

# **Corporate Plan 2017-2021**

## **The Vision**

We want Hertfordshire to continue to be a county where people have the opportunity to live healthy, fulfilling lives in thriving, prosperous communities.

Our services touch the lives of every Hertfordshire resident, business and community. As the democratically accountable authority covering the whole of the county, we act as an advocate on residents' behalf, provide leadership and deliver a huge variety of services that make a difference to people's lives.

We offer support to Hertfordshire's schools to ensure children get a good start in life; we help people to live healthier, resilient lives and we look after people as they get older. We run services such as libraries and fire and rescue and we maintain the roads and dispose of household waste.

This plan sets out our key priorities for the county and how we intend to deliver our vision for Hertfordshire – County of Opportunity.

This is underpinned by the following four ambitions:

- Opportunity to Thrive
- Opportunity to Prosper
- Opportunity to be Healthy and Safe
- Opportunity to Take Part

## **The Hertfordshire context**

The last few years have been particularly challenging for local government. We have had to reduce our spending by £250 million since 2010/11 whilst protecting the services that are important to you.

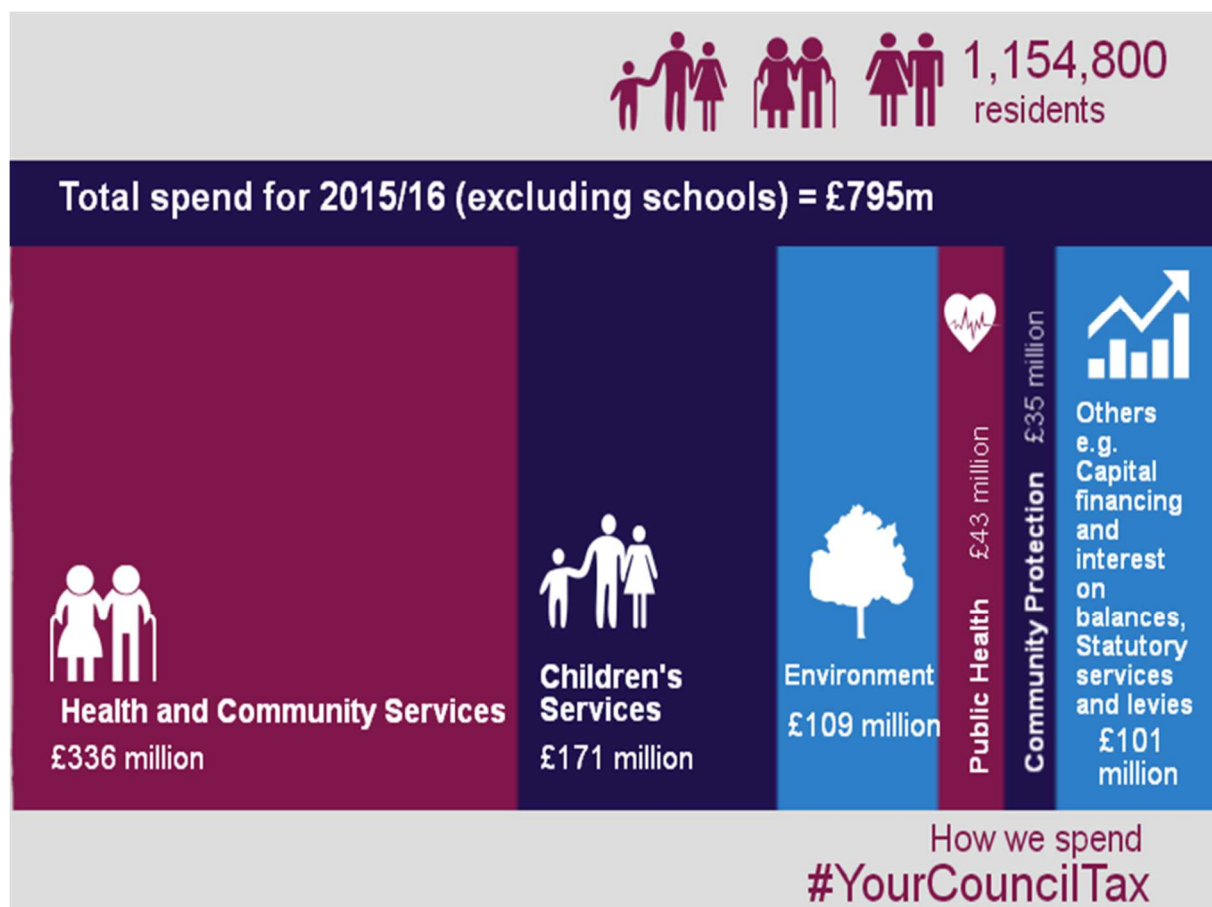
The next few years will also be tough. The grant we receive from Government from national taxation may be phased out and increasingly our services may be funded solely from council tax, business rates and fees. We are confident we can deliver some further savings by continuing to find efficiencies, by thinking differently about how we design and deliver services, by working better and more closely in partnership and by intervening earlier. However, we will have to continue to judge the right balance between funding services and the level of the council tax you have to pay.

We also face significant pressures due to the changing nature of our population as many people are living longer and need more care in older age.

We can't stand still. To meet the challenges ahead requires us to continue to improve the way we work and our services in the coming years.

This plan focuses on the development of prevention strategies to influence residents' behaviour in a way that helps prevent, reduce or delay demands on public services.

## Key facts about Hertfordshire and Hertfordshire County Council services



## Running services and helping people

### Each year

- **902,000** adults live in Hertfordshire....  
....and our social care services support **28,000** of these
- **750,000** calls made to our Customer Service Centre
- **42,700** school admissions applications (97% online)
- **15,000** free schools meals applications (90% online)
- **19,000** blue badge disability parking permit applications (35% online)
- **18,600** social care clients receive a review of their support
- **20,800** requests for help from new social care clients
- **3,200** carers provided with services, support or advice
- **1,600** people receive support to help them with their memory or cognition
- **3,200** people with a learning disability receive services
- **12,300** people receive help because they have a physical support requirement
- **6,700** referrals to children's social care
- **800** children put on child protection plans
- **60** adoptions and **50** Special Guardianship Orders to give these children a better, safer future
- **700** children, young people and their foster carers supported with an additional **100** in residential homes
- **960** children ceased being on a child protection plan through support from Children's Services
- **80** unaccompanied asylum seeking children being looked after by the County Council
- **25,000** school children weighed and measured as part of the National Child Measurement Programme

- **5,800** young people attending “Learn 2 Live” safer driving education projects
- **2,600** people accessing drug and alcohol treatment
- **12,000** vaccinations to school age children
- **60,800** attendances at local sexual health and contraception services
- **70,000** people working in Hertfordshire benefiting from workplace health programmes
- **20,000** birth and death registrations
- **3,200** civil marriages registered
- **3,200** sudden or unexplained deaths referred to the Coroner
- **460** Road Traffic Collisions attended by Fire and Rescue service
- **6,000** home fire safety visits
- **1,700** fire protection consultations
- **8,600** emergency calls handled by Fire and Rescue service
- **2,400** fires attended
- **2,055** home security service visits
- **8,077** hours of Community Protection volunteers’ time
- **30** trading standards call blockers installed
- **500** trading standards visits to scam victims
- **1,000** highways maintenance schemes delivered, including more than **10,000** potholes filled, across Hertfordshire’s **3,000** miles of road that the County Council maintains
- **51%** of household waste recycled

### **Each month:**

- **300,000** loans from libraries

- **50,000** visits to the HCC careers/jobs pages with an average of **190** vacancies being recruited to HCC

**Each day:**

- **15,000** home care visits a day, **1,200** people a day in day centres
- **110,000** street lights, **680** sets of traffic lights, **165,000** road gullies, **2,500** bridges to maintain
- **10,000** visits to libraries
- **11,000** visits (per week) to children's centres

**(The above are based on 2015/16 figures and rounded to nearest 10 or 100)**

## Opportunity to Thrive

We want every Hertfordshire resident to have the opportunity to maximise their potential and live a full life as a confident and resilient citizen.

Where people encounter difficulties or challenges, we will offer them the support to tackle these issues early on, minimising the impact on their lives, the lives of their families and the communities around them.

We also want everyone to have the opportunity to live in communities where the value of Hertfordshire's clean and green environment is respected.

### ***Across Hertfordshire, we want to see:***

- A cleaner and greener county with a reduced carbon footprint and increased levels of re-use and recycling with the disposal of household waste managed effectively.
- Our natural environment and diverse habitats protected from excessive or inappropriate growth, including the negative effects of airport expansion.

### ***For children, young people and their families, we want to see:***

- Those children who need more help at school, supported to catch up with the achievements of their classmates.
- Children looked after by the local authority, those with special educational needs and disabilities and others who face disadvantages, enjoying happy fulfilling lives, both in childhood and as they grow up.
- More families able to help themselves when problems first emerge through access to good information, advice and support when they need it.
- A good start in life for every child in Hertfordshire by ensuring they are ready for school and have a place in a good school.
- Young people who are inspired to learn new skills, through, for example, local intervention fire education courses.

### ***For those of a working age, we want to see:***

- Effective measures to support families with complex problems.
- Those who require on-going care provided with personalised support to enable them to live as independently as possible in housing that meets the needs of each individual.

### ***For older people, we want to see:***

- More people supported to live independently, with those who need care able to choose and control it through personalised budgets.
- A greater choice of housing options that meet the needs of each individual.
- Strong advocacy for older people, ensuring they are treated with dignity and respect and receive information to help them make the right decisions for their own future.

## **Opportunity to Prosper**

We want Hertfordshire's economy to be strong, with resilient and successful businesses that offer employment opportunities to residents, helping them to maintain a high standard of living.

When people are affected by difficult economic circumstances, we want to help them respond and have the opportunity to share in Hertfordshire's future and growing prosperity.

We want Hertfordshire to be recognised as a great place to do business, with a skilled workforce and infrastructure that supports the developing needs of the local economy.

### ***Across Hertfordshire, we want to see:***

- A transport network which enables reasonable and predictable journey times, with reduced congestion and reliable passenger transport services with future developments underpinned by a long term transport vision.
- A business-friendly environment where initiative is encouraged and celebrated and local businesses are able to effectively bid for public service contracts
- Inward investment attracted through the promotion of Hertfordshire as a great place to live and do business.
- Appropriate capacity for business and economic growth.
- Further development of high-value, high-skill sectors, including life sciences; Advanced engineering/manufacturing; agri-science and agri-tech; sustainable construction; creative industries (film, TV, and digital sectors).
- Housing developments of the appropriate design, location and scale, built to meet the needs of Hertfordshire's economy and residents.
- High speed broadband internet access rolled out across the county.
- Close working with the Local Enterprise Partnership to support the right type and scale of economic growth in the county.

### ***For children, young people and their families, we want to see:***

- An even higher proportion of young people in education, employment or training particularly those who have been in care.
- Schools and education services working with employers to ensure young people in Hertfordshire are equipped with the relevant skills to contribute to the local economy.

### ***For those of a working age, we want to see:***

- Vulnerable adults, carers and those with disabilities assisted to find work and build careers.
- Local employers providing a wide range of opportunities for workplace training, with an increased number and type of apprenticeships.



## **Opportunity to be Healthy and Safe**

We want Hertfordshire residents to have the opportunity to live as healthy lives as possible for as long as possible and to live safely in their communities.

We recognise the significant effect that remaining healthy has on the happiness and life chances of our residents but that some are significantly less healthy than others.

We want all services to work together to improve the overall health and wellbeing of people in Hertfordshire, with early measures taken to tackle health inequalities.

### ***Across Hertfordshire, we want to see:***

- Joined-up health and social care services tailored around individual needs assessed locally by the right person at the right time.
- Those who work in vital caring roles to be valued and for the work that they do to be recognised for its importance to our community.
- Wellbeing promoted through prevention strategies; by developing and supporting services that can prevent, reduce or delay the need for health and social care.
- Reduced levels of unhealthy weight, through encouraging active healthy lifestyles across all age groups including participation in sport and all forms of recreation, specifically targeting inactivity.
- A reduction in the number of people who smoke or have problems with alcohol or illegal drugs.
- Further reductions in the number of accidental deaths through increased preventative work around community safety.
- A county free from rogue trading.
- Even lower levels of crime, anti-social behaviour and domestic violence.
- Effective measures in place to respond to emergencies and robust counter-terrorism arrangements.
- Resilient communities who are well prepared for emergencies such as flooding.
- Equal importance placed on mental and physical health, supporting more schemes to help people of all ages to access appropriate services and recover from mental health issues.

### ***For children, young people and their families, we want to see:***

- Children protected from abuse and neglect and supported in their recovery from any resulting trauma.
- Children and young people provided with the right information and support to enable them to flourish and cope with the pressures they face in today's world.
- A county free from unlawful sales of harmful age-restricted products to young people.

### ***For those of a working age, we want to see:***

- Earlier diagnoses of dementia, with those with the condition and their families receiving the support they need to live well.

***For older people we want to see:***

- Fewer hospital admissions, with agencies working together so patients can be supported to return to their own homes wherever possible.
- Safer homes, to promote independent and healthy living aided by technology, equipment and safety checks helping to prevent avoidable falls and injuries.
- Dignified and happy lives, safe from neglect and abuse with high quality care delivered in a respectful way.

## **Opportunity to Take Part**

We want to enable all Hertfordshire residents to make a more active contribution to their local areas, working with elected representatives and other community activists to tackle local issues and ensure that council services are more responsive to their priorities and ambitions.

We want to help people help each other so that people are supported by their own family and community whenever possible, and so that people have a range of activities and opportunities in which to participate.

We will offer relevant, clear information about local public services and opportunities to volunteer and influence in ways which are meaningful for them and beneficial for their communities.

### ***Across Hertfordshire, we want to see:***

- All residents encouraged to get involved with local issues; influencing, shaping, and even running public services to make them more efficient, effective and attuned to local needs.
- Communities supported by initiatives such as locality budget grants.
- More volunteers making their own contributions to the county and its communities recognising the contribution of volunteering towards improving health and wellbeing, the prevention of isolation and mental health problems, and supporting individuals in both their personal and career development
- Families and services working together to identify how best to meet their individual needs and shape how future services are delivered.

### ***For children, young people and their families, we want to see:***

- Local democracy actively promoted in schools, through initiatives such as the UK Youth Parliament.
- New skills learnt and community projects undertaken, giving something back through the National Citizenship programme.

### ***For those of a working age, we want to see:***

- Employers making it easier for employees to volunteer.

### ***For older people, we want to see:***

- Residents drawing on their own community networks to help them stay independent at home for as long as possible.

## **Delivering our vision**

We have outlined our priorities for Hertfordshire and recognise that we can only achieve what we want for our county with partners from the public sector, business and voluntary and community groups.

We are ambitious for our residents and communities and are demanding of ourselves as an organisation. We seek to demonstrate that we are a forward thinking council through the quality of services we provide and the way we deliver them, reflecting the following values and behaviours:

### **Citizen focused**

Our primary purpose is to make a positive difference to Hertfordshire and its people. We strive to involve our residents, working with them to shape and design the delivery of services and employing volunteers in a range of roles to help improve life in our communities and get things done.

By supporting families to help themselves by building their sense of responsibility and resilience; and by investing in prevention strategies; providing information and support when problems first emerge, we aim to reduce their dependency on services.

We are committed to continually improving the customer experience at every opportunity. We welcome feedback about our services so that we can improve.

### **Every penny counts**

We aim to have a high performing, engaged and committed workforce, who are commercially aware and deliver value for money, high quality, citizen- focused services.

Like all those who spend taxpayers' money, the County Council has to play its part in responding to the need to strike the right balance between levels of taxation and funding of public services.

Making the best use of all available resources is vital. We take a planned approach to spending taxpayers' money wisely and make smart use of our resources, investing in prevention and long-term solutions.

We focus on getting the greatest return on the money we spend; including generating new income streams and reviewing the way we use our property assets.

### **Acting with integrity**

We are committed to acting in an open, honest and ethical way and respect the value and diversity of others in everything we do.

Our core purpose as a Council is to make life even better for all of Hertfordshire's diverse communities. As a provider of vital services and large employer, we recognise, respect and celebrate the fact that the people we serve and our staff are all different, whether due to their ethnic background, family setting, gender, sexual orientation, religion and belief, or other factors.

[Our Equality Strategy](#) sets out the ways in which equality and diversity are fundamental elements of our purpose and functions.

We are also committed to publishing accurate and reliable data so that the way we work is transparent and accountable.

We trust our staff to get the job done, promoting flexible working and embracing new technology to enable it.

## **Getting things right**

We aim to get things right first time and learn fast from our experiences when we need to improve.

We embrace the fast changing pace and environment of user focussed public service delivery. We seize opportunities to try new ways of delivering services. We take measured risks, supporting staff to trial new ideas to improve services, including responding to public demand for more digital ways of interacting with us.

Extensive processes are in place to provide assurance that taxpayers' money is spent effectively. The lessons and recommendations from these processes are monitored and used to inform ongoing improvements that will benefit Hertfordshire.

## **Continuing to innovate**

We pride ourselves on being an innovative council. We embrace change through being creative.

Through innovative partnerships with the private sector we have been able to benefit from their expertise. We continue to look for potential to join up more back office functions and frontline service delivery with other local public services.

Through our [website](#) we help people to self-serve. By providing information and digital services 24/7 we can reduce demand for other services in other ways.

We are developing further opportunities for increased revenue generation and ensuring the organisation has sufficient skills and knowledge to make the right commercial decisions to deliver innovative and value for money services.

We also recognise the importance of valuing and developing our staff. We know that we can only provide the best services if we recruit and retain excellent employees. We actively manage talented individuals within the council, operating award-winning apprenticeship schemes and a highly regarded graduate programme

## How to Contact Us

To find out more about the services we provide you can:

- **Look at our website** [www.hertfordshire.gov.uk](http://www.hertfordshire.gov.uk) where you can use lots of our services online.
- **Email or telephone**  
If you wish to contact us you can [email enquiries](#) or call **0300 123 4040**
- **Write to us**  
Hertfordshire County Council, County Hall, Pegs Lane, Hertford SG13 8DQ
- **Visit Us**  
Maps and directions to our main offices are available at <http://www.hertfordshire.gov.uk/contact/address/> and you can get information by visiting your local library.

We want to hear from local people about the issues and decisions that affect their lives. Visit [here](#) to find out how we consult with the community and how you can give your views and comments about county council services.

## Our Commitment to Equality

We are committed to achieving diversity and equality of opportunity both as a large employer and as a provider of services. We have a public duty to promote equality and to combat the unfair discrimination that still exists in society. We also believe that this helps us do our job better.

We recognise, respect and celebrate the fact that our staff and the people we serve are all very different, whether this is in our ethnic background, family setting, gender, religion and belief or other factors. We believe that diversity can drive innovation, a culture of fairness and respect and equality of opportunity for all.

We demonstrate our commitment to tackling inequality and promoting diversity in everything we do. In line with the Public Sector Equality Duty, we publish evidence of the impact of our policies and practices on people with protected characteristics as well as the objectives we have set to continue this work.