospital services. The sample also includes responses from those who have not used hospital services.							
Measure and Target				Lead Individual	Lead Agency	Key Partners	How will we monitor progress
NI178: Bus services running on time				John Sykes & Gary Skinner	HCC	Intalink Partnership	Progress is monitored by the County Council's passenger transport unit who undertake data collection alongside existence enforcement activities. Monthly and quarterly performance information is available although the indicator is reported annually.
<u>Baseline</u> 80% (projected baseline for 08/09)	<u>08/09</u> 80% (national traffic commissioner target, set in LTP)	<u>09/10</u> 83%	<u>10/11</u> 85%				
Actions:							
Bus punctuality relies on a range of complimentary activities. Highways network performance is one of those. The County Council works to ensure that highways works are programmed to minimise the disruption to local bus services by planning works where possible to coincide with 'quiet' periods on the network and to provide timely information to bus operators about diversionary routes and potential delays. Congestion is another factor affecting performance and a programme of schemes to tackle congestion is promoted by the County Council emphasis is given to routes effecting persistent delays in bus services.							
Equalities Impact							
<i>Outline briefly whether achieving these targets will have a significant positive or negative impact on groups represented by the following equalities strands: race, gender, sexual orientation, religion and belief, disability, age. Has an EIA been undertaken and are there any significant issues arising from it.</i>							

An equalities impact assessment has been undertaken for the Local transport Plan. The accessibility strategy is founded on working with priority groups including the elderly, young people without access to transport people with learning disabilities and disabled people.

Risk assessment

The consistency of measuring the data for NI178 is variable. The data collation is dependent on six Enforcement Officers which provide a 'snapshot' of buses running on time or not. The quantity of data and the way it is physically collected will vary and it is unlikely that we will be able to collect data like for like without a dedicated resource.

Community Strategy Theme: Promoting Sustainable Development

Long Term Objective: Meet all national and EU targets relating to waste and recycling, minimising waste volumes and ensuring the provision of a range of waste processing facilities to deal with the county's waste locally.

Short Term Action:

1. Make recycling and composting opportunities easier and consistent for residents across Hertfordshire, and agreeing where and how to provide new waste processing facilities.
2. Reduce the % of municipal waste land filled

Measure and Target				Lead Individual	Lead Agency	Key Partners	How will we monitor progress
NI193: Percentage of municipal waste land filled				Daniel Hurley and Ray Greenall	HCC	Broxbourne BC E Herts DC Dacorum BC Hertsmere BC N Herts DC St Albans DC Stevenage BC Three Rivers DC	The partnership/ board of body that will performance manage this target
<u>Baseline</u> 62.54% (05/06) 60.49% (06/07) 56.13% (07/08)	<u>08/09</u> 56.00%	<u>09/10</u> 55.00%	<u>10/11</u> 49.00%				

						Watford BC Wel/Hat BC Herts Waste Partnership	
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Actions:

- HCC has recently commenced new contracts for the composting of food waste and cardboard from 6 District Councils in Hertfordshire, and has recently let additional contracts to ensure that all residents of Hertfordshire will have a kerbside collection service for this waste within the next 2 years. This will divert thousands of tonnes of organic waste from landfill.
- New recycling streams have been introduced at the household waste recycling centres, including for all waste wood, increasing the percentage of waste recycled from the centres.
- HCC has produced an Outline Business Case to Defra for PFI credits towards the construction of a waste disposal facility to manage Hertfordshire's municipal waste which cannot be recycled or composted. This will also end our reliance on landfill as a disposal option.
- All of these changes will be accompanied by publicity campaigns and awareness raising through the Hertfordshire WasteAware Partnership.

Measure and Target				Lead Individual	Lead Agency	Key Partners	How will we monitor progress
Measure and target used to deliver the short term action – NI <i>Percentage of household waste recycled or composted</i>					HCC	Broxbourne BC E Herts DC Dacorum BC Hertsmere BC N Herts DC St Albans DC Stevenage BC Three Rivers DC Watford BC Wel/Hat BC Herts Waste Partnership	The partnership/ board of body that will performance manage this target
<u>Baseline</u> 38.6%	<u>08/09</u> 40%	<u>09/10</u> 42.5%	<u>10/11</u> 45%				

Actions:

- New composting contracts to divert a significant proportion of the waste stream from landfill (including green garden waste, food waste and cardboard).
- Further waste minimisation schemes from District Councils on collection services, and at the household waste recycling centres.

Measure and Target				Lead Individual	Lead Agency	Key Partners	How will we monitor progress
Measure and target used to deliver the short term action – NI <i>Residual household waste produced per household</i>					HCC	Broxbourne BC E Herts DC Dacorum BC Hertsmere BC N Herts DC St Albans DC Stevenage BC Three Rivers DC Watford BC Wel/Hat BC Herts Waste Partnership	The partnership/ board of body that will performance manage this target
<u>Baseline</u> 718 kg	<u>08/09</u> 714 kg	<u>09/10</u> 688 kg	<u>10/11</u> 661 kg				

Actions:

- Introduction of new recycling streams for residents to use at home as well as at local household waste recycling centres.
- Awareness raising through the WasteAware campaign to improve participation and capture rates for recycling services across the county.

Equalities Impact

An EIA has been conducted on Hertfordshire's Waste Strategy, on the WasteAware campaign, and on the household waste recycling centres. No significant issues have arisen from this assessment.

Risk assessment

Main areas of risk surround planning permission being granted for composting facilities as well as for all other waste treatment facilities to be used by the Hertfordshire Waste Partnership. Another risk is meeting the targets set out in the Landfill Allowance Trading Scheme (LATS) for the amount of biodegradable waste sent to landfill, although Hertfordshire has consistently exceeded its targets in the first three years of the scheme being in operation.

Community Strategy Theme: Promoting Sustainable Development

Long Term Objective: Meet the Government's targets for reducing Hertfordshire's carbon emissions

Short Term Action: Develop a Climate change Strategy for Hertfordshire and reduce CO2 emissions

Measure and Target				Lead Individual	Lead Agency	Key Partners	How will we monitor progress
NI186: Per capita reduction in CO2 emissions in the LA area				Stephen Boffey & Bethan Clemence	University of Hertfordshire and HCC	Broxbourne BC E Herts DC Dacorum BC Hertsmere BC N Herts DC St Albans DC Stevenage BC Three Rivers DC Watford BC Wel/Hat BC	The partnership/ board of body that will performance manage this target
<u>Baseline</u> 6.7 tonnes per capita (2005)	<u>08/09</u> 4.2% reduction on baseline (6.4 tonnes per capita 2008)	<u>09/10</u> 6.6% reduction on baseline (6.2 tonnes per capita 2009)	<u>10/11</u> 9.1% reduction on baseline (6.1 tonnes per capita 2010)				

Actions: Describe briefly the specific projects or initiatives that will help delivery of this target

The Hertfordshire Climate Change Partnership was established in July this year. It now has three working groups, one of which is specifically focussing on delivering NI 186. The other two focuses on (1) the development of a Climate Change Strategy for Hertfordshire and (2) local authority delivery – both of these will indirectly support and contribute to meeting the NI 186 target.

A Partnership Manager has now been appointed to establish effective partnership working, to develop work programmes and facilitate/engage with the Partnership member organisations.

The Partnership's NI 186 Delivery Group is currently in the process of assessing the level of activity that already exists across Hertfordshire which could contribute to NI 186. This is a challenging task – particularly given that the data and indicator requirements are new to all partners. Until this assessment is

finished and discussed with the Partnership, no specific actions have yet been planned. The NI 186 Delivery Group is meeting at the end of November and there should be a clearer idea of likely actions needed coming out of that meeting.

Equalities Impact

Outline briefly whether achieving these targets will have a significant positive or negative impact on groups represented by the following equalities strands: race, gender, sexual orientation, religion and belief, disability, age. Has an EIA been undertaken and are there any significant issues arising from it

An EIA has not yet been undertaken given that a formal action plan is yet to be put in place.

Risk assessment

A number of risks exist that may impact the ability to achieve the NI 186 target. In the main, these relate to the necessity for successful partnership working – as this is a county-wide emissions target, the emphasis is very much on ownership by key stakeholder. Risks here include:

- A lack of co-operation and adequate engagement from partners
- A lack of political and senior management support across Partnership member organisations
- A lack of adequate information from partners

By and large, these risks will be addressed through the provision of appropriate and timely information to partners, regular communication to maintain momentum and the provision of support to partners via mechanisms such as training sessions. This initially will be a key role for the Partnership Manager.

A further risk relates to other policies and decisions taken within both Partnership member organisations and at a strategic county and regional level which may have a conflicting effect on the aims of this indicator (e.g. increasing emissions). Particular areas for concern currently are the growth agenda and planning policy as well as the wider transportation issue. To address this requires wider collaborative working outside of the Climate Change Partnership, with a clear need to influence other agendas and embed climate change considerations. The Climate Change Partnership has already begun to work with the recently established Transport and Access Partnership, and will be looking to do the same with both the Hertfordshire Infrastructure and Planning Partnership and the forthcoming Economic Development Partnership.

A final risk is the current situation in relation to the data supplied by Defra to monitor this indicator for Hertfordshire. Defra supply the NI 186 data on an annual basis – to date, each new dataset has been released using a different methodology, rendering year-on-year comparisons impossible. Furthermore, Defra have also consistently revised previous datasets to bring into line with the most recent methodology. When this indicator and target was agreed within the LAA earlier this year, a 2005 baseline dataset was used. Since then, Defra have released data for 2006 and also released revised 2005 data at the same time. This places a degree of uncertainty on both the starting baseline position and the target we should be aiming for. Because of this, a greater importance needs to be placed upon the development of local monitoring of activity that contributes to CO₂ emissions reduction within the Partnership's NI 186 Delivery Group.

Theme Name: Safer & Stronger Communities (SSC)

Summary of overall theme progress

Provide an "at a glance" view of progress and direction of travel, also mentioning the impact current economic conditions may be having

The SSC Theme needs to establish baselines and targets for those LAA2 improvement indicators measured by the Place Survey and for the Environment for a Thriving Third Sector Survey for NI 7 being carried out by the Office of the Third Sector (results due 1/09), however the LAA1 reward survey, undertaken in June/July 2008, showed healthy reductions in perceptions of anti-social behaviour. We were unable to reach the targets for volunteering by adults (£2million) and hard-to-reach groups (£125,000) in LAA1. The final survey showed a reduction in the number of people taking part in formal volunteering, contradicting Volunteer Centre data which showed a 16% increase in volunteering across the county. The tracker survey did however, show an increase in the number of new volunteers (3 months or less) which suggests that the LAA 1 Valuing Volunteers campaign has been successful in encouraging people to start volunteering.

NI16 performance data for April-September, 2008/09 indicates achievement on year 1 targets. An area of concern is the recent countywide increase in domestic burglary. The current economic downturn and increases in unemployment could potentially be an aggravating factor leading to increases in serious acquisitive crime types.

NI32 is a deferred indicator therefore a baseline is yet to be established. Hertfordshire is well positioned to deliver NI32 targets with Multi Agency Risk Assessment Conferences now established countywide.

The current economic climate may be a potential risk to achieving targets as financial pressures are placed on partners and families.

NI40 performance data for the 1st quarter of 2008/09 indicates achievement on the year 1 target. The Hertfordshire Drugs Strategy highlights the key strategic actions for successful NI40 delivery at both county and district level. To get the most value for programmes for drug misusing offenders, Hertfordshire will ensure relevant services and interventions are aligned thereby having a knock on effect for NI16 targets.

Partnership/ Delivery Arrangements

This section needs to demonstrate we are confident that a plausible and effective delivery culture is in place across the partnership, using evidence where possible

- What arrangements are in place for governance, accountability and performance management?
- Are the named partners aware of their roles and responsibilities?
- What skills and capacity exist to deliver?
- Engagement with LSPs and localisation of targets?
- Involvement of users or local people?

Governance arrangements are in place (attached diagram). Each indicator is led by a named individual and thematic group which reports target performance directly to the Safer & Stronger Performance Group, which in turn reports to the county LSP, Herts Forward, via the Chief Officer Group for Crime, Disorder and Substance Misuse. The named partner agencies actively participate in all levels of the SSC governance arrangements at County level whilst the Safer Communities Group and the newly formed Stronger Communities Group engage partners in the LAA at district level.

There was no clearly identifiable structure to take forward the Stronger themes within SSC - early work was focussed on the initial stages of establishing the cross sector Stronger Communities Group - looking at the membership of the Group and building understanding

and consensus on the Group's objectives. (CEEC) that led on SSC's LAA1 ENGAGE project. Discussions were also held with a range of existing groups about the role that they could play in the Group - Public Engagement Partnership (PEP), HCC's Forum for the Involvement and Engagement of Residents (FILTER), Hertfordshire VCS Infrastructure Consortium and the role of the former Community Empowerment, Engagement and Cohesion Group (CEEC). There is likely to be some fine tuning to the arrangements for delivering on NI 1 & 4 as the position of the PEP and re-establishment of the CEEC takes place.

The Theme Leads Group will ensure that synergies within the SSC Theme and other Themes are identified and that more effective ways of working are established. CDRPs are required to include data and information relating to the LAA indicators within their strategic assessment/action planning process and report directly, in most cases, to their LSP.

NI16 and NI40 targets have been disaggregated to district level as will NI17 and NI32 once baselines are available.

Carers and users networks (Carers in Herts and Viewpoint) are fully integrated into all NI40 and Drugs Strategy planning processes.

The delivery of Place Survey targets will be very dependant on engaging local people and communities to fully understand local issues relating to cohesion and anti-social behaviour.

Work has taken place across SSC on developing expressions of interest for LAA 1 Performance reward grant.

Economic situation - rising unemployment levels may put added strain on organisations especially the Third Sector providing Information, Advice and Guidance. Increased effort will be needed to support for NI 7 in the face of ever tightening public sector budgets. Rising unemployment levels may also accentuate the perceptions between the have's and have nots in local communities causing local stress on levels of community cohesion.

New ways of working and innovation

CLG are keen to capture any examples of good practice. Could consider:

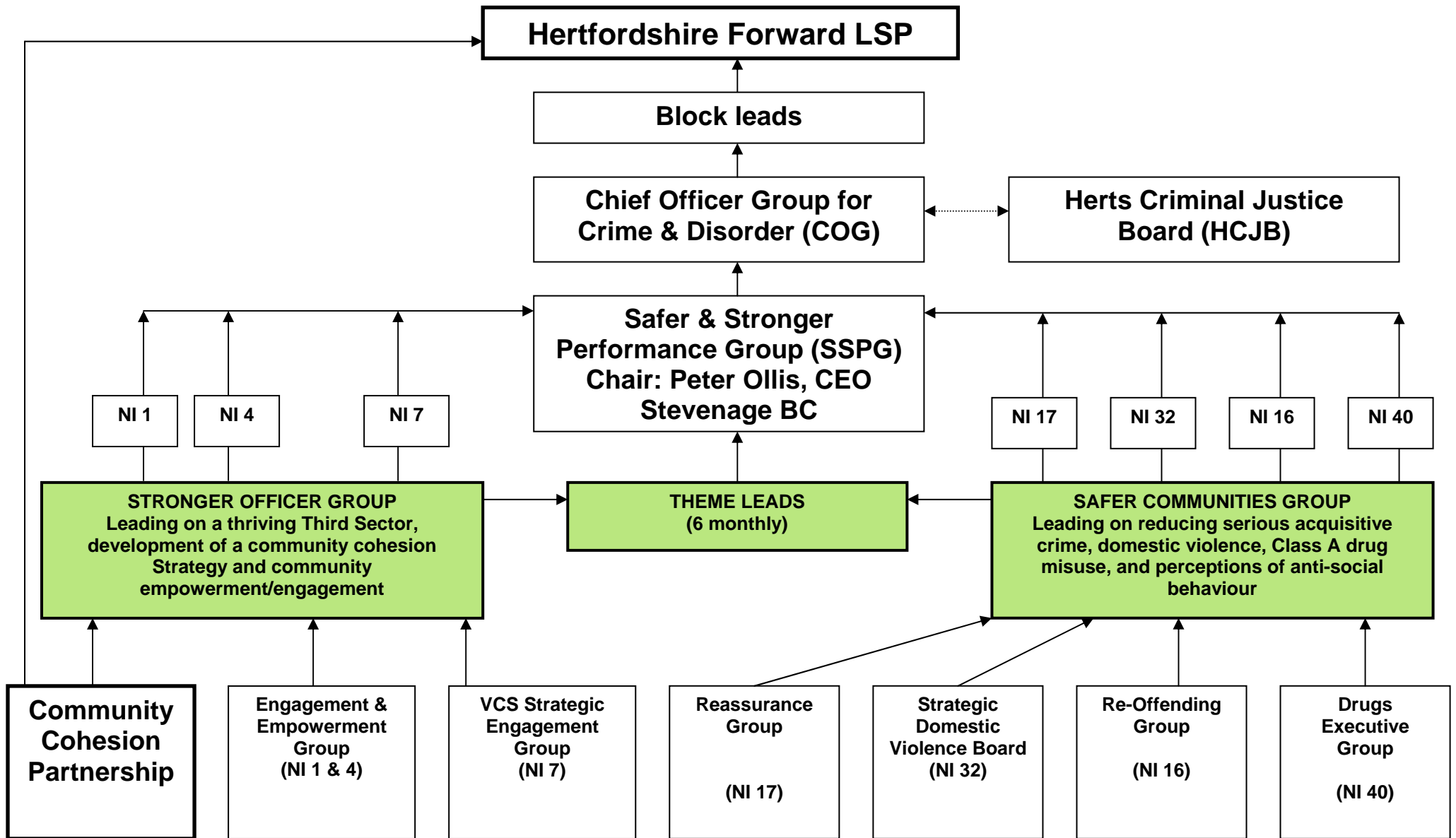
- What steps, if any, have been taken towards a more preventative approach to achieving outcomes?
- Evidence of partners taken a "whole systems" approach to service delivery (and notably those that involve end users)
- Examples of service transformation and re-design
- Joint appointments and commissioning
- New service deliverers especially the Third Sector
- Cross sector and cross boundary working

The Changing Lanes Scheme has been developed by Hertfordshire County Council to deliver the NI40 target by providing education, training and employment opportunities to those in adult drug treatment. The scheme, delivered by Third Sector agencies, was originally aimed at young adults involved in crime and anti-social behaviour but was redesigned after a trial proved more successful for clients in structured day care.

The development of a new Community Cohesion Partnership and Strategy supported by the new SSC Stronger Group will be a first on this Agenda for Hertfordshire and be instrumental in coordinating and delivering activities that actively promote community and cohesion supporting NI 4.

A proposed route and branch review of the role and structure of PEP has been prompted by LAA 2 discussions. The proposals envisage a new countywide engagement strategy that will place a key role on the new governance arrangements and working of the Hertfordshire Forward LSP.

Safer & Stronger Communities: LAA 2 Governance Structure



Community Strategy Theme: Safer and Stronger Communities

Long Term Objective: Develop cohesive communities

Short Term Action: Encourage more cohesive communities

Measure and Target				Lead Individual	Lead Agency	Key Partners	How will we monitor progress
% of people who believe people from different backgrounds get on well together in their local area (NI 1)				Andrew Burt as Stronger Communities lead but with day to support from a reformed Community Empowerment, Engagement and Cohesion Group (CEEC) to be chaired by Vicki Reid, Crime & Drugs Strategy Manager	HCC	HCC Local Authorities Third Sector Faith Sector BME Communities	Through the newly created Stronger Communities Group as part of the new LAA governance structure. A smaller core group of officers will lead on the development of the Strategy.
<u>Baseline</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>				
79%							

Actions:

Hertfordshire Forward has proposed to develop a Community Cohesion Strategy to support their long term objective of developing stronger cohesive communities. As part of the development of the new Sustainable Community Strategy it has become clear that some of the large strategic issues affecting the county could have an impact on community cohesion in the future. The changing demographic composition of the county, pressures associated with growth and access to affordable housing, the needs of new and emerging communities and the impact of the 'credit crunch' are all likely to have an impact. A new Community Cohesion Strategy would take account of these pressures and of Hertfordshire's unique social, economic and geographic characteristics and of existing activities aimed at creating and maintaining strong and prosperous communities.

Work has already begun with HCC and partner organisations to establish a clearer understanding of our communities to ensure Hertfordshire is a place where people live in harmony and get along, have equal opportunities and access to services irrespective of background. An outline work plan has been

developed covering:

- Identification of links with a range of partners/stakeholders essential for community cohesion agenda.
- Gathering 'Best Practice' evidence from other areas/authorities/central organisations to learn from successful Community Cohesion development processes
- Organising and facilitating a scoping workshops to bring stakeholders/partners together to:
 - Establish a common county wide understanding of community cohesion through the development of common language.
 - Identify gaps in data/needs profiling
 - Gain agreement/signup to develop a Cohesion partnership and work plan/process for Strategy development
- Gathering evidence/data to profile community needs and understand the local context of cohesion on a macro and micro level throughout Hertfordshire.
- Consultation with local residents/partners/stakeholder groups through various media and through the use of specific events.
- Communication with residents/partners/stakeholders to keep fully informed of programme progress and rationale

Activities

- Establishing the evidence base for Community Cohesion - Oct 2008 -Jan 2009
- Scoping Workshop with Partners 11 December 2008. The purpose of this workshop is to begin the process to develop a Community Cohesion Strategy for Hertfordshire. There will be discussion of what Community Cohesion means for Hertfordshire, what good evidence looks like and what Hertfordshire is doing well and could do better. The aim of this workshop is to gain agreement from partners and stakeholders on the scope and approach of the Community Cohesion Strategy Process and to develop a core group of partners to deliver the Community Cohesion Strategy
- Establishing the wider Community Cohesion Partnership and Community Cohesion Strategy Group - December 2008
- Ongoing Community Cohesion Partnership meetings supported by Hertfordshire Forward's Stronger Communities Officer Group/ Community Cohesion Strategy Group to develop the Strategy - Throughout 2009
- Community Cohesion Partnership Network events in February 2009 and September 2009
- Identification of specific projects to promote community cohesion (especially economic participation / intergenerational activity)and resources will take place within the Stronger Communities Group / Strategy Development process
- Herts Local Authorities receiving government funding for Community Cohesion, namely Watford, Hertsmere and St Albans will naturally play a key role in this Agenda.
- Pump-priming from HCC for the establishment of three new Polish Community Associations
- Pump-priming from HCC for the first ever Celebration of Differences community event, 14 September 2008, Broxbourne
- Pump-priming from HCC for Herts Savers Credit Union

Equalities Impact

Outline briefly whether achieving these targets will have a significant positive or negative impact on groups represented by the following equalities strands:

race, gender, sexual orientation, religion and belief, disability, age. Has an EIA been undertaken and are there any significant issues arising from it
Risk assessment
Description of risk that may prevent achieving these targets, likelihood of it happening and actions taken to address this

Community Strategy Theme: Safer and Stronger Communities							
Long Term Objective: Encourage communities and individuals to have a greater voice and participate in local decision making							
Short Term Action: Increase numbers of people who feel they are able to affect decision making in their local area, especially vulnerable people (including children)							
Measure and Target				Lead Individual	Lead Agency	Key Partners	How will we monitor progress
% of people who feel they can influence decisions in their locality (NI 4)				Vicki Reid, Crime and Drugs Strategy Manager / Andrew Burt as Stronger Communities lead	Hertfordshire County Council	HCC Local Authorities Third Sector BME Communities Childrens Trust	Through the newly created Stronger Communities Group as part of the new LAA governance structure. A smaller core group of officers will lead on the development of the Strategy.
<u>Baseline</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>				
27.9%							
<u>Actions:</u>							
<p>Early days for this PI. Initial activity has focussed on the potential for refining-widening the role of the Public Engagement Partnership (PEP) and looking to the development of a first ever countywide community engagement strategy. HCC's Forum for the Involvement and Engagement of Residents (FILTER) is also to be reviewed. Issues that PEP partners are looking into include:</p> <ul style="list-style-type: none"> • What partnership engagement issues to arise from consultation action plans or consultation audits e.g. Crime and Disorder surveys, waste/recycling surveys? Do the issues identified relate to District based partnerships and/or countywide partnerships. Identification of any communities of interest 							

that other partners are also trying to engage e.g. Gypsies and Roma Travellers, migrant workers, carers etc. Are there identified individual areas of work that could benefit from a joint approach with other partners

- FOR DISTRICTS - What areas of benchmarking are you potentially interested in developing a joint approach to in terms of customer satisfaction measures? e.g. are you interested in continuing with measuring old BVPIs e.g. satisfaction with recycling, views of planning, views on benefits etc? Is your district still responsible for the STATUS survey of council tenants?
- FOR COUNTY WIDE ORGANISATIONS - What areas of joint commissioning do you feel could benefit from a joint approach to community engagement e.g. Social Care - for Adults; mental health services; drug services

The Community Empowerment, Engagement and Cohesion Group (CEEC) will be reformed to oversee this area of work and also instigate taking forward the work of the highly successful LAA1 ENGAGE project.

Equalities Impact

Outline briefly whether achieving these targets will have a significant positive or negative impact on groups represented by the following equalities strands: race, gender, sexual orientation, religion and belief, disability, age. Has an EIA been undertaken and are there any significant issues arising from it

Risk assessment

Description of risk that may prevent achieving these targets, likelihood of it happening and actions taken to address this

Community Strategy Theme: Safer and Stronger Communities

Long Term Objective: Enable and support a vibrant voluntary and community sector and a range of diverse cultural activities which meets the needs of local people

Short Term Action: Increase the levels of volunteering

Measure and Target	Lead Individual(s)	Lead Agency	Key Partners	How will we monitor progress
Environment for a thriving third sector (NI 7)	Andrew Burt,	Hertfordshire	HCC, District	HIC, through the Strategic

<u>Baseline</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	HCC / Ian Richardson, Chair of HiC, supported by Ethel Bangwayo, VCS Strategic Engagement Officer & new Stronger Communities Officer (Third Sector), HCC	Infrastructure Consortium (HIC) and Hertfordshire County Council (HCC)	LSPs, HIC, SETG, Herts CVS Group, Volunteering Herts (VH), v-Involved, VH Strategy Group	Engagement Task Group (SETG).
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Actions:

Coordination and publication in an easily accessible way of information about Public Sector of the support - financial and in-kind to tell the story of public sector support for the Third Sector

- Grants, In-kind furniture, external funding information and advice training, capacity building
- Celebration of Third Sector success event - Spring 2009

Development a Volunteering Strategy for Herts

- Set up a Volunteering Herts Strategy Group to develop and sustain volunteering infrastructure
- Establish an Annual Open Meeting for Volunteering in Hertfordshire
- Work with partners to develop common levels of service and financial support for Third Sector infrastructure organisations, capacity-building support for front-line VCS organisations

Provision on a new 2 year (£200,000) Strategic Leadership contract from HCC to provide Strategic Support for a cohesive community and a thriving Third Sector

- Strategic Engagement Officer (Post): Support for key partnerships; development of myhertslaa website; partner links e.g. HAFLS, Herts Children's Trust Partnership, HCC, PCT etc including membership of the county-wide LSP Network as well as the CSF Voluntary and Community Sector Strategy Group; Supplier database categorised by Sustainable Community Strategy/ LAA themes; Working with HCC commissioning managers to ensure Herts Procurement Forum members and others can LAA - and compact-proof contracts; blog to aid communication between the VCS and statutory sector.
- Support for CVS Chief Officers; local officers on LSPs for LAA issues; NI4, NI6 and NI7 development in localities

- Strategic representation on Executive Partnerships; research to identify level of representation and financial support for VCS engagement on district LSPs and collection of examples of best practice; encouraging essential input from HCC influencers, presentations to explain context of VCS & encourage financial commitment from LSPs to VCS support services in all 10 districts; informal dissemination for VCS representatives and wider third sector on LSP activity; campaign for proportional VCS representation at all 10 LSPs
- A minimum of 10 cross-county voluntary sector forums meeting at least once a year to address key strategic issues providing mechanism for consultation, dissemination and feedback; monthly policy & strategic information e-bulletins providing copy and current information for electronic and hardcopy resources to a minimum targeted audience of 1200 contacts; Twice yearly Communications meeting and virtual network to develop skills and share best practice; a communications strategy to underpin the Herts CVS Strategic Plan.
- CVS representation on all key county-wide strategic partnerships
- Register of county VCS representatives and strategic partnerships
- Corporate CVS Group PowerPoint presentations on LAA, Sustainable Community Strategy & VCS Targets, Public Service Delivery, Cohesive Communities etc for use in partnership meetings.

Induction training

- VCS context and value of effective representation as induction to new elected members and LSP board members
- VCS context and value of effective engagement as induction to new members of staff in HCC's Children, Schools and Families

HIC ICT circuit rider project

- To provide ICT advice and support to voluntary and community organisations
- To engage otherwise non ICT-literate organisations in the possibilities of ICT usage

Specialist forums project for VCS providers of children's services: Pilot projects in Stevenage, Broxbourne and East Herts. E.g. in Stevenage, planning has started for 'discovery' visits between VCS hosts and statutory colleagues, to give insights to statutory sector employees into the key common elements and strengths of the third sector; to improve understanding of how those elements impact on the delivery of services in the third sector; to improve mutual understanding to enable better delivery of outcomes to CYP. Potential for roll-out to other districts.

Equalities Impact

Outline briefly whether achieving these targets will have a significant positive or negative impact on groups represented by the following equalities strands: race, gender, sexual orientation, religion and belief, disability, age. Has an EIA been undertaken and are there any significant issues arising from it

Risk assessment

Description of risk that may prevent achieving these targets, likelihood of it happening and actions taken to address this

Community Strategy Theme: Safer and Stronger Communities

Long Term Objective: Reduce crime and anti-social behaviour in our neighbourhoods and town centres

Short Term Action: Reduce anti-social behaviour and disorder in our neighbourhoods and town centres through co-ordinated action led by the Crime and Disorder Reduction Partnerships (CDRPs)

Measure and Target				Lead Individual	Lead Agency	Key Partners	How will we monitor progress
Serious acquisitive crime rate (NI 16)				DCI Mark Ross	Herts Constabulary	Herts County Council Herts Probation CDRPs	Reducing Re-offending Group, incorporating PPOs and DIP, and the Safer Communities Group as part of the new LAA governance structure.
<u>Baseline</u> (07/08) Herts: 16,022 St Albans: 2,048 Hertsmere: 1,792	<u>08/09</u>	<u>09/10</u>	<u>10/11</u> (By 2011) Herts - 4% reduction (15,381) St Albans -9% reduction (1,864) Hertsmere -13% reduction (1,559)				

Actions:

- Prolific and other Priority Offenders (PPO) Scheme, including comprehensive assessment of offenders' criminogenic needs, person-centred offender management plans, setting out interventions to meet needs, and swift referral to justice for offenders who do not change their offending behaviour
- Drug Interventions Programme (DIP) to ensure that treatment is accessible to those most likely to engage in acquisitive crime.
- Use of Enigma Tag property marking. Pilot to take place on housing estate in Stevenage. Further operations planned in Watford area. Looking at

how to expand across county. Includes publicity / id outlets for stolen property.

- The Herts Home Safety and Security Service is delivered across the county by 3 voluntary sector providers; West Herts Against Crime, SAFE and Papworth Trust. The Local Area Agreement (LAA) has broadened the remit of HHSS since April 2006 so that the service now provides security checks, fire safety checks and a minor repairs service free of charge to victims of crime, those aged 60 or over, single parents and people registered as disabled
- Use of @ 350 memo cams re elderly in distraction burglaries. Looking to expand across county for all elderly residents, to include HCC Adult Care Services and Help the Aged.
- Workshop on dwelling on SAC took place at police HQ on 13/11 involving key staff of all ranks/grade within constabulary. Action plan being prepared by Police Community Safety and Crime Reduction Department.
- Action plans in place on all three BCUs re vehicle crime and street robbery
- Use of decoy vehicles (equipped with CCTV and red web – marks suspects)
- Burglary dwelling is current priority crime for Constabulary. All resources to be used in line with action plan being prepared by Police Community Safety and Crime Reduction Department.
- Areas are planning motor vehicle road shows – crime prevention advice re number plates/sat navs etc.
- Ensure Serious Acquisitive Crime is reflected in CDRP Strategic Assessments and action plans

Equalities Impact

Outline briefly whether achieving these targets will have a significant positive or negative impact on groups represented by the following equalities strands: race, gender, sexual orientation, religion and belief, disability, age. Has an EIA been undertaken and are there any significant issues arising from it

Risk assessment

Description of risk that may prevent achieving these targets, likelihood of it happening and actions taken to address this

Community Strategy Theme: Safer and Stronger Communities

Long Term Objective: Reduce crime and anti-social behaviour in our neighbourhoods and town centres

Short Term Action: Reduce anti-social behaviour and disorder in our neighbourhoods and town centres through co-ordinated action led by the Crime and Disorder Reduction Partnerships (CDRPs)

Measure and Target				Lead Individual	Lead Agency	Key Partners	How will we monitor progress
Perceptions of anti-social behaviour (NI 17)				Sally Patient	Hertfordshire Police Authority	HCC, District and Borough Councils, Neighbourhood Watch, Youth Connections, Police, Environmental agencies	Reassurance Working Group reporting directly to the Safer and Stronger Performance Group
<u>Baseline</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>				

Actions:

- It is difficult to draw up an action plan without the baseline data, which will not be available in detail until March 2009. However, actions are likely to focus on strengthening the 'Safer Herts' partnership communications work that was undertaken in June and July 2008, tackling signal crimes, such as graffiti and criminal damage and focusing on the concerns regarding alcohol-related disorder.
- When the baseline has been confirmed and targets have been negotiated, the data will be mapped and analysed at the lowest geographical level. Actions will then focus on areas of concern, co-ordinated by the Reassurance Working Group. The 10 CDRP Strategic Assessments will use the results to inform actions within their revised Community Safety Action Plans, feeding into strategic LAA delivery via the Hertfordshire Community Safety Agreement.
- Ensure NI17 targets are disaggregated to district level.

Equalities Impact
Outline briefly whether achieving these targets will have a significant positive or negative impact on groups represented by the following equalities strands: race, gender, sexual orientation, religion and belief, disability, age. Has an EIA been undertaken and are there any significant issues arising from it
Risk assessment
Description of risk that may prevent achieving these targets, likelihood of it happening and actions taken to address this

Community Strategy Theme: Safer and Stronger Communities							
Long Term Objective: Reduce crime and anti-social behaviour in our neighbourhoods and town centres							
Short Term Action: Reduce anti-social behaviour and disorder in our neighbourhoods and town centres through co-ordinated action led by the Crime and Disorder Reduction Partnerships (CDRPs)							
Measure and Target				Lead Individual	Lead Agency	Key Partners	How will we monitor progress
% of people who believe people from different backgrounds get on well together in their local area (NI 1)							<i>The partnership / board of body that will performance manage this target</i>
<u>Baseline</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>				
Actions: <i>Describe briefly the specific projects or initiatives that will help delivery of this target</i>							
Equalities Impact							
Outline briefly whether achieving these targets will have a significant positive or negative impact on groups represented by the following equalities strands:							

race, gender, sexual orientation, religion and belief, disability, age. Has an EIA been undertaken and are there any significant issues arising from it
Risk assessment
Description of risk that may prevent achieving these targets, likelihood of it happening and actions taken to address this

Community Strategy Theme: Safer and Stronger Communities							
Long Term Objective: Reduce crime and anti-social behaviour in our neighbourhoods and town centres							
Short Term Action: Reduce repeat domestic violence and better support the victims of domestic violence through co-ordinated multi-agency actions							
Measure and Target				Lead Individual	Lead Agency	Key Partners	How will we monitor progress
Repeat incidents of domestic violence (NI 32)				Joint Leads: Sarah Taylor (HCC)/Jon Chapman (Herts Constabulary)	Joint Leads: HCC/Herts Constabulary	DV Strategic Programme Board District/Borough Councils CDRPs HSCB/HSAB PCTs Supporting People Probation Government Office	DV Strategic Programme Board → reporting to Safer Stronger Performance Group → reporting to Chief Officers Group
<u>Baseline</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>				
NI 32 is a deferred Indicator – baseline and targets to be determined.							

						Victim Support HCJB Herts Strategic MAPPA Board	
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Actions:

The Multi-agency DV Strategic Programme Board (DVSPB) aims to provide a dedicated and bespoke developed service to prevent incidents and protect victims of domestic violence/abuse across Hertfordshire – with priority for children affected. The DVSPB has agreed five key work strands and meets quarterly to monitor and drive progress. The five key work strands are;

- To increase the numbers of Independent Domestic Violence Advisors (IDVAs) & to implement Multi-Agency Risk Assessment Conferences (MARACs) in each of the three Police Areas in Hertfordshire – **7 FTE IDVA and 3 MARAC (One per BCU Area) required.**
- To introduce Specialist Domestic Violence Courts (SDVCs) countywide – **3 required.**
- To increase the provision of perpetrator programmes (and explore the need for non-mandatory programmes) – **increase to 1000 places.**
- To establish centres of excellence and support for victims of domestic violence based on the Sunflower Centre concept – **4 required.**
- To establish Sexual Assault Referral Centres (SARCs) – **As/with Sunflower Centre (4)**

Year 1:

- 7 FTE IDVAs recruited across county.
- 3 MARACs (one per BCU area) established.
- 2 SDVCs set up.
- 2 Sunflower Centres/SARCs set up.
- Sustain existing perpetrator programme - 97 places via Probation

<ul style="list-style-type: none"> • Secure sustainable funding, potentially via LAA1 Performance Reward Grant • Ensure domestic violence is reflected in CDRP Strategic Assessments and action plans <p>Year 2:</p> <ul style="list-style-type: none"> • Secure long term sustainment of IDVA posts. • MARAC implementation complete and fully operational – including recruitment of countywide Coordinator role. • Establish 3rd and final SDVC – complete countywide SDVC implementation. • Set up remaining 2 Sunflower Centre/SARCs – complete countywide Sunflower Centre/SARC implementation. • As per Year 1. Scope and prepare for perpetrators programme expansion to 1000 places in 2010/11.

Equalities Impact
Outline briefly whether achieving these targets will have a significant positive or negative impact on groups represented by the following equalities strands: race, gender, sexual orientation, religion and belief, disability, age. Has an EIA been undertaken and are there any significant issues arising from it
Risk assessment
Description of risk that may prevent achieving these targets, likelihood of it happening and actions taken to address this

Community Strategy Theme: Safer and Stronger Communities				
Long Term Objective: Reduce crime and anti-social behaviour in our neighbourhoods and town centres				
Short Term Action:				
Reduce drug and alcohol abuse through effective policing and expanded rehabilitation facilities to address addiction, particularly:				
- alcohol abuse in East Herts, Stevenage and Welwyn Hatfield				
- and smaller local hotspots				
Measure and Target	Lead Individual	Lead Agency	Key Partners	How will we monitor progress

Number of drug users recorded as being in effective treatment (NI 40)				Vicki Reid Crime and Drugs Strategy Manager	Herts County Council Crime and Drugs Strategy Unit	Drugs Partnership – Probation, Constabulary, Health, District / County Council, CDRPs, DCTPs, Voluntary Sector & Stronger Group	The Drugs Executive Group, a sub group of the LAA Safer Stronger Performance Group on a 6 monthly basis. Ongoing management of this indicator will be carried out by the CADSU.
<u>Baseline</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>				
tbc	(1%)	(2%)	(2%)				

Actions:

1. CDRP Action Plan & Targets

- The target for NI40 has been disaggregated to District level with a view to CDRPs forming action plans based on the following areas:
 - a. Enhanced drugs paraphernalia recording and community intelligence gathering in order to inform local drug market profiles.
 - b. Utilise the neighbourhood policing teams at street level to gather community intelligence and engage communities in delivery of the Drugs Strategy.
 - c. Develop Drug and Alcohol Theme Groups at a District level to address substance misuse issues and work in partnership to solve problems as well as feeding into Joint Action Groups and Offender Management Groups on PPOs.
 - d. Identify problem families and ensure early intervention.
 - e. Establish referral routes for CDRP partner agencies to refer into treatment (especially DIP).

2. Diversity & Equalities Service accessibility

- The Drugs Partnership will ensure that all services conduct an EIA.
- Service accessibility will be addressed especially concerning geographical accessibility, crack specific services, evening and weekend opening and

facilities to support parents in accessing treatment.

- The County Council will gather demographic data (not just on BME) to inform CDRPs of emerging and existing communities in Hertfordshire to ensure that services are in line with need. Communities who are not represented in treatment agencies will be consulted and may result in an outreach provision being established.

3. Workforce Development

- Training for specialist staff and non specialist staff will be provided on basic drug awareness and the treatment system in Hertfordshire to increase awareness and service uptake.

4. Communications

- Information sharing between adults and young people's services
- Clear and credible information will be made available about drug and alcohol support services to all communities, especially the most hard to reach and vulnerable groups

5. Enhanced access to wrap around service via treatment

- Enhanced access to employment, training and training will be developed as part of the structured treatment process.
- Enhanced access to housing related support for drug users will be developed as part of the structured and non structured treatment process.
- The PPO/DIP & DRR service delivery will be aligned.

Equalities Impact

As above. Service managers will work with the Drugs Partnership to develop specific action plans to engage currently underrepresented groups identified in the EIAs.

Risk assessment

An expression of interest has been submitted to the Local Area Agreement Performance Reward Grant and initiatives to deliver elements of this action plan

are included in the expression of interest. If the Drugs Executive Group does not receive an allocation from this grant, the Drugs Partnership will not be able to deliver certain elements of this plan.

Theme Name – Better Places to Live

Summary of overall theme progress

The Housing, Affordable Housing and Quality Neighbourhoods and Sustaining Hertfordshire's Unique Character and Quality of Life themes have been brought together and taken forward under the leadership of East Herts District Council. There was no natural structure in place to take these themes forward – early work has been focused on the initial stages of partnership development – looking at membership of the partnership and building understanding and consensus on partnership objectives. A scoping workshop was held in September to bring partners together to discuss aims and objectives. Discussions have also been held with a number of existing groups about their role in the partnership – HECTOR (Herts planners), Herts Heads of housing, and London Commuter Belt (LCB) (sub regional housing group) and Chief Executives of Housing Associations.

Work has taken place on developing funding bids for performance reward grant (LAA 1).

Economic situation- impact of recession on housing growth. Housing industry hard hit – laying off staff, and new developments

Registered Social Landlords (RSLs) are not developing new sites due to low returns. RSLs funding regime mean that they need to cross subsidy to support the provision of affordable homes. They need the income from private sales to support the building of affordable homes.

Impact on people – personal debit, and link to housing repossession/homelessness

Partnership/ Delivery Arrangements

Participants from a wide range of agencies came together to scope out the nature and membership of the partnership at a workshop in September. . The workshop established clarity of remit and developed a county-wide theme partnership. A stakeholder group and a steering group are being established. The stakeholder group will be involved in the details of action planning for the partnership, and establishing associated performance management framework.

The workshop was intended by the following groups, all of which expressed interest in being involved, and part of the stakeholder group.

Community Development Agency for Herts
East Herts District Council
East of England National Housing Federation
Go East
Groundwork Hertfordshire
HAPTC (Herts Association of Town & Parish Councils)
Heritage Service
Hertfordshire County Council
Herts Association of Town & Parish Councils
Herts Constabulary
Herts Heads of Housing Group
Herts Prosperity
Hertsmere Borough Council
Lee Valley Regional Park
London Commuter Belt (LCB)
Natural England - 4 Counties Government Team
North Herts District Council
North Herts LSP
Origins Housing Group
Stevenage CVS

Stevenage Borough Council
Three Rivers District Council
University of Hertfordshire
Watford Borough Council

The steering group to include a number of agencies not traditionally involved in delivery of housing targets – countryside management services, and wildlife organisations. A key challenge is to ensure the Housing Growth agenda is linked to the quality of life agenda so that we build communities and not just housing estates.

Existing groups have re-shaped themselves to better fit into the emerging partnership – establishment of Herts RSL chief executive group. Both this and the Herts. Heads of Housing Group have actively involved in the development of ideas and proposals to take actions forward.

Districts are aligning their housing strategies though LDFs (many district led local strategic partnerships have been activity involved in development of LDFs)

New ways of working and innovation

Ideas for performance reward grant – Coping with the impact of recession – supporting people to move to homes that meet their needs, intending to inject movement into the housing market, and helping people stay in the homes. Support though joining up of Private sector access deposit schemes for landlords to provide a county-wide provision ; Loan recovery advice and guidance – related to second charge on properties.; Debt Advice – Mortgage repossession advice.

Government Mortgage Rescue schemes and potential alternatives – LCB Housing Heads of Housing are discussing an additional scheme that will enable more households in danger of repossession to be offered help within the sub-region.

Public sector land bank – Hertfordshire public sector authorities should work together to develop new schemes that provide affordable housing where those authorities own land or can activity add value though land assembly.

Community Strategy Theme

Long Term Objective: Ensure we have an appropriate mix of housing provision to support those needs and demands, especially relating to: key workers, other key occupational groups, migrants workers and preventing homelessness

Short Term Action: Increase the number of net additional homes delivered

Measure and Target: NI 154 Net additional homes provided				Lead Individual	Lead Agency	Key Partners	How will we monitor progress
<u>Baseline</u> 3600(predicted 07/08 figure)	<u>08/09</u> 3800	<u>09/10</u> 4350	<u>10/11</u> 4700				Target for 2008/9, 2009/10 and 2010/11 to be renegotiated.

Actions: Describe briefly the specific projects or initiatives that will help delivery of this target

- 1) Most districts have completed Strategic Housing Land Availability Assessments to identify land to be developed and potential sites for new developments. Districts are also undertaking Strategic Housing Market Assessment (with partners in the sub region) to highlight migration patterns in order to assess cross-boundary developments and achievements. Many districts are also planning Development Economic Studies in the coming months to look at issues of viability, affordable housing and site supply in study areas, the modelling will also enable authorities to adapt a flexible approach to market conditions.
- 2) Districts are identifying sites for potential redevelopment, and liaising with development partners over any suitable sites that may come forward for sale.
- 3) Herts County Council has made available funding for Neighbourhood Sustainability projects allocated through a bidding system. The housing group are taking innovative ideas to that group to secure additional funding.
- 4) The P2 return supplied by district authorities to CLG shows a decrease in new builds in Hertfordshire. The year to June 2008 shows a -22% decrease (from June 2007). The FY07/08 new build starts in Hertfordshire is 2827 (a -14% decrease from April 2007). The Net completions for 07/08 is 4271. This is not yet formal information for figures for 08/09 but anecdotal evidence is that figures have dramatically reduced.

5) Districts have provided evidence that shows the targets will be harder to meet, as current economic situation has resulted in projects stalling or not going ahead. For examples some projects have planning permission subject to the completion of a s106 agreement and the developer is not pursuing the completion of this document. Other schemes have full planning permission but the developer is mothballing the site because he cannot achieve the land price he requires.

Measure and target : NI 159 Supply of ready to develop housing sites (local target).

<u>Baseline</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>				
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(target - the total number of net additional dwellings that are deliverable as a percentage of the planned housing provision (in net additional dwellings) for the 5 year period. Local Planning Authorities are required to maintain a 5 year supply of deliverable sites for housing through their Local Development Framework. The indicator provides a forward look in terms of there being enough deliverable sites to meet planned housing provision over a 5 year period. This is supporting target for the partnership, and we need to determine annual targets – after the renegotiated of the LAA2 target.

Actions:

1) Public sector land bank– Herts Heads of Housing Group worked together to develop an proposal for performance reward grant – the Hertfordshire public sector authorities should work together to develop new schemes that can provide vital affordable housing where those authorities own land or can activity add value through land assembly. Schemes have been delivered and are in development where County and/or District land has been put together with RSL land to create developable sites. Hertfordshire needs now to look for less obvious opportunities after taking advantage of the quick wins over the last few years. This could include looking at land that might be 'created' for development (i.e. land the authorities haven't considered for development) e.g. vandalised garage sites, land adjacent to roads, roundabouts, industrial/commercial areas, opportunities to incorporate affordable housing into new community buildings (fire stations with key worker flats above; care homes with accommodation for carers).

2) Districts are developing shared understanding of the market situation, and potential land for development though their Strategic Housing Land Availability Assessments and Strategic Housing Market Assessment. In additional most districts have aligned their housing strategies with the development of Local development frameworks. The LDF strategies in Hertfordshire at different stages of development. A number have their core strategy preferred options paper out for consultation, others are preparing the evidence base for the core strategy.

Describe briefly the specific projects or initiatives that will help delivery of this target

Measure and target : Number of affordable homes delivered (NOT LAA target –Number of new affordable houses does contribute to net additional homes.

The targets for the partnership need to be added after the re-negotiation of the LAA11 target.

<u>Baseline</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>
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Actions:

1) Nearly all authorities were engaging with both private sector, RSL and land owners on how to take forward stalling sites. Discussions generally cover grant rate, tenure mix and planning issues. For example authorities continue to explore all areas with RSL's in terms of utilising infill sites, Council's owned sites e.g disused garages sites and other surplus to requirements sites. Districts have been liaising with local small developers to bring forwards land banks originally for open market sales to turn into Affordable Housing intermediate units and Social Housing units.

2) Government Mortgage Rescue schemes and potential alternatives – LCB and the Herts Heads of Housing are discussing an additional scheme that will enable more households facing the threat of repossession to be offered help within the sub-region. Lenders would be expected to suspend their repayment requirements for a period of around 3 – 5 years and enter into an agreement with a local RSL to manage the property over that period. The homeowner would sign up to this agreement and further agree to pay a rent based on the Local Housing Allowance for the area to cover the cost of management and maintenance and any affordable contributions to interest payments or outstanding mortgage debt. This route would be explored after all possible repayment options, which should be explored by the lender as a matter of course, have been exhausted. A review at the end of the lease term could identify if the families circumstances have improved sufficiently to return to a mortgage situation or to be considered for shared ownership/equity loan or, if the RSL was in a position to purchase the property from the lender, for rental or shared ownership. If private homes are purchased by RSL – will increase the number of affordable homes delivered in the region.

3) Districts are also supporting RSLs with funding bids to help bring forward developments for example bids for NAHP grant to purchase private sites and units for affordable housing in Stevenage and working with the Housing Corporation to access Social Housing Grant for RSL and Private sector partners in Hertsmere.

4) Opportunities to take advantage of current economic situation to increase number of affordable houses – for example some Councils are looking to obtain properties/land at beneficial rates. Developers are offering units to RSLs to increase the affordable housing provision and have asked for authorities to give consideration to 100% affordable schemes. To help with developments going through authorities are selling land at tractional cost or transferring land for RSL's to build further affordable housing. (three rivers). Authorities are also discussing options with the Housing Corporation to pilot innovative proposals regarding flexible tenure products.

5) A number of districts are beginning to use the 3 dragons bespoke development appraisal toolkit which will assist in assessing any developers claims that certain tenure mixes would not be viable

Describe briefly the specific projects or initiatives that will help delivery of this target

Equalities Impact

Outline briefly whether achieving these targets will have a significant positive or negative impact on groups represented by the following equalities strands: race, gender, sexual orientation, religion and belief, disability, age. Has an EIA been undertaken and are there any significant issues arising from it

Risk assessment

- the economic situation leads to further developments stalling, and reduction in new builds.
- the economic current forces authorities to focus and shift resources to reactive services around housing such as preventing homelessness and repossession rather than the development of new homes

Job Prosperity and Skills

Summary of overall theme progress

The county partners are clear that the role of the Jobs, Prosperity and Skills (JPS) programme and the Economic participation (IIC) programme locally is to facilitate mainstream activity within the priority LAA indicators, not in isolation but as part of a wider initiative to support and grow the economy in the face of local, national and international challenges.

The County is also seeking to establish a Hertfordshire Economic Task Force that will act as an advisory group for Hertfordshire Forward, the county-wide LSP, on the current economic issues facing Hertfordshire, London and the East of England. The Task Force will meet monthly to discuss economic issues facing the county and appropriate local, regional and national actions to counter them. The Task Force will identify issues and concerns for consideration by Hertfordshire Forward to ensure that they inform debate and decision making. Regular current confidential economic briefings are produced by Hertfordshire Prosperity for key partners and executive members of HCC. HP contributes to the weekly briefings to Regional Minister Barbara Follett.

In addition to develop programmes/projects to support businesses through the current economic downturn, a bid has been made for potential Performance Reward Grant from LAA 1 for Support for Business approach in the county:

- i) Herts Response to Redundancy – maintain and grow the response to redundancy service for individuals facing redundancy, complementing the national JC+ scheme and the regional R2R3 programme
- ii) Inward Investment and Aftercare Service – creating a dedicated inward investment service for FDI businesses in the county, working in conjunction with East of England International. Aftercare would also be provided for FDIs to help ensure that they remain in the county
- iii) Business Resilience Service – provide a service for businesses to increase their resilience to economic impact and to enable them to recover quickly from economic downturn (with Business Link) Other projects that could be delivered to support small businesses to grow (and survive in the current economic downturn) include vouchers to spend on professional advice, workforce development and up-skilling and marketing, financial planning and resilience advice and support.

In addition PRG bids have been made for Skills Connectivity and on Fuel Poverty support.

The focus of activity over the next two months will be on delivery plans and in examining the role of the theme support group with a view to making the group more focused on delivery of the specific targets and forging closer links with the Economic Participation Programme.

Partnership/ Delivery Arrangements

The lead supporting partnership is currently the Hertfordshire Prosperity Ltd Board. Hertfordshire Prosperity is the county sub regional economic partnership. Regular updates are given to the HP Board, to the HP Steering Group and to other county groupings e.g. Hertfordshire Adult Learning Partnership (HALP), Response to Redundancy (R2R) group and Hertfordshire Economic Development Officers Group (HEDOG) etc. A new performance management system is being introduced for LAA2 in consultation with Price Waterhouse Coopers.

The JPS theme is supported by a partner group that meets on a regular basis. This was originally established to support the EDE block of LAA1. There is view that it needs to be

reviewed to focus more on LAA2 delivery.

A fundamental rebuilding of Hertfordshire's economic development infrastructure is currently underway linked the Sub National Review of Economic Development and when completed (from April 2009) will comprise a new county-wide economic development partnership with the task of delivering an economic assessment, business engagement/inward investment, external funding services **and the Jobs, Prosperity and Skills theme of the LAA**. The new partnership will also lead on the preparation of a new long term economic development strategy for Hertfordshire (HEDS). This new HEDS will be prepared by Hertfordshire Partners and will include a long-term action plan for economic participation.

The County is developing its new Economic Participation Programme (IIC) to support the delivery of LAA targets and a stakeholder event held in the county in September set the context for the approach.

County partners are also considering merging the existing Investing in Communities Steering Group with the Jobs, Prosperity and Skills (former LAA/ EDE) group that supports this theme of the LAA.

Job Centre Plus have recently agreed to lead on NI 152.

New ways of working and innovation

- The new economic model (see above)
- Improving linkages between the 14-19 strategic partnership (Chaired by the HCC Chief Education Officer) and the Hertfordshire Adult learning Partnership (HALP- Chaired by the Chief Executive of the Hertfordshire Chamber of Commerce and Industry) to improve skills progression routes for Hertfordshire's people
- Job Centre Plus agreeing to lead on NI 152
- We will work with Hertset and Social Enterprise East of England to explore the opportunities to develop more social enterprises in the county and to look at increasing local procurement opportunities with the public sector in the county for both the private and third sectors. As a result we will be working with HCC Adult Care to examine the potential for the HCC Joint Commissioning Team to develop models for supporting social enterprises in the county. Aims will be to develop social enterprises that are: income generating, as self supported as possible and provide employment and training for people who have mental health problems, learning disabilities or substance misuse problems. Objectives will to reduce number of people on IB and to increase the total entrepreneurial activity amongst the local population
- We are looking for a robust customer business journey and we will include the Business Link IDB targets around advice, from pre start to growing on sustainable businesses. Any pre start enterprise activity will feed into the BL East IDB model and will complement and align with the new Business Support Simplification Programme (BSSP) approach in Hertfordshire.
- Involvement on a cross regional skills group that includes partners form Essex, Kent, Hampshire and Hertfordshire
- Opening of the new Vocational Skills Centre in Stevenage (with IIC support) and significant financial investment in FE College infrastructure in the county and in new vocational facilities in Hertfordshire schools.

Jobs, Prosperity and Skills

Long Term Objective: Provide opportunities for everyone to share in our prosperity

Short Term Action: Support more lone parents and people on incapacity benefit back into work, particularly in Broxbourne and Stevenage

Measure and Target				Lead Individual	Lead Agency	Key Partners	How will we monitor progress
Reduce the % of people on out of work benefits in Stevenage [LAA Target – NI 152]				Jacqui Blake	Job Centre Plus	JC+. Shaw Trust, SEETEC, Work Solutions, Herts Careers,	Regular reports to the new economic partnership
<u>Baseline</u> 10.3% (06/07)	<u>08/09</u> 10%	<u>09/10</u> 9.6%	<u>10/11</u> 9.3%				

Context

Tackling rising levels of work limiting illness

In the East of England in February 2008 there were just under 178,000 working age people on Incapacity Benefit, as against 58,000 on JSA. There were 46,770 working age benefit claimants in Hertfordshire, which equates to 7% of the working age population. Stevenage is the district with the highest proportion at 10% of its working age population while a Hertsmere LSOA in the town of Borehamwood has 28%.

The proportion of people claiming Incapacity Benefit (IB) has increased across Hertfordshire in the context of a fall across England as a whole and its 27,000 IB claimants now represent 58% of people receiving out of work benefits across the County. The majority of IB claimants have been out of work for more than five years and are likely to face additional barriers to re-entering employment. People on out of work benefits often experience multiple barriers to entering employment such as accessibility/lack of affordable public transport, lack of affordable childcare, low skills, lack of confidence and in some cases, mental health issues. Projects to support people into employment could include coaching and mentoring towards employability, supporting migrant workers through English for speakers of other languages (ESOL), skills development and Information Advice and Guidance (IAG).

Supporting disadvantaged people into work increases economic participation and reduces benefit dependency.

Actions:

A fundamental rebuilding of Hertfordshire's economic development infrastructure is currently underway and when completed (from April 2009) will comprise a new county-wide economic development partnership with the task of delivering an economic assessment, business engagement/inward investment, external funding services **and the Jobs, Prosperity and Skills theme of the LAA**. The new partnership will also lead on the preparation of a new long term economic development strategy for Hertfordshire (HEDS). This new HEDS will be prepared by Hertfordshire Partners and will include a long-term action plan for economic participation.

The County is developing its new Economic Participation Programme (IIC) to support the delivery of LAA targets and a stakeholder event held in the county in September set the context for the approach. The county partners are clear that the role of the Economic Participation programme locally is to facilitate mainstream activity within the priority LAA indicators, not in isolation but as part of a wider initiative to support and grow the economy in the face of local, national and international challenges. Improving employability is a key priority for the Economic Participation programme.

Reduce the % of people on out of work benefits in Broxbourne [LAA Target – NI 152]				Jacqui Blake	Job Centre Plus	JC+. Shaw Trust, SEETEC, Work Solutions, Herts Careers.	Regular reports to the new economic partnership
<u>Baseline</u> 9.1% (06.07)	<u>08/09</u> 8.8%	<u>09/10</u> 8.4%	<u>10/11</u> 8.1%				

Actions:

- Pathways to Work contract (6000 job outcomes in Herts and Beds between 2008-11) – Shaw Trust commissioned by JC+ to deliver. Will concentrate on new and repeat IB claimants, will also focus activities in Stevenage and Broxbourne
- ESF Contracts:
 - Intermediate Labour Market – Shaw Trust also contracted to deliver (July 2008). Will concentrate on women, people from BME communities and women
 - Flexible Routeways
(Flexible Routeways 2,100 clients, ILM 80 clients- 3 year programmes. Shaw Trust working in Herts and sub contracting with Herts Careers, Worknet, Community Action Dacorum – ILM - 80 clients).
- Fresh Steps contract delivered through SEETEC centre in Stevenage
- HCC Work Solutions service – concentrating on IB claimants with mental health issues, learning disabilities and physical and sensory disability
- Introduction of Integrated Employment and Skills, post March 2009, to upskill people, improving their chances of employment. (A joint JCP and LSC initiative.)
- National Policy to help lone parents back to work, starting with those with the youngest child aged 12 years old, with the child's age being reduced over the next 2 years to 10 years old and then 7 years old. This will create a higher number of single parents actively seeking employment.
- JCP Account Managers working with SMEs to sign them up to Local Employment Partnerships, improving the employment of our hardest to help

customers.

- Working with the VCS to support potential participants e.g. South Hill Community Centre Hemel Hempstead. An IIC supported project
- EEDA Volunteering into Employment Programme

We will work with Herset and Social Enterprise East of England (see NI172) to explore the opportunities to develop more social enterprises in the county and to look at increasing local procurement opportunities with the public sector in the county for both the private and third sectors. We will be working with HCC Adult Care to examine the potential for HCC Joint Commissioning Team to develop models for supporting social enterprises in the county. Aims will be to develop social enterprises that are:

- income generating, as self supported as possible and provide employment and training for people who have mental health problems, learning disabilities or substance misuse problems. Objectives will to reduce number of people on IB and to increase the total entrepreneurial activity amongst the local population.

Equalities Impact

Outline briefly whether achieving these targets will have a significant positive or negative impact on groups represented by the following equalities strands: race, gender, sexual orientation, religion and belief, disability, age. Has an EIA been undertaken and are there any significant issues arising from it

Leave blank for now (Ben Wood to complete)

Risk assessment

Description of risk that may prevent achieving these targets, likelihood of it happening and actions taken to address this

- Economic downturn and rising unemployment means more people are likely to claim out of work benefits.
- Some of the client groups (eg. long term IB claimants) are very difficult to get back into work and requires sustained, resource intensive support. Achievement of LAA1 target at risk as a consequence

Long Term Objective: Support the growth and retention of existing businesses and encourage high value inward investment

Short Term Action: Encourage people to start and sustain their own businesses, particularly those in Stevenage, Broxbourne, from BME communities, people over 50 and women

Measure and Target

Lead

Lead Agency

Key Partners

How will we monitor

				Individual			progress
% of small businesses in an area showing employment growth [LAA Target NI 172] – definition and targets yet to be negotiated							
Baseline Awaiting Baseline	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	Richard Hardiman	Business Link	Chambers, Enterprise Agencies, Local Authorities, HERTSET	Regular reports to Hertfordshire Prosperity thence to the new economic partnership
Improvement target to be confirmed							

Actions:

A fundamental rebuilding of Hertfordshire's economic development infrastructure is currently underway and when completed (from April 2009) will comprise a new county-wide economic development partnership with the task of delivering an economic assessment, business engagement/inward investment, external funding services **and the Jobs, Prosperity and Skills theme of the LAA**. The new partnership will also lead on the preparation of a new long term economic development strategy for Hertfordshire (HEDS). This new HEDS will be prepared by Hertfordshire Partners and will include a long-term action plan for economic participation.

At this stage the actions required to support NI172 need to be around establishing what support and provisions already exist, to both encourage start-ups and develop existing business. County Partners are, looking at other specific actions to support Sub National Review and implementation of the RES, which will link in with this area, but at this early stage it is very much about establishing where we are and what is required. Business Link will look to support any actions that are required in specific areas, and have already discussed how the new mobile unit may be used to support more remote or less entrepreneurial areas and groups.

In addition, Business Link are working to establish stronger links with banks to ensure that businesses obtain, and seek, support that is both relevant and timely to move them forward and aid growth.

Suggested early actions are to:

- generate and review a map of the organisations, products and issues already involved in stimulating and supporting enterprise in the Hertfordshire;
- arrange meetings of partner organisations to review the Hertfordshire map and identify gaps in provision or activity;
- publish an assessment of the resources required to address gaps in provision and the risks associated with activity or inaction;

- generate a specific strand of activity designed to ensure that the strong performance on business survivability does not suffer. This will require the publication and/or development of processes and protocols that ensure newly formed businesses are made aware of the advice and support available to them following formation;
- implement action to close gaps in provision of business support, whether they be in terms of location, theme, sector or special needs.

We are looking for a robust customer journey and we will include the IDB targets around advice, from pre start to growing on sustainable businesses. Any pre start enterprise activity will feed into the Business Link East IDB model and will complement and align with the Business Support Simplification Programme (BSSP) approach in Hertfordshire. It would be designed to stimulate a more diverse and dynamic culture from new entrepreneurs emerging in the county. In this way it would support the RES goal to increase business start up rates in disadvantaged communities.

As with LAA1, the approach in part will target certain less entrepreneurial groups (e.g. women, certain BME groups, over 50s, disabled people) and certain geographical areas in the county that have lower business formulation rates e.g. Stevenage/ Broxbourne.

The County is developing its new Economic Participation Programme (IIC) to support the delivery of LAA targets and a stakeholder event held in the county in September set the context for the approach. The programme recognises that generation by entrepreneurs is important in providing new opportunities for disadvantaged people and communities. Growing social enterprises, in particular, can have very positive impacts on deprivation and in some cases the business- start up and self employment route can help overcome barriers to participation.

The county partners are clear that the role of the Economic Participation programme locally is to facilitate mainstream activity within the priority LAA indicators, not in isolation but as part of a wider initiative to support and grow the economy in the face of local, national and international challenges.

The County is also seeking to establish a Hertfordshire Economic Task Force will act as an advisory group for Hertfordshire Forward, the county-wide Local Strategic Partnership, on the current economic issues facing Hertfordshire, London and the East of England. The Task Force will meet monthly to discuss economic issues facing the county and appropriate local, regional and national actions to counter them.

The Task Force will identify issues and concerns for consideration by Hertfordshire Forward to ensure that they inform debate and decision making.

In addition to develop programmes/projects to support businesses through the current economic downturn, a bid has been made for potential Performance Reward Grant from LAA1 for Support for Business approach in the county:

- iv) Herts Response to Redundancy – maintain and grow the response to redundancy service for individuals facing redundancy, complementing the national JC+ scheme and the regional R2R3 programme
- v) Inward Investment and Aftercare Service – creating a dedicated inward investment service for FDI businesses in the county, working in

- conjunction with East of England International. Aftercare would also be provided for FDIs to help ensure that they remain in the county
- vi) Business Resilience Service – provide a service for businesses to increase their resilience to economic impact and to enable them to recover quickly from economic downturn (with Business Link)

County partners are also considering merging the existing Investing in Communities Steering Group with the Jobs, Prosperity and Skills (former LAA/ EDE) group that supports this theme of the LAA.

A report by Tribal consulting 'Herts Vitality' completed in October 2008 for Hertfordshire Partners, indicates a need for new small business start-up space (less than 100sq ft) and for grow-on space. The report suggests a need for incubator provision which integrates business support advice, fostering and mentoring and encourages businesses to move up and out when ready. The LAA and Economic Participation programmes will work in partnership with the Herts Vitality Steering Group (chaired by the Hertfordshire Chamber of Commerce and Industry) to develop more detailed proposals on where to locate new incubator provision in the county.

Other projects that could be delivered to support small businesses to grow (and survive in the current economic downturn) include vouchers to spend on professional advice, workforce development and up-skilling and marketing, financial planning and resilience advice and support.

We will also be refreshing and revisiting the County Innovation Strategy the "Hertfordshire Knowledge Economy Action Plan" produced for County Partners in 2003 by Angle Technology Ltd.

We will also be working with existing local Business fora to support delivery of NI172 and to foster a more robust business engagement programme, this includes the Maylands Business Partnership in Hemel Hempstead and the Stevenage Business Partnership, and this will include working on any new proposals/arrangements to manage and develop the Stevenage Business Technology Centre and the Chells Enterprise village.

We will work with Herset and Social Enterprise East of England to explore the opportunities to develop more social enterprises in the county and to look at increasing local procurement opportunities with the public sector in the county for both the private and third sectors. We will be working with HCC Adult Care to examine the potential for HCC Joint Commissioning Team to develop models for supporting social enterprises in the county. Aims will be to develop social enterprises that are:

- income generating, as self supported as possible and provide employment and training for people who have mental health problems, learning disabilities or substance misuse problems. Objectives will to reduce number of people on IB and to increase the total entrepreneurial activity amongst the local population.

The announcement earlier this month by Skills Secretary John Denham that £98 million will be targeted at skills in key sectors of the economy is timely. A number of industries have been identified that will be vital for the future prosperity of the UK and that will require a more highly skilled workforce, these include biotech, aerospace, pharmaceuticals, nuclear, renewable energy and hospitality. (Refer NI 165 template)

Our aims include:

- Working towards breaking down barriers to entrepreneurship for local people in targeted communities
- Increasing the stock of successful, sustainable and growing businesses in the county by use of ongoing business support
- Increasing the skills base and progression routes within the labour market (see other JPS templates).

Will be looking at other measures to help us deliver this outcome such as:

- Start up Rates
- Accessing Business Support Services (Across all Agencies)
- Survival Rates
- FDI Inward Investment
- Pre Start Activity
- Occupancy Rates/ Employment Land Surveys

<u>Baseline</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>
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Actions:

Equalities Impact

Outline briefly whether achieving these targets will have a significant positive or negative impact on groups represented by the following equalities strands: race, gender, sexual orientation, religion and belief, disability, age. Has an EIA been undertaken and are there any significant issues arising from it

Leave blank for now (Ben Wood to complete)

Risk assessment

Description of risk that may prevent achieving these targets, likelihood of it happening and actions taken to address this

Long Term Objective: Ensure the skills of our workforce meet the demands of our employers

Short Term Action: Get more young people into education, employment and training AND increase targeted learning provision and opportunities for adults to improve their employability

Measure and Target				Lead Individual	Lead Agency	Key Partners	How will we monitor progress
Increase the proportion of the population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher [LAA Target NI 163]				Graham Moores David Brown	LSC HALP	HALP, CSF, FE Colleges	Regular reports to the new economic partnership
<u>Baseline</u> 71.7% (06)	<u>08/09</u>	<u>09/10</u>	<u>10/11</u> 76.7%				

Context

Linking low skills to the labour market:

Across Hertfordshire the employment rate for those with no or low qualifications is significantly below the employment rate for the general population, and the gap is growing. Furthermore, there is some evidence to suggest that the number of jobs available for those with no qualifications is decreasing and is likely to continue to decrease. (Mismatch in the Hertfordshire labour market is evident from the fact that Stevenage has the highest proportion of employment in knowledge intensive sectors but the lowest proportion of knowledge worker residents. This is reflected in a huge differential in residence- and workplace-based wages.).

In Hertfordshire 186,000 working age people have no or low qualifications in the County (29% of the working age population). The percentage with no or low qualifications is highest in Stevenage (43%) and Hertsmere (36%).

Actions

A fundamental rebuilding of Hertfordshire's economic development infrastructure is currently underway and when completed (from April 2009) will comprise a new county-wide economic development partnership with the task of delivering an economic assessment, business engagement/inward investment, external funding services **and the Jobs, Prosperity and Skills theme of the LAA**. The new partnership will also lead on the preparation of a new long term economic development strategy for Hertfordshire (HEDS). This new HEDS will be prepared by Hertfordshire Partners and will include a long-term action plan for economic participation.

At this stage the actions required to support NI163 and NI 165 need to be around establishing what support and provisions already exist, to both encourage learning and to improve employability prospects for Hertfordshire's population.. County Partners are, looking at other specific actions to support Sub National Review and implementation of the RES, which will link in with this area, but at this early stage it is very much about establishing where we are and what is required. Meeting has been held between the County 14 – 19 Strategic Partnership Group (chaired by HCC/CSF), the Hertfordshire Adult Learning Partnership- HALP (chaired by the Hertfordshire Chamber of Commerce and Industry), the LSC and the University to discuss delivery arrangements, progression routes, the LAA targets and partner engagement.

Specific Actions:

- * Increase the number of adults with NVQ2+ from 451,600 to 499,600 (+48,000) between 2006 & 2011
- * LSC funded adult information, advice and guidance service targeted at adults without a level 2 qualification
- * LSC funding is commissioned with a demand led focus on adults without a basic skill or Level 2 qualification (08/09 c.£20M – 10,000 learners achieving 4,000 NVQ 2+)
- * LSC funding adult employees without a Level 2 qualification through Train to Gain, Adult Apprenticeships & work based learning (08/09 c£10.5M – learner numbers included above)
- * Increase the number of public sector, private sector and third sector employer/organisations committed to signing the Skills Pledge
- * LSC/Jobcentre Plus develop (Integrated Employment Service) joint approach to employer engagement activities to provide an end to end pre-employment to post-employment seamless service for individuals and employers.
- * Ongoing partnership with Hertfordshire Federation of Colleges, Hertfordshire Adult Learning Partnership (HALP), the Maylands Partnership Hemel Hempstead, Migrants Group, European Funding Group, Herts Olympics Group, Hertfordshire Prosperity and Response to Redundancy Group.
- * ESF funds invested in Hertfordshire focussed on adding value to existing funding to target specific areas of deprivation at adults without a basic skill or level 2 qualifications.
- * Economic Participation funds to be aligned to existing partnership funding to target specific areas of deprivation at adults without a basic skills or level 2 qualifications.
- * Developing linkages with Herts 14-19 Strategic Partnership to provide progression routes for young people taking vocational options to reduce the number not in employment, education or training.
- * Implement the 14-19 national and Hertfordshire learner entitlement by 2013
- * NI 79 – PSA target for % achievement of L2 qualification by age of 19 is 82% by 2010/11 (76.4 in 2007)

The Hertfordshire Adult Learning Partnership [HALP] reports to Hertfordshire Forward and exists to champion adult and family learning in Hertfordshire and to provide leadership and direction in its maintenance and development across the community and business. HALP is chaired by the Hertfordshire Chamber of Commerce and Industry which enhances the business focus of the Partnership. HALP operates through its long established steering group whose key Terms of Reference are the provide an interface with the business community to ensure that the adult learning provision is relevant to local and county workforce development and competitiveness and to provide the Hertfordshire perspective on key adult learning issues, agree learning priorities. HALP has established links with the 14-19 Strategic Partnership Group to provide progression routes and consistency for young people undertaking vocational qualifications. HALP is seeking representation on each of the county LSPs so as to give a clear focus and more co-ordination and coherence to the adult learning provision across the county.

The Partnership also co-ordinates the work of the ten local partnership groups, based in each district, which are known collectively as Local Learning Partnerships (LLP). The LLPs encourage key organisations in their districts who are involved in Life-long learning to work together in partnership to meet the needs of the learner and the employer and therefore contribute to the local and countywide economy. The LLPs are also instrumental in establishing gaps in provision and learner need in each of their districts. There are 450 member organisations across the county within the LLP structure. HALP is committed to

developing further developing links with the Hertfordshire Extended Schools Initiative and the 7 Strategic Area Partnerships (see below for more detail) to life-long learning opportunities and to develop progression pathways.

Through the Aim Higher initiative the Hertfordshire Chamber of Commerce and Industry [HCCI] is leading on the engagement with employers to increase the take up of Work Based Learning as a means of up-skilling the workforce. In addition the Chamber also leads on the Hertfordshire Educational Resources Trust [HERT]. This is the organisation responsible for ensuring the delivery of Education Business Link and Work Experience activities in Hertfordshire which includes engaging more employers to work with education establishments – a key priority is engaging employers to help with the delivery of 14-19 Diplomas with their focus on applied learning. This activity compliments the work based learning employer activity. The Chamber has also established employer reference groups to support these initiatives.

Hertfordshire's 14-19 Strategy 'Putting the Learner First' sets out a programme of action to improve 14-19 education and training in Hertfordshire. The strategy covers the years 2006/07 through to 2008-09 and is now being replaced by the 14-19 Education Plan. To facilitate the delivery of the Hertfordshire Strategic Action Plan and the Education Plan the CSF and LSC have established seven Strategic Area Partnership Groups (SAPGs) organised across the county. The 14-19 Education Plan has 4 key priorities which will help contribute towards meeting NIs 163 and 165. These are:

1. Vulnerable children and young people achieve as well as others
2. Young people get a wide range of opportunities to learn
3. Young people have access to the Hertfordshire and national learner entitlement
4. SAPGs offer quality provision irrespective of where they are located

Priority 3 will ensure that all young people (14-19) have an entitlement to:

- continue learning until age of 19
- develop personal skills
- develop employability skills and attitudes and enterprise capability
- specific courses and overall learning programmes that leads to a progressive set of qualifications at entry level, level 1, level 2 and level 3
- basic skills provision
- preparation for entry programmes
- entry level certificates and general certificates of secondary education
- functional skills up to level 2
- vocationally-related subjects offered at Level1, level 2 and level 3
- access to Diplomas (all 14 Diplomas for 14-16 year olds and 17 Diplomas for 16-19 year olds by 2013)
- a range of apprenticeships in nine occupational areas related to skills requirements

Hertfordshire FE Infrastructure Programme

£247m will be spent between 2007 and 2011 on the FE sector in Hertfordshire alone on the facilities available to learners. Not all the money is from one (LSC) pot but it is coming from different agencies including the colleges themselves plus borrowing.

The approximate breakdown of funding is as follows:

- Hertford Regional College £57m
- West Herts College £67m
- Oaklands College (Smallford Campus) £104m

- North Hertfordshire College (Stevenage) £10m

- North Hertfordshire College (Hitchin) £51m

Infrastructure investment is particularly demonstrated by the 4 new skills centres located across the county which are now operating and meeting the needs of the local economy. Construction and engineering trades are the primary skill areas being met. In addition the 'Cementaprise' Project in Dacorum and Stevenage supports the demand for construction workers with particular reference to the previously difficult to employ learners.

Across the county there has been significant capital investment in developed high quality applied learning facilities not just in FE colleges but also in schools to develop further applied learning progression pathways. These include:

- A Business and Enterprise block – Onslow St Audrey School in Hatfield;
- A hairdressing salon at Birchwood School, Bishop's Stortford;
- A construction site at Barnwell School, Stevenage developed in collaboration between Barnwell School and North Hertfordshire College;
- A hairdressing salon at Francis Combe School, Watford;
- Skillnet who works in collaboration with SW SAPG has a RQE Body Shop and mobile facilities;
- Motor vehicle engineering at Hertswood school facilitated by Skillnet WBL provider;
- A new KS4 Educational Support Centre in North Hertfordshire opened in September 2007, providing vocational courses in Hair & Beauty, Construction and Catering;
- A new hairdressing salon opened in September 2007 at Turnford School in Cheshunt open to students across the SAPG;
- New catering facilities at Francis Bacon school supporting collaborative and discrete hospitality/catering/food technology provision;

Hertfordshire is in 'wave 4' for Building Schools for the Future (BSF) with Stevenage has been chosen as the first area in Hertfordshire to benefit. Some £210 million will be used to rebuild or refurbish the town's secondary and secondary age special schools.

BSF will help to ensure that:

- there is a wide range of skills across the town
- schools are able to develop their specialisms
- a wide level of Diplomas are delivered.

This will be replicated as BSF rolls out across the county.

In parallel with the BSF programme running in Stevenage, North Herts College is hoping to develop a technical skills academy on a school site in Stevenage.

Partners will be looking at how the expanded Train to Gain Service, announced in August and in addition the recent announcement on apprenticeship expansion by John Denham will enable us to deliver on these LAA targets.

The County is developing its new Economic Participation Programme (IIC) to support the delivery of LAA targets and a stakeholder event held in the county in September set the context for the approach.

The county partners are clear that the role of the Economic Participation programme locally is to facilitate mainstream activity within the priority LAA indicators, not in isolation but as part of a wider initiative to support and grow the economy in the face of local, national and international challenges.

Improving employability is a key priority for the Economic Participation programme. Across Hertfordshire, the employment rate for those with no or low qualifications, is significantly below the employment rate for the general population, and the gap is growing. Furthermore, there is some evidence to suggest that the number of jobs available for those with no qualifications is decreasing and is likely to continue to decrease. A survey in 2003 identified that 1 in 3 adults (233,300) people in Hertfordshire do not have basic numeracy skills (the level expected at 11 years).

NEETS: Currently 5.45% of the 16-18 age group are NEET, significantly more than a year ago (with rates in Welwyn Hatfield and Broxbourne of 7.35% and 7.86%)

In Hertfordshire, the annual LSC budget to support adult learners to achieve NVQs via a number of routes including colleges, adult apprenticeships and with employers is £30.68M. The Economic Participation programme will focus on delivering basis skills to improve employability for people with low or no qualifications and enable progression routes for people to move onto achieving level 2 qualifications.

Projects could include expanded or newly provided skills centres building on the model already provided at Stevenage and vocational training in areas such as construction.

The view is that basic skills provision for the disadvantaged should be part of a progression route to the higher skills that are particularly valued by employers and prioritised by the LAA.

The County is also seeking to establish a Hertfordshire Economic Task Force will act as an advisory group for Hertfordshire Forward, the county-wide Local Strategic Partnership, on the current economic issues facing Hertfordshire, London and the East of England. The Task Force will meet monthly to discuss economic issues facing the county and appropriate local, regional and national actions to counter them.

The Task Force will identify issues and concerns for consideration by Hertfordshire Forward to ensure that they inform debate and decision making.

In addition to develop programmes/projects to support businesses through the current economic downturn, a bid has been made for potential Performance Reward Grant from LAA1 around skills connectivity in the county.

County partners are also considering merging the existing Investing in Communities Steering Group with the Jobs, Prosperity and Skills (former LAA/ EDE) group that supports this theme of the LAA.

Our aims include:

- Working towards breaking down barriers to entrepreneurship for local people in targeted communities
- Increasing the stock of successful, sustainable and growing businesses in the county by use of ongoing business support
- Increasing the skills base and progression routes within the labour market (see other JPS templates).

Increase the proportion of the population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher [LAA Target NI 165]				David Brown	HALP	University of Hertfordshire	Regular reports to the new economic partnership
<u>Baseline</u> 34.8% (06)	<u>08/09</u>	<u>09/10</u>	<u>10/11</u> 36.8%				

Actions:

As for NI 163 but add

- Increase the number of adults with a Level 4 qualification from 219,300 to 240,100 (+20,800) between 2006 & 2011
- LSC funding adult employees to achieve a level 4 qualification through Train to Gain

In the context of level 4 qualifications it is noted that many Hertfordshire residents may well find providers (like the Open University) to help them obtain a qualification. Meeting the targets may not rest entirely with Hertfordshire based providers.

But given the above, the county providers do make a significant contribution and it is significant to point to people already in work, because as Leitch stated the majority of the 2020 workforce is already in work (i.e. no longer in education) but not all of course have level 4 qualifications so the objective here is to increase higher level skills of the working population. Priorities will include

- Aim higher activities focussing on increased educational achievement and progression of disadvantaged young people with the objective of raising their participation in higher education
- The University of Hertfordshire has and will continue to provide significant support to all 7 SAPGs in Hertfordshire with delivery of the new Diplomas e.g. sector specific Diploma themed days, CPD training for staff, use of their high-quality facilities such as Creative and Media and engineering. The University has endorsed the Diplomas as a qualification route to Foundation and First Degrees and will provide opportunities to access Level 4 Research units in preparation for the Diploma Project.
- FE colleges and the University delivering Foundation degrees, particularly for people in employment and at work
- The University developing its business engagement to provide accredited in company CPD short courses and programmes

The University of Hertfordshire is validating a new degree on 26/11/08. A BA[Hons] in Professional Studies. This is particularly focused on the employed learner, enabling them to learn in and through their working environment whilst taking account of previous learning and experience. It is ideally suited to the learner group we are encouraging to progress to level 4 qualifications. Coupled with the other initiatives it provides a good package to offer learners.

The county's workforce is one of the best qualified at this level in the country. Upskilling people to this level, is economically important but is unlikely to improve economic participation. So although NI 165 is targeted in the LAA, it is not a priority for the Economic Participation (IIC) programme, whose priority needs to be basic and level 2 skills.

The announcement earlier this month by Skills Secretary John Denham that £98 million will be targeted at skills in key sectors of the economy is timely. A number of industries have been identified that will be vital for the future prosperity of the UK and that will require a more highly skilled workforce, these include biotech, aerospace, pharmaceuticals, nuclear, renewable energy and hospitality. (Refer NI 165 template) The Hertfordshire economy is knowledge based and will benefit from this news.

Key elements of this programme will include:

- i. three new agreements with employers, worth £98m in total to deliver bespoke training for the a) chemical, pharmaceutical, nuclear., petroleum ,

- b) engineering construction and c) broadcast media industries. The programme will build on seven existing compacts in sectors including engineering, technology, hospitality, process and manufacturing
- ii. Making sure that the skills system prioritises needs identified by employer partnerships at local and regional levels and in particular sectors of the economy
 - iii. Simplified training provision, making more effective use of skills brokers and web based tools to make it easier and less bureaucratic for business needs (refer Simplification of Skills in England Plan by the Commission for Employment and Skills around making training more responsive to business needs).

The University, Hertfordshire Prosperity and Exemplas will be looking at working with the appropriate sector skills councils to see how this programme can be developed in Hertfordshire.

Equalities Impact

Outline briefly whether achieving these targets will have a significant positive or negative impact on groups represented by the following equalities strands: race, gender, sexual orientation, religion and belief, disability, age. Has an EIA been undertaken and are there any significant issues arising from it

Leave blank for now (Ben Wood to complete)

Risk assessment

Description of risk that may prevent achieving these targets, likelihood of it happening and actions taken to address this

- Herts best performing area in region on LAA2 – some risk to reputation if we don't deliver
- Economic climate may reduce the demand from employers for Train to Gain service and numbers signing the Skills Pledge

CHILDREN AND YOUNG PEOPLE – theme story within CYPP

Hertfordshire Community Strategy Theme: Children and Young People

Long Term Objective: Reduce the gap between young people looked after and all Hertfordshire young people

LAA 2008-2011 Theme: Children and Young People

LAA Target: NI 101 Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths)

Short Term Action	Measure and Target				Lead Individual	Lead Agency	Key Partners	How will we monitor progress
Short term action from community strategy	Measure and target used to deliver the short term action – including LAA targets				Gill Jones/Felicity Evans	CSF	<ul style="list-style-type: none"> ○ Schools ○ Acippio Learning ○ Ryde Teaching Service ○ University of Hertfordshire 	<ul style="list-style-type: none"> ○ CSF Board annual ○ CYPP annual ○ Children's Services Panel – Annual Report
	<u>Baseline</u> 8.6% (summer 2007) 11	<u>08/09</u> 14% (14/97) (summer 2008)	<u>09/10</u> 15% (summer 2009)	<u>10/11</u> 16% (summer 2010)				
	<u>Actions:</u>							

	<p>Describe briefly the specific projects or initiatives that will help delivery of this target</p> <ul style="list-style-type: none"> • Virtual School database that enables resources to be targeted appropriately to individual children • Personal Education Planning for each KS4 student to set out individual programme of support • Additional subject tuition for KS4 students, • 1:1 mentor programme with 7 Watford schools to raise achievement from GCSE D grades to C managed with the University of Hertfordshire • Development of the virtual classroom with Accipio Learning. • Tracking and target setting for KS2 students through to KS3. • A 3 day residential revision for KS4 students to prepare them for GCSE exams (Easter holiday) • Revision workshops on English and maths (May half term) • Bespoke alternative provision for hard to place students that offers access to 6 GCSE equivalent passes @ A*-C grades
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Hertfordshire Community Strategy Theme: Children and Young People

Long Term Objective: To ensure vulnerable under fives are well prepared for life

LAA 2008-2011 Theme: Children and Young People

LAA Target: NI 72 Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development (PSED) and Communication, Language and Literacy (CLL)

Short Term	Measure and Target	Lead	Lead	Key	How will we monitor
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Action					Individual	Agency	Partners	progress
Short term action from community strategy	Measure and target used to deliver the short term action – including LAA targets				Gill Jones/Lucy Connolly	CSF	Schools and early years settings	CSF Board annual
	<u>Baseline</u> 51.8% (summer 2007)	<u>08/09</u> 54% (summer 2008)	<u>09/10</u> 56% (summer 2009)	<u>10/11</u> 58% (summer 2010)				
	<u>Actions:</u> Describe briefly the specific projects or initiatives that will help delivery of this target: <ul style="list-style-type: none"> ○ Foundation stage coordinator seminars targeting PSED and CLL ○ Training courses to support all six areas of learning ○ Primary national strategy projects such as 'Every Child a Talker', 'Every Child a Writer' ○ Expand early years consultant team to support PVI and maintained sector ○ Embedding the early years foundation stage throughout Hertfordshire and in all settings 							

Hertfordshire Community Strategy Theme: Children and Young People

Long Term Objective:

**A good primary school for very child
No primary school in special measures or notice to improve
No school below floor target**

LAA 2008-2011 Theme:

Children and Young People

LAA Target: NI 73

Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold)

Short Term Action	Measure and Target				Lead Individual	Lead Agency	Key Partners	How will we monitor progress
Short term action from community strategy	Measure and target used to deliver the short term action – including LAA targets				Gill Jones/ Ros Cooper	CSF (SSE)	Schools	CSF board - annual
	<u>Baseline</u> 77.0% (summer 2007)	<u>08/09</u> 86% (summer 2008)	<u>09/10</u> 87% (summer 2009)	<u>10/11</u> 88% (summer 2010)				
	<p><u>Actions:</u></p> <p>Describe briefly the specific projects or initiatives that will help delivery of this target:</p> <ul style="list-style-type: none"> ○ Expand intervention team to include a dedicated teaching and learning consultant ○ Continue to identify schools at risk of an unsatisfactory Ofsted inspection and target support to help improve ○ Provide training and consultancy support package for a group of schools at or just above floor targets ○ Set an expectation of 2 levels of progress for all children in all target setting discussions between SIPs and schools ○ All SIPs will be setting FFT 'D' targets with schools on this measure. This will be the main focus of SIP discussion in the autumn term ○ Train 'Every Child a Reader' teacher leader and roll out programme for targeted pupils in September 2009 ○ Plan for and implement individual tuition programmes for targeted children 							

Hertfordshire Community Strategy Theme: Children and Young People

Long Term Objective:
A good secondary school for every child
No secondary school in special measures or notice to improve
No school in 'National Challenge' category

LAA 2008-2011 Theme: Children and Young People

LAA Target: NI 75
Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold)

Short Term Action	Measure and Target				Lead Individual	Lead Agency	Key Partners	How will we monitor progress
Short term action from community strategy	Measure and target used to deliver the short term action – including LAA targets				Gill Jones/ Kate Smith	CSF (SSE)	Schools	CSF board - annual
	<u>Baseline</u> 53.3% (summer 2007) 55.8%	<u>08/09</u> 62.5% (summer 2008)	<u>09/10</u> 65% Jan (summer 2009)	<u>10/11</u> 66% (summer 2010)				
	<u>Actions:</u> Describe briefly the specific projects or initiatives that will help delivery of this target: <ul style="list-style-type: none"> ○ Interventions targeted to schools with weaknesses 							

	<ul style="list-style-type: none"> ○ Close liaison between consultants, SIP (school improvement partner) and the 16 vulnerable schools to discuss priorities and to model interventions ○ 5 schools included in the National Challenge programme for the local authority. Intensive support provided through 20 days National Challenge adviser time and a range of prescriptions agreed with the National Strategy teams ○ 12 schools identified as 'Hertfordshire Challenge' schools. Intensive and extensive programme developed in collaboration with advisers, National Challenge Advisers, University of Herts and Youth Connexions ○ All SIPs will be setting FFT 'D' targets with schools on this measure. This will be the main focus of SIP discussion in the autumn term
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Hertfordshire Community Strategy Theme: Children and Young People

Long Term Objective: Reduce persistent absence of secondary school pupils to less than 5% by 2011

LAA 2008-2011 Theme: Children and Young People

LAA Target: NI 87 Secondary school persistent absence rate

Short Term Action	Measure and Target	Lead Individual	Lead Agency	Key Partners	How will we monitor progress
Short term action from community	Measure and target used to deliver the short term action – including LAA targets	David Ring/Julia	CSF	Schools	CSF Board, termly

strategy	<u>Baseline</u> 5.9%	<u>08/09</u> 5.4% Feb	<u>09/10</u> 5.2% Feb	<u>10/11</u> 5.0% (DCSF) Feb	Findley			Attendance leadership group, half termly
	<u>Actions:</u>							
	Describe briefly the specific projects or initiatives that will help delivery of this target: <ul style="list-style-type: none"> ○ Coordinated package of support, including additional improvement visits, through attendance and pupil support together with behaviour and attendance consultants targeted to the 26 persistent absence schools identified by the DCSF ○ termly network meetings for 26 schools, sharing good practice and updating on strategy ○ supporting and challenging schools with their individual action plans 							

Hertfordshire Community Strategy Theme: Children and Young People

Long Term Objective: To ensure vulnerable under fives are well prepared for life

LAA 2008-2011 Theme: Children and Young People

LAA Target: NI 92
Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest

Short Term	Measure and Target	Lead	Lead	Key	How will we
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Action					Individual	Agency	Partners	monitor progress
Short term action from community strategy	Measure and target used to deliver the short term action – including LAA targets				Gill Jones/Lucy Connolly	CSF	Schools and early years settings	CSF Board annual CYPP annual
	<u>Baseline</u> 34.4% (summer 2007)	<u>08/09</u> 31.58% (summer 2008)	<u>09/10</u> 29% (summer 2009)	<u>10/11</u> 27% (summer 2010)				
	<u>Actions:</u> Describe briefly the specific projects or initiatives that will help delivery of this target <ul style="list-style-type: none"> ○ Continue to identify schools and settings at risk ○ Targeted training for the 20% lowest performing schools ○ Participation in DCSF buddying project on assessment and leadership ○ Targeted speech and language projects including supporting CLL ○ Development of primary national strategy ‘Stepping into Communicating Matters’ ○ Dissemination of early years inclusion development programme 							

Hertfordshire Community Strategy Theme: Children and Young People

Long Term Objective:

**A good primary school for very child
No primary school in special measures or notice to improve
No school below floor target**

LAA 2008-2011 Theme:

Children and Young People

LAA Target: NI 93

Progression by 2 levels in English between Key Stage 1 and Key Stage 2

Short Term Action	Measure and Target				Lead Individual	Lead Agency	Key Partners	How will we monitor progress
Short term action from community strategy	Measure and target used to deliver the short term action – including LAA targets				Gill Jones/ Ros Cooper	CSF (SSE)	Schools	CSF board - annual
	<u>Baseline</u> 87.2% (summer 2007) 85.7%	<u>08/09</u> 94% (summer 2008)	<u>09/10</u> 94.5% (summer 2009)	<u>10/11</u> 95% (summer 2010)				
	<u>Actions:</u> Describe briefly the specific projects or initiatives that will help delivery of this target: <ul style="list-style-type: none"> ○ Expand intervention team to include a dedicated teaching and learning consultant ○ Continue to identify schools at risk of an unsatisfactory Ofsted inspection and target support to help improve ○ Provide training and consultancy support package for a group of schools at or just above floor targets ○ Set an expectation of 2 levels of progress for all children in all target setting discussions between SIPs and schools ○ All SIPs will be setting FFT 'D' targets with schools on this measure. This will be the main focus of SIP discussion in the autumn term ○ Train 'Every Child a Reader' teacher leader and roll out programme for targeted pupils in September 2009 ○ Plan for and implement individual tuition programmes for targeted children 							

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Hertfordshire Community Strategy Theme: Children and Young People

Long Term Objective: A good primary school for every child
 No primary school in special measures or notice to improve
 No school below floor target

LAA 2008-2011 Theme: Children and Young People

LAA Target: NI 94 Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2

Short Term Action	Measure and Target	Lead Individual	Lead Agency	Key Partners	How will we monitor progress	
Short term action from community strategy	Measure and target used to deliver the short term action – including LAA targets				CSF board - annual	
	<u>Baseline</u> 78.2% (summer 2007) 80%	<u>08/09</u> 93% (summer 2008)	<u>09/10</u> 93.5% (summer 2009)	<u>10/11</u> 94% (summer 2010)		Gill Jones/ Ros Cooper
	<u>Actions:</u> Describe briefly the specific projects or initiatives that will help delivery of this target:					

	<ul style="list-style-type: none"> ○ Expand intervention team to include a dedicated teaching and learning consultant ○ Continue to identify schools at risk of an unsatisfactory Ofsted inspection and target support to help improve ○ Provide training and consultancy support package for a group of schools at or just above floor targets ○ Set an expectation of 2 levels of progress for all children in all target setting discussions between SIPs and schools ○ All SIPs will be setting FFT 'D' targets with schools on this measure. This will be the main focus of SIP discussion in the autumn term ○ Train 'Every Child a Reader' teacher leader and roll out programme for targeted pupils in September 2009 ○ Plan for and implement individual tuition programmes for targeted children
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Hertfordshire Community Strategy Theme: Children and Young People

Long Term Objective: Reduce the gap between children looked after and all Hertfordshire children

LAA 2008-2011 Theme: Children and Young People

LAA Target: NI 99 Children in care reaching level 4 in English at Key Stage 2

Short Term Action	Measure and Target	Lead Individual	Lead Agency	Key Partners	How will we monitor progress
Short term action from	Measure and target used to deliver the short term action – including LAA targets	Gill Jones/Felicity	CSF	<ul style="list-style-type: none"> ○ Schools ○ Watford 	<ul style="list-style-type: none"> ○ CSF Board annual

community strategy	<u>Baseline</u> 51% (summer 2007) 54	<u>08/09</u> 56% (22/39) (summer 2008)	<u>09/10</u> 57% (summer 2009)	<u>10/11</u> 58% (summer 2010)	Evans		Learning Centre ○ LearnIt Hitchin	○ Children's Services Panel – Annual Report
	<u>Actions:</u> Describe briefly the specific projects or initiatives that will help delivery of this target <ul style="list-style-type: none"> • Virtual School database that enables resources to be targeted appropriately to individual children • Personal Education Planning for each KS2 student to set out individual programme of support with school, at home and access to the supported learning programme • Playing for Success courses for year 5 students with carry on' to year 6 • SATs Booster classes for young people in year 6 • Training for foster carers to help support learning in the home in both literacy and maths • Reading projects in conjunction with specialist Education Psychologists using a wave 3 intervention (Catch-Up) 							

Hertfordshire Community Strategy Theme: Children and Young People

Long Term Objective:

Reduce the gap between children looked after and all Hertfordshire children

LAA 2008-2011 Theme:

Children and Young People

LAA Target: NI 100

Children in care reaching level 4 in Maths at Key Stage 2

Short Term Action	Measure and Target				Lead Individual	Lead Agency	Key Partners	How will we monitor progress
Short term action from community strategy	Measure and target used to deliver the short term action – including LAA targets				Gill Jones/Felicity Evans	CSF	<ul style="list-style-type: none"> ○ Schools ○ Watford Learning Centre ○ LearnIt Hitchin 	<ul style="list-style-type: none"> ○ CSF Board annual ○ Children's Services Panel – Annual Report
	<u>Baseline</u> 47.3% (summer 2007) 49	<u>08/09</u> 54% (21/39) (summer 2008)	<u>09/10</u> 55% (summer 2009)	<u>10/11</u> 56% (summer 2010)				
	<u>Actions:</u> Describe briefly the specific projects or initiatives that will help delivery of this target <ul style="list-style-type: none"> • Virtual School database that enables resources to be targeted appropriately to individual children • Personal Education Planning for each KS2 student to set out individual programme of support with school, at home and access to the supported learning programme • Playing for Success courses for year 5 students with carry on to year 6 • SATs Booster classes for young people in year 6 • Training for foster carers to help support learning in the home in both Literacy and Maths • Reading projects in conjunction with specialist Education Psychologists using a wave 3 intervention (Catch-Up) 							

Hertfordshire Community Strategy Theme: Children and Young People

Long Term Objective: Children are confident to respond to bullying

LAA 2008-2011 Theme:

Children and Young People

LAA Target: NI 69

Children who have experienced bullying

Short Term Action	Measure and Target				Lead Individual	Lead Agency	Key Partners	How will we monitor progress
Short term action from community strategy	Measure and target used to deliver the short term action – including LAA targets				Gill Jones/ Liz Biggs	CSF	Schools and other settings Hertfordshire Constabulary Voluntary groups	CSF Board annual HSCB annual CYPP annual
	Baseline Tellus Baseline November 08	08/09 24% Nov 2009	09/10 22% Nov 2010	10/11 20% Nov 2011				
	<p><u>Actions:</u></p> <p>Describe briefly the specific projects or initiatives that will help delivery of this target:</p> <ul style="list-style-type: none"> • Raise the profile and emphasise the importance of anti-bullying and harassment work in schools and other settings by: <ul style="list-style-type: none"> ○ Monitoring, supporting and challenging practice ○ Conducting sample surveys and in-depth reviews jointly with schools • Promote the use of the Hertfordshire self-evaluation inclusion tool to evaluate anti-bullying and harassment policy and practice 							

	<ul style="list-style-type: none"> • Engage partners and the wider community in identifying joint working opportunities to promote and further develop anti-bullying policy and practice (e.g. police protocols in and around schools) • Develop and evaluate a training programme to support schools, partners and other settings including: <ul style="list-style-type: none"> ○ A 'train the trainer' package ○ Identifying and sharing good practice • Support parents, carers and schools including the establishment of an independent mediation service
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Hertfordshire Community Strategy Theme: Children and Young People

Long Term Objective: Significantly reduce the number of young offenders and young people who are victims of crime

LAA 2008-2011 Theme: Safer and Stronger Communities

LAA Target: NI45 YOUNG OFFENDERS ENGAGEMENT IN SUITABLE EDUCATION, TRAINING OR EMPLOYMENT

Short Term Action	Measure and Target				Lead Individual	Lead Agency	Key Partners	How will we monitor progress
Short term action from community strategy	Measure and target used to deliver the short term action – including LAA targets				Tom Rees	Hertfordshire Children's Trust Partnership	HCC	CYPP Quarterly Performance Monitor
	<u>Baseline</u> 76.5% (06/07)	<u>08/09</u> 78.1%	<u>09/10</u> 81.2%	<u>10/11</u> 83.6%				

Significantly reduce the number of young offenders and young people who are victims of crime								CYPP Half-yearly Action Monitor
	<p><u>Actions:</u></p> <p>Describe briefly the specific projects or initiatives that will help delivery of this target</p> <p>CYPP writing days are taking place during November and December 2008. During these, actions for this indicator will be developed. 'Keeping on the right track' will be a specific new priority in CYPP 09/11 and this will incorporate our youth crime action plan.</p> <p>Second quarter data shows an achievement of 80% against this measure which exceeds the 08/09 target. The work on CYPP should put in place an action plan to sustain this.</p>							

Hertfordshire Community Strategy Theme: Children and Young People

Long Term Objective:

Ensure all children and young people have access to high quality facilities and a range of positive activities to develop personal and social skills, promote wellbeing and reduce behaviour that puts them at risk

LAA Target: NI51

EFFECTIVENESS OF CHILD AND ADOLESCENT MENTAL HEALTH (CAMHS) SERVICES

Short Term Action	Measure and Target				Lead Individual	Lead Agency	Key Partners	How will we monitor progress
Short term action from community strategy Children and young people's emotional wellbeing and mental health is well supported	Measure and target used to deliver the short term action – including LAA targets				Amanda Flower	Hertfordshire Children's Trust Partnership	Hertfordshire County Council and Hertfordshire PCTs	CYPP Quarterly Performance Monitor CYPP Half-yearly Action Monitor CSF Board Monthly Performance Monitor
	<u>Baseline</u> 10 out of 16 (Feb 08)	<u>08/09</u> 12	<u>09/10</u> 16	<u>10/11</u> 16				
	<u>Actions:</u> Describe briefly the specific projects or initiatives that will help delivery of this target CYPP writing days are taking place during November and December 2008. During these, actions for this indicator will be developed further. The actions instigated in 08/09 are; Develop Forest House Adolescent Unit Develop the Community Psychology Service Challenging Behaviour Pathway							

- Develop Pathway Plans in a timely manner
- A performance clinic reviewed this issue resulting in:
 - better checking of data to ensure Pathway Plans are not overlooked
 - a recruitment strategy seeking to ensure that QSWs are in place to complete the work.

Map the services that currently contribute to supporting children’s emotional wellbeing and mental health in Hertfordshire, in order to:

- Understand the contribution local services currently make
- Use HCTP resources and skills as effectively as possible

An Early Intervention group was been convened. This group met for the first time in July. A questionnaire was been designed to send to stakeholders to gather information on services and training provided. This questionnaire was distributed during October and information will be collated during November and December.

Hertfordshire Community Strategy Theme: Children and Young People

Long Term Objective:

Narrow the gaps between vulnerable children and all children in Hertfordshire whilst improving outcomes for all

LAA Target: NI54

SERVICES FOR DISABLED CHILDREN

Short Term Action	Measure and Target				Lead Individual	Lead Agency	Key Partners	How will we monitor progress
Short term action from community strategy Children and young people with learning difficulties and disabilities are empowered to reach their full potential	Measure and target used to deliver the short term action – including LAA targets					Hertfordshire Children's Trust Partnership	HCC	CYPP Quarterly Performance Monitor CYPP Half-yearly Action Monitor
	<u>Baseline</u> 2009	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>				
	<u>Actions:</u> Describe briefly the specific projects or initiatives that will help delivery of this target GO have agreed this indicator will have to be parked as information is unlikely to be available until March due to a national issue.							

Hertfordshire Community Strategy Theme: Children and Young People

Long Term Objective:

Ensure children and young people have a healthy weight

LAA Target: NI56

OBESITY AMONG PRIMARY SCHOOL AGE CHILDREN IN YEAR 6

Short Term Action	Measure and Target				Lead Individual	Lead Agency	Key Partners	How will we monitor progress
Short term action from community strategy Children and young people have a healthy weight	Measure and target used to deliver the short term action – including LAA targets				Hilary Angwin	Hertfordshire Children's Trust Partnership	Hertfordshire PCTs	CYPP Quarterly Performance Monitor CYPP Half-yearly Action Monitor
	<u>Baseline</u> 14.1% (West Herts)	<u>08/09</u> 14.4% (West Herts)	<u>09/10</u> 14.3% (West Herts)	<u>10/11</u> 14.2% (West Herts)				

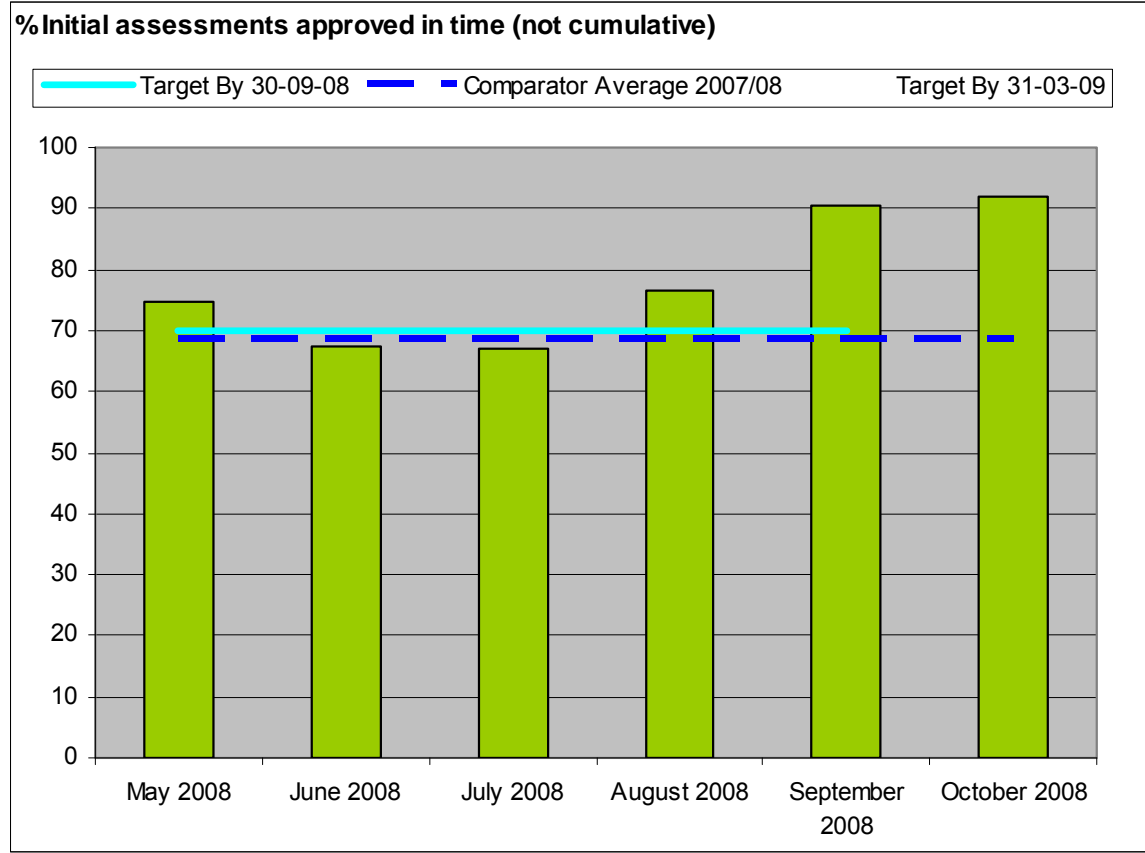
Hertfordshire Community Strategy Theme: Children and Young People

Long Term Objective: Narrow the gaps between vulnerable children and all children in Hertfordshire whilst improving outcomes for all

LAA Target: NI59 PERCENTAGE OF INITIAL ASSESSMENTS FOR CHILDREN'S SOCIAL CARE CARRIED OUT WITHIN 7 WORKING DAYS OF REFERRAL

Short Term Action	Measure and Target				Lead Individual	Lead Agency	Key Partners	How will we monitor progress
Short term action from community strategy Vulnerable children and young people achieve as well as others	Measure and target used to deliver the short term action – including LAA targets				Mary Milton	Hertfordshire Children's Trust Partnership	HCC	CYP Quarterly Performance Monitor CYP Half-yearly Action Monitor CSF Board Monthly Performance Monitor
	<u>Baseline</u> 58.7% (Feb 08)	<u>08/09</u> 75.0%	<u>09/10</u> 77.0%	<u>10/11</u> 80.0%				

	<p><u>Actions:</u></p> <p>Describe briefly the specific projects or initiatives that will help delivery of this target</p> <p>CYPP writing days are taking place during November and December 2008. During these, actions for this indicator will be developed further for 09/11. In 08/09, a performance clinic has taken place to review the work necessary to improve performance. The latest performance monitor, reproduced below, shows that substantial progress is being made.</p>
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Hertfordshire Community Strategy Theme: Children and Young People

Long Term Objective:

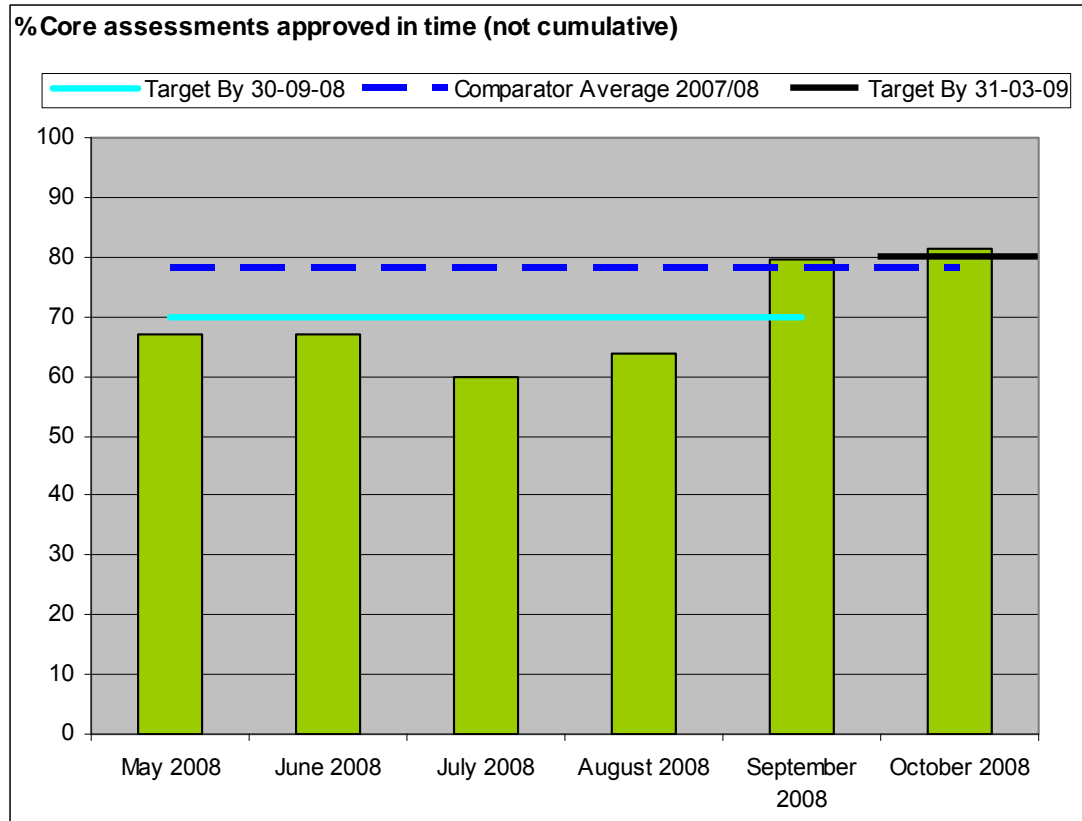
Narrow the gaps between vulnerable children and all children in Hertfordshire whilst improving outcomes for all

LAA Target: NI60

PERCENTAGE OF CORE ASSESSMENTS FOR CHILDREN'S SOCIAL CARE THAT WERE CARRIED OUT WITHIN 35 WORKING DAYS OF THEIR COMMENCEMENT

Short Term Action	Measure and Target				Lead Individual	Lead Agency	Key Partners	How will we monitor progress
Short term action from community strategy Vulnerable children and young people achieve as well as others	Measure and target used to deliver the short term action – including LAA targets				Mary Milton	Hertfordshire Children's Trust Partnership	HCC	CYPP Quarterly Performance Monitor CYPP Half-yearly Action Monitor CSF Board Monthly Performance Monitor
	<u>Baseline</u> 68.2% (Feb 08)	<u>08/09</u> 80.0%	<u>09/10</u> 82.0%	<u>10/11</u> 85.0%				
<p><u>Actions:</u></p> <p>Describe briefly the specific projects or initiatives that will help delivery of this target.</p> <p>CYPP writing days are taking place during November and December 2008. During these, actions for this indicator will be developed further for 09/11. In 08/09, a performance clinic has taken place to review the work necessary to improve performance. The latest performance monitor, reproduced below, shows that progress</p>								

has been made. And current targets are being achieved now.



Hertfordshire Community Strategy Theme: Children and Young People

Long Term Objective:

Ensure all children and young people have access to high quality facilities and a range of positive activities to develop personal and social skills, promote wellbeing and reduce behaviour that puts them at risk

LAA Target: NI66 LOOKED AFTER CHILDREN CASES WHICH WERE REVIEWED WITHIN REQUIRED TIMESCALES

Short Term Action	Measure and Target				Lead Individual	Lead Agency	Key Partners	How will we monitor progress
<p>Short term action from community strategy</p> <p>Children and young people achieve their full potential whilst in and moving on from care</p>	Measure and target used to deliver the short term action – including LAA targets				Dawne Brent	Hertfordshire Children's Trust Partnership	HCC	<p>CYPP Quarterly Performance Monitor</p> <p>CYPP Half-yearly Action Monitor</p>
	<p><u>Baseline</u> 78.4% (Feb 08)</p>	<p><u>08/09</u> 90.0%</p>	<p><u>09/10</u> 93.0%</p>	<p><u>10/11</u> 96.0%</p>				
<p><u>Actions:</u></p> <p>Describe briefly the specific projects or initiatives that will help delivery of this target</p> <p>The Action for 08/09 is listed below. CYPP writing days are taking place during November and December 2008. During these, actions for this indicator will be developed for 09/11.</p> <ul style="list-style-type: none"> • Ensure children looked after receive excellent services by improving the timeliness and quality of care planning and casework <p>In 08/09, a performance clinic has taken place to highlight problems. Work has been developed in the</p>								

	<p>following areas:</p> <ul style="list-style-type: none"> - Reviews cancelled without appropriate authorisation - Reviews cancelled if IRO is unavailable - Lack of clarity on what is the “minimum” expectation for a CLA Review - System for supporting area teams in the facilitation and co-ordination of reviews not adequate. - To improve the percentage of children and young people who participate in their reviews. - Reminders re reviews not sufficiently accessible to area team managers-currently sent 6 weekly.
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Hertfordshire Community Strategy Theme: Children and Young People

Long Term Objective: Eradicate child poverty

LAA Target: NI116 PROPORTION OF CHILDREN IN POVERTY

Short Term Action	Measure and Target	Lead Individual	Lead Agency	Key Partners	How will we monitor progress
Short term	Measure and target used to deliver the short term	Andrew	Hertfordshire	HCC	CYPP

action from community strategy Vulnerable children and young people achieve as well as others	action – including LAA targets				Simmons	Children's Trust Partnership	Quarterly Performance Monitor CYPP Half-yearly Action Monitor
	<u>Baseline</u> 12.1% (06/07)	<u>08/09</u> 10.9%	<u>09/10</u> 10.3%	<u>10/11</u> 9.7%			
<p><u>Actions:</u></p> <p>Describe briefly the specific projects or initiatives that will help delivery of this target</p> <p>CYPP writing days are taking place during November and December 2008. During these, actions for this indicator will be fully developed. The actions underway are:</p> <ul style="list-style-type: none"> • Attendance at the National Conference on Poverty in February 2009 • Establishing a mutli-agency work group • Developing a bid for LAA1 Reward Grant 							

HCOP THEME – STORY TO FOLLOW

Hertfordshire Community Strategy Theme: **An Ageing Population**

Long Term Objective: Focus on prevention of illness; help older people maintain their independence

LAA 2008-2011 Theme: Healthier Communities and Older People (HCOP)

LAA Target: NI 125 **ACHIEVING INDEPENDENCE FOR OLDER PEOPLE THROUGH REHABILITATION /INTERMEDIATE CARE**

Short Term Action	Measure and Target				Lead Individual	Lead Agency	Key Partners	How will we monitor progress
Short term action from community strategy Strengthen intermediate care provision Support independent living for older people	Number of people 65+ who were discharged from hospital and referred to a joint intermediate care/rehab service and have been able to remain living at home (inc extra care housing, adult placement) 3 months after their discharge from hospital.				Amanda Brown	Hertfordshire PCTs	ACS	Intermediate Care Programme Board
	<u>Baseline</u> TBA by 12 January 09	<u>08/09</u> -	<u>09/10</u>	<u>10/11</u>				
	<u>Actions:</u> Describe briefly the specific projects or initiatives that will help delivery of this target:							

At present the intermediate care system is fragmented and does not operate efficiently. People are staying inappropriately or for too long in expensive acute hospital or community hospital beds. Beds are often blocked which means that some people are being placed long term into care homes directly from hospital. A new model of intermediate care is proposed that takes into account the whole system to ensure that people are cared for in the right place at the right time and at the right cost.

The new model will result in:

- A review of the number and location of directly provided NHS community intermediate care beds.
- A new tier of independent intermediate care beds will be introduced within independent care homes where ACS has long term strategic contracts. The new tier will provide an additional level of care for people who do not need the level of medical support that a community hospital bed provides.
- The integration of intermediate care teams with ACS enabling home care staff, resulting in a service that is less buildings dependent.
- A whole system approach to intermediate care so that people are in the right place at the right time and cost. This new model will need to be managed effectively and efficiently. This will mean that the community intermediate care team will proactively 'pull' people down and 'push' people up through the system to the appropriate destination for them.
- More beds available at less cost and there will be flexibility in the system to increase beds to meet future demand.
- Investment for the integrated intermediate care teams.
- Investment in technology, including diagnostics.
- Services will be commissioned from the voluntary sector to support the efficiency of the whole system.

Hertfordshire Community Strategy Theme: Health and Wellbeing

Long Term Objective: Improve health and wellbeing of all our residents in the 20% most deprived wards; reduce the morality rate difference between deprived and non deprived areas.

LAA 2008-2011 Theme: Healthier Communities and Older People (HCOP)

LAA Target: NI 123 STOPPING SMOKING

Short Term Action	Measure and Target				Lead Individual	Lead Agency	Key Partners	How will we monitor progress
Short term action from community strategy Reduce smoking in areas of	Measure and target used to deliver the short term action – including LAA targets				Joel Bonnet	PCTs	GP practices PBC groups Dentists Pharmacists	Vital Signs, Quarterly stop smoking report, Hertfordshire Stop Smoking Service, Hertfordshire
	<u>Baseline</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>				
	06/07 E&N Herts PCT	E&N Herts PCT 822/100,000	E&N Herts PCT 822/100,000	E&N Herts PCT 822/100,000				

deprivation, particularly Broxbourne Stevenage and certain areas of Three Rivers	861/100,000 W Herts PCT 824/100,000	West Herts PCT 829/100,000	West Herts PCT 829/100,000	West Herts PCT 829/100,000				Tobacco Control Alliance and Local Strategic Partnerships.
	<u>Actions:</u>							
	Ensure timely data collection system is in place	Produce a new robust data entry tool which will allow receipt of electronic data from stop smoking advisers, additional to manual entry of paper Gold Standard Monitoring Forms. This should also be able to run queries to inform reports/performance management of HSSS providers	After review of PCT online smoking cessation database v1 pilot, the IT consultant was commissioned to produce v2 ready to pilot Review v2 and meet with consultant Implement possible further changes Arrange pilot to run parallel to use of existing HSSS Excel spreadsheet data entry system Review pilot	Data capture of successful	Letter to be drafted and sent to all			

		<p>four week quitters to be within six weeks after the end of the month in which clients quit</p>	<p>LES providers, specialists and sessional advisers asking that they return completed monitoring forms to HSSS within four weeks of the four week follow-up date. This allows for completion of an eight week course of NRT where appropriate. Enclose copy of new monitoring form where clinic record is on a separate page so that follow-up appointment notes can be entered for clients using Champix or Zyban.</p> <p>Send monthly reminders (email/telephone/letter)</p> <p>Scope cost & necessity of arranging monthly collection of monitoring forms by courier</p> <p>Date stamp all monitoring forms on day of receipt by HSSS</p> <p>Advisers who return incomplete or ambiguous monitoring forms should be phoned within one week of the form being received by HSSS for elucidation</p>
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			<p>Scope administrative functions and capacity of HSSS</p> <p>Increase & improve HSSS administrative capacity by proposed recruitment of:</p> <ul style="list-style-type: none"> • 1.0 WTE Business/Commercial Manager (Band 6 or 7) if budget uplift can be negotiated, if not – 0.5WTE • Additional administrator(s)/data input clerk(s) (Band 3)
	<p>Achieve the annual plan for four week successful quitters after attending Stop Smoking Service of 3528 in E & N Hertfordshire PCT and 3564 in West Hertfordshire PCT</p>	<p>Performance manage existing providers, carry out DH exceptional reporting procedure, identify new opportunities, inform marketing strategy and give feedback to stakeholders</p> <p>Involve PBC groups in delivering the target</p>	<p>Develop new Excel spreadsheet to record cumulative monthly numbers setting a quit date, numbers quit, and percentage quit rate for each GP surgery, pharmacy, specialist, sessional clinic, acute trust and other community-based services in each PBC group.</p> <p>Disseminate individual GP practice targets to the PBC leads</p>

		<p>Reconfigure and expand HSSS team to be fit for purpose</p>	<p>Arrange meeting with PBC leads and PEC Chair</p> <p>Scope existing team</p> <p>Recruit existing vacancies</p> <p>Produce draft proposal for an expanded HSSS team to include specialist provision for (a) pregnant women and their partners, clients with mental health issues, a focus on health inequalities, young people, and hospital inpatients additional to training and support of new LES providers (b) more sessional advisers and (c) a new post of Assistant Service Manager (Band 7)</p> <p>JD/PSs to be written, costings checked against HSSS budget and recruitment requests sent to HR.</p> <p>Negotiate budget uplift if necessary</p>
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		<p>Increase referrals through a marketing and communications strategy</p> <p>Decrease percentage of clients lost to follow-up</p>	<p>Enter a consultation period with existing team, if necessary Advertise vacant posts and recruit vacancies. Train new staff.</p> <p>Draft an initial plan to include a quarterly newsletter and programme of press releases linked to national/regional/local events</p> <p>Collaborate with and receive training from Pfizer to support HSSS in the development of a marketing strategy.</p> <p>Attend TCNST communications workshop</p> <p>Temp administrators to phone clients recorded as lost to follow-up by LES providers and sessional staff. Refresh data accordingly.</p> <p>Paragraph to be included in letter to advisers asking them to attempt contact with clients three times before marking as lost to follow-up.</p>
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		<p>Offer equitable, easily accessible, attractive one-to-one and group specialist/sessional clinic provision with special focus on areas of health inequalities across Hertfordshire</p> <p>Improved screening, advising and direction or booking of clients phoning the 0800 HSSS telephone line.</p> <p>Provision of telephone and/or email and or/text message support to HSSS clients who are unable or unwilling to attend face to face appointments</p>	<p>governance guidance – particularly to pharmacists relating to supply of NRT</p> <p>Review clinic capacity and sessional staff</p> <p>Deliver update training to sessional staff</p> <p>Plan and advertise smoking cessation groups in areas of need Plan and advertise weekend groups &/or one-to-one clinics</p> <p>Proposal to recruit or redeploy (after consultation process) and train a telephone adviser (Band 4 or 5)</p> <p>Re-launch and re-configure Smoke Free Hertfordshire Alliance</p>
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		Strengthen links with local partners to increase awareness, referrals and number of LES providers	Develop contacts with senior members of partnership organisations, workplaces etc
		Enable evaluation by EoE SHA and PCT Boards of progress with plan to date	

Hertfordshire Community Strategy Theme: An Ageing Population and Health and Wellbeing

Long Term Objective: Improve health and wellbeing of all our residents in the 20% most deprived wards, Improve life chances and access to healthcare for all, especially those in areas of deprivation and those with learning disabilities.

LAA 2008-2011 Theme: Healthier Communities and Older People (HCOP)

LAA Target: NI 141 % OF VULNERABLE PEOPLE ACHIEVING INDEPENDENT LIVING

Short Term Action	Measure and Target				Lead Individual	Lead Agency	Key Partners	How will we monitor progress
Short term action from community strategy: Support independent living	<u>Baseline</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	Andy Saunders	ACS/ Supporting People	Heads of Housing, District Strategy Officers,	Supporting People Commissioning Body
	07/08 Q3 59.3%	65%	68%	71%				

for older people							Provider agencies	
	<u>Actions:</u>							
	<p>The key progress to date and targets met so far are:</p> <ul style="list-style-type: none"> • Move-on steering group already well established • Districts and other partners well engaged with the move-on agenda • Move On Plans Protocol (MOPP) process – current stage: audit complete and analysis reports distributed to district project groups for development of action plans • Move-on now central to commissioning decisions - enabled by increasing floating support etc. • Targeted contract monitoring work in relation to under-performing providers through robust contract performance monitoring • Countywide move-on conference scheduled for November with extensive stakeholder representation 							

Hertfordshire Community Strategy Theme: An Ageing Population and Health and Wellbeing

Long Term Objective:

Focus on prevention of illness, help older people maintain their independence, ensure older people have the opportunities to be active members of our communities, improve life chances and access to healthcare for all, especially those in areas of deprivation and those with learning disabilities

LAA 2008-2011 Theme:

Healthier Communities and Older People (HCOP)

LAA Target: NI135

CARERS RECEIVING NEEDS ASSESSMENT OR REVIEW AND A SPECIFIC CARER'S SERVICE, OR ADVICE AND INFORMATION

Short Term Action	Measure and Target				Lead Individual	Lead Agency	Key Partners	How will we monitor progress
Short term action from community strategy Support independent living for older people	Measure and target used to deliver the short term action – including LAA targets				Tim Anfilogoff	Adult Care Services	PCTs, Carers in Hertfordshire, partners of multi-agency carers strategy	ACSMB - quarterly
	<u>Baseline</u> 14.6%	<u>08/09</u> 17%	<u>09/10</u> 19%	<u>10/11</u> 21%				
Increase physical activity amongst older people Ensure older people have opportunities to work, volunteer and learn	<p><u>Actions:</u></p> <p>Describe briefly the specific projects or initiatives that will help delivery of this target</p> <p>Multi-agency Carers Strategy being reviewed for April 2009 to include:</p> <ul style="list-style-type: none"> • Partnership core offer = basic information and signposting from all partners' staff who deal with the public (recognition and awareness training provided through the partnership) • Agency core offers (setting out responsibilities of all agencies) • Review of Carers Grant spend and plans (Autumn 2008) • Plans for new national PCT monies for breaks for carers (from April 2009) • Partnership with Job Centre Plus to deliver new back to work services for carers (nationally funded) • Review of implementation of Carers Contingency planning and new worker to be appointed at Client 							

<p>Give greater support to carers</p>	<p>Services focusing on carers</p> <ul style="list-style-type: none"> • New HPFT Carers Lead Officer (from Autumn 2008) • Local PI's being designed to support the LAA target and embedding of carer-friendly response in primary care • Ongoing partnership with Carers in Herts, Age Concern and others <p>Quarterly performance reports to ACSMB will identify risk of any shortfall and this will be addressed, as appropriate via:</p> <ul style="list-style-type: none"> • IRIS audit (recording or practice issues?) • Supporting practice in ACS and HPFT via L and D, surgeries, link to work of Principal Officers • Use of Carers Leads in EPD, LD and HPFT to address performance issues in timely way during the year <p>NB: LAA target is purely a measure of process. We will also be asking 300 carers in October what they thought of their carers' assessment (carried out in the previous 3 months) and whether they were satisfied with it. Last year this process fed into the new Backwatch DVD, because carers said they were not talked to about their health and well-being sufficiently, and set a baseline for this aspect of assessment and also a local target around carers' contingency plans.</p>
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Hertfordshire Community Strategy Theme: An Ageing Population and Health and Wellbeing

Long Term Objective:

Focus on prevention of illness, ensure older people have the opportunities to be active members of our communities, improve health and wellbeing of all our residents in the 20% most deprived wards.

LAA 2008-2011 Theme:

Healthier Communities and Older People (HCOP)

LAA Target: NI 8

ADULT PARTICIPATION IN SPORT AND ACTIVE RECREATION

Short Term Action	Measure and Target				Lead Individual	Lead Agency	Key Partners	How will we monitor progress
<p>Short term action from community strategy</p> <p>Increase physical activity amongst older people</p> <p>Increase levels of physical activity across all ages particularly in Broxbourne Stevenage Watford</p>	Measure and target used to deliver the short term action – including LAA targets				Joint leads: Fiona Deans and Tom May	Joint leads: Herts Sports Partnership and Herts PCT	LA's, LSP's, Community Sports Networks, School Sports Partnerships, National Governing bodies of sport, Age concern, Connexions, and many other voluntary organisations.	Annual results from the Active People Survey which is conducted by IPSOS MORI
<p><u>Baseline</u> 21.8%</p>	<p><u>08/09</u></p>	<p><u>09/10</u></p>	<p><u>10/11</u> 25.8%</p>	Reduce obesity in areas of deprivation, particularly in Broxbourne Stevenage				

Watford	<p>Projects and interventions for which funding will be applied for includes:</p> <p>Health walks – to continue to expand existing schemes across the county and to introduce evening led walks.</p> <p>Swimming stroke improvement sessions – to work with 60+ age group to encourage weak and nervous swimmers to return to swimming and take advantage of free swimming in the county.</p> <p>Workplace interventions – to work with companies in Hertfordshire helping them introduce physical activity opportunities for staff to take part in before, during or after work, for example, lunchtime yoga sessions, lunchtime walks, set up inter-company sports leagues, etc...</p> <p>Exercise classes for adults living in sheltered housing – to introduce regular exercise sessions for residents focusing on falls prevention. To introduce weekly Nintendo Wii sessions to add fun and social element to exercise.</p> <p>Exercise interventions for service users of luncheon clubs – to provide weekly exercise opportunities at luncheon clubs where provision does not exist, for example, Boccia (seated bowls), seated exercise, tai chi / falls prevention, etc..</p> <p>Exercise interventions for non-working mums to provide childcare and a chance for them to have time to themselves. Stretched single mums, or new mums with post natal depression could be targeted as exercise is proven to improve mental wellbeing.</p> <p>Social sport for fun – to provide more opportunities for adults of any age to play sport in a fun, relaxed environment. A large number of adults do not join a sports club because they are intimidated by the competitive element. More social sport opportunities need to be available.</p> <p>- £91,000 has been secured from Sport England so far for capacity and projects to be delivered over the next 3 years. The total cost of the application was £270,000 (this includes match funding). Herts PCT contributed £60,000 towards this funding application to be used as match funding for projects and capacity.</p>
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- '£20,000 Get back into' sport funding has been obtained from Sport England and sessions are being delivered in badminton, rugby, netball and a generic pot of funding is available for other sports to apply to. This project targets the 16+ age group.
- To have 2 Happy Healthy Herts, Wellness on Wheels vehicles to take sport and exercise opportunities direct to local communities. This innovative approach will deliver countywide and remove barriers to participation. *This project is subject to receiving funding.*

Continue to deliver projects for LAA1 targeting the 16 – 24 age group and 45+ age group as countywide targets. Various interventions are being delivered including expanding the county health walks programme, work place health interventions, falls prevention work, multi activity sessions and 16 – 24 active projects.

A large project is underway as part of LAA1 to increase the number of women from black and minority ethnic (BME) communities to take part in regular sport and physical activity. It is primarily targeting the 45+ age group. £146,000 has been secured for a 3 year project which began in March 2008. The project will also train women from BME communities to become qualified as sport and exercise leaders for their communities.

A big lottery funded project is underway as part of LAA1 to target 16 – 24 year olds to encourage them to be more active. £46,000 has been awarded and the project will run for 3 years and began in March 2008. A range of activities are included: Buggyfit – this targets young mums and provides a weekly exercise class for them to meet other young mums and exercise with their babies; midnight sports – sports sessions take place late in the evenings targeting teenagers; pub Olympics – sports competitions have been set up for 18 – 24 year olds to form teams and compete in a number of competitions, for example, dodge ball.