

HERTFORDSHIRE COUNTY COUNCIL

**PUBLIC HEALTH AND PREVENTION
CABINET PANEL**

14 NOVEMBER 2018 AT 10.00 AM

Agenda Item No.

3

HERTFORDSHIRE COUNTY COUNCIL PREVENTION STRATEGY

Report of the Director of Public Health

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Executive Member: - Richard Roberts, Public Health and Prevention

1. Purpose of report

1.1 To invite Members to consider and comment upon the Hertfordshire Prevention Strategy (“the Strategy”).

2. Summary

2.1 The Strategy has been designed following consultation with all directorates within Hertfordshire County Council (“the County Council”). The document aligns with the [Corporate Plan](#) and the County Council’s four ambitions (Opportunity to Thrive, Opportunity to Prosper, Opportunity to be Healthy and Safe, and Opportunity to Take Part).
It sets out the direction and priorities for prevention within the County Council.

3. Recommendation/s

3.1 Panel is asked consider and comment on the content of the Prevention Strategy and recommend to Cabinet the adoption and implementation of the Strategy.

3.2 Panel is asked to consider and comment on how the impact of preventive activity should be monitored and reported to Members so that these can be considered by the Director of Public Health in consultation with the Executive Member.

4. Background

4.1 A [report](#) was presented to Panel on 12 March 2018 detailing the background to work on Prevention across the County Council. The report also provided an update on the work being undertaken and a precis of the work established by

the Prevention work stream which is part of the current SMART transformation programme.

The report also detailed that the Strategy was in production and this work has now been completed with input from all of the directorates within the County Council. The Strategy is a document that applies to the whole organisation. It has been developed with the intention of looking at ways that the County Council can help its residents to thrive and prosper with the aim of giving the people of Hertfordshire the best chance at being a resilient, independent population.

- 4.2 All the services the County Council provides have important roles in helping residents to thrive. It is important, in achieving this aspiration, that people are supported to be as independent as possible.

Although the County Council is involved in preventive activity currently, there is more that could be done. Investment in greater prevention activity could be beneficial to the organisation. There are many gains in social value that could be achieved as well as avoidance of future costs/demands in the context of the changing demographics over the next 20-30 years.

At a time when public services and finances are under pressure, the County Council has an opportunity to refocus on keeping people independent for as long as possible, and this will mean redesigning the way it offers some of its services to help residents achieve this.

The Strategy focuses on prevention and considers how the County Council can continue to meet its ambitions through an emphasis on two main approaches:

- i) its services working in more preventive ways – providing those things to our residents that are likely to avoid or reduce their losing independence, and avoid or reduce need for a more costly or complex service in the future.
- ii) supporting individuals, families and organisations to thrive, to use services differently and ultimately help prevent the need for more complex services in the future.

There will be a need for the County Council to work with a range of partners (Business, NHS, Police and Crime Commissioner, Schools, Voluntary and Community Sectors, residents and many more) to achieve this.

The Strategy is a high-level statement, setting out the council's ambitions. Services will produce more detailed plans which will make clear how to set out to make this ambition reality.

- 4.3 Most benefits would be achieved over the medium to long term and it is for this reason that the Strategy is not set within a fixed number of years, however, it is recommended that it should be reviewed after 5 years to ensure that the County Council's direction is still aligned to the Strategy.

5. Financial Implications

There are no financial implications as a direct result of this report however delivering on this strategy will require investment for which business cases will be individually produced in due course.

The decision as to whether investment in individual business cases can be covered within existing budgets will be taken on a case by case basis at the time each is presented. Justifying investment in prevention can be problematic because it is often difficult to measure the financial benefits and measure what has been prevented in a time of significant growth. This will need to be considered at the appropriate time.

6. Equality Impact Assessment

- 6.1 When considering proposals placed before Members it is important that they are fully aware of, and have themselves rigorously considered the equalities implications of the decision that they are taking.
- 6.2 Rigorous consideration will ensure that proper appreciation of any potential impact of that decision on the County Council's statutory obligations under the Public Sector Equality Duty. As a minimum this requires decision makers to read and carefully consider the content of any Equalities Impact Assessment (EqIA) produced by officers.
- 6.4 The Equality Act 2010 requires the Council when exercising its functions to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The protected characteristics under the Equality Act 2010 are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief, sex and sexual orientation.
- 6.5 An EqIA will be undertaken for each element of the prevention programme once the programme is active

Appendix A

Hertfordshire County Council Prevention Strategy

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1 Foreword

The County Council's ambition is for a population which thrives, is healthy, and is as independent as possible. These are key parts of having a flourishing county.

Part of ensuring we can play our part in achieving this is to make sure our approaches to the services we provide focus on keeping people as well and independent as possible. This is not just in the realms of health but also across social care, education and other aspects of what makes for good quality of life.

The aim of this strategy is to set out an overarching approach for how we will deliver this, and the way we will work. This will inform other strategies and approaches from our Children's' Strategy to our Care, Public Health and Service strategies.

Richard Roberts
Executive Member, Public Health and Prevention

2 Introduction

Hertfordshire County Council's ambitions for all those that live, work and travel in the county are for people to have the opportunity to live healthy, fulfilling lives in thriving, prosperous communities. This is expressed in the [Corporate Plan](#).

All the services the county council provide have important roles in helping residents to thrive, to a greater or lesser extent. It is important, in achieving this aspiration, that the council support people to be as independent as possible.

The council could do more to help people be independent, whether this be ensuring the business environment is right, that educational attainment is the best it can be, or that people age well and can remain independent of care services for as long as possible.

At a time when public services and finances are under pressure, there are opportunities to refocus on keeping people independent for as long as possible, and this will mean redesigning the way the council offer some of our services to help residents achieve this.

This strategy (see the graphic below) focuses on prevention and considers how Hertfordshire County Council can continue to meet its ambitions through an emphasis on two main approaches:

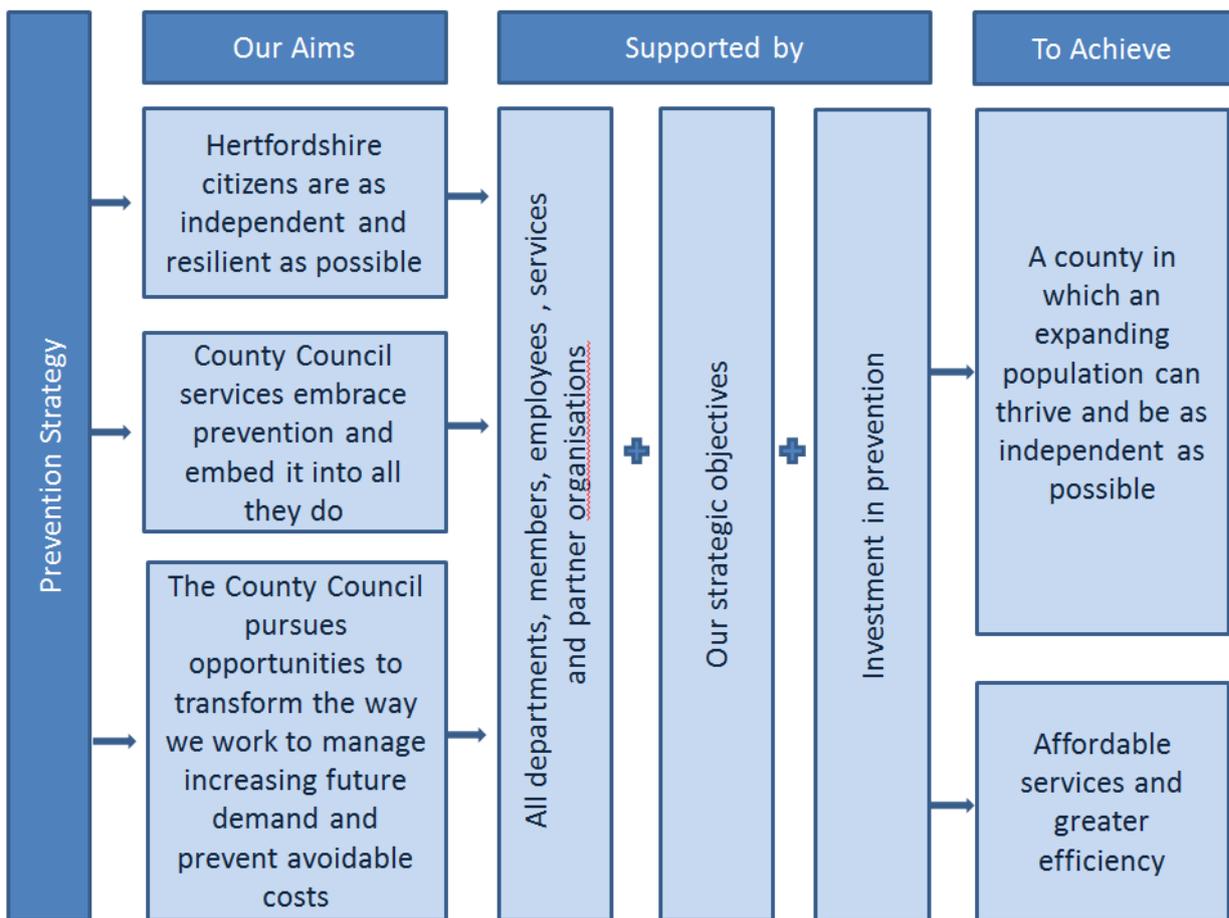
- i) services working in more preventive ways – providing those things to our residents that are likely to avoid or reduce their losing independence, and avoid or reduce need for a more costly or complex service in the future.
- ii) supporting individuals, families and organisations to thrive, to use services differently and ultimately help prevent the need for more complex services in the future

Some services are working already on this. As part of this strategy the council will seek to change the culture of the whole organisation to focus more on prevention and independence for residents.

This will also mean working with a range of partners (Business, NHS, Police and Crime Commissioner, Schools, Voluntary and Community Sectors, residents and many more to achieve this.

This strategy is a high-level statement, setting out the council’s ambitions. Services will produce more detailed plans which will make clear how to make this ambition reality.

Hertfordshire’s Prevention Strategy at a Glance



2.1 What Would Good Prevention Look Like?

Hertfordshire County Council will:

- Be a prevention focussed organisation.
- Make decisions about strategy and policy through the lens of our preventive ambitions.
- Ensure that the County Council workforce has the right tools and training to support the prevention approach.
- Embed a culture of prevention throughout the County Council and build prevention into our documentation, policies and processes so that preventive thinking happens by default.
- Review and redesign the way departments work to make services as preventive as possible.
- Adopt best-practice 'behaviour change' techniques to ensure our communications and commissioned services are as preventive as they can be.
- Harness the power of the council's front-line workforce and ensure that each person, working with citizens, can help the people of Hertfordshire make the best use of services.
- Work to help the citizens of Hertfordshire achieve a greater degree of self-reliance, self-care, self-management and resilience
- Support the community and voluntary sector in delivering Hertfordshire's prevention aims in line with the Compact and the Commissioning of the Voluntary and Community Sector Strategy.

In order to achieve this, the organisation needs to define prevention activity for Hertfordshire County Council services and interests. There is an expectation that Hertfordshire's partners will do this too.

For the purposes of this strategy prevention is defined as any activity which aims to help people thrive, and in doing so helps reduce or prevent reliance on some services. This may mean that the county council will want to encourage people to use some services more (such as libraries, leisure facilities, education services.)

This may involve using services in a more effective way over the long-term, it will also involve ensuring services focus on helping people become and remain independent. Prevention is not about rationing or restricting access to services or limiting service provision.

The aims of the prevention approach adopted to achieve Hertfordshire's ambitions are:

1. to ensure residents lead fulfilling lives and are as self-reliant as possible,
2. that the council prevents avoidable need for public service where it is possible and that
3. prevention is universally applied and adopted across all services

Prevention should be at the starting point for all public service activity from road maintenance to health and social care. It is about engaging, empowering, supporting and helping individuals, communities and society in general to be more resilient, reduce risk, identify problems early, seek effective solutions, and avoid

adverse outcomes as well as making sure that the services that are offered encourage a preventive approach.

2.2 Why Hertfordshire Must Act Now

Although the County Council is already engaged in many preventive activities, demographic changes over the next 20 years and beyond will mean that Prevention will need to become a key foundation for our strategy, for two reasons:

1. To ensure the council achieves its economic ambitions for the county. Hertfordshire must be a county which can thrive in the midst of competition from inside and outside the UK
2. To ensure the growth in population is an opportunity not a generator of demand for service

The county council needs to set its agenda now to ensure the growth in population is an opportunity for everyone, and as part of this create the right economic, environmental, business and other conditions so people can be as independent as possible. Hertfordshire County Council will make clear plans to find innovative ways to achieve this.

Our county will change:

- By 2037, there will be around 220,000 more people in Hertfordshire, an 18.6% rise (more than double the population of Watford).
- Around 23,000 of these residents will be aged 90+ (people are living longer)
- The number of over 65 year olds will increase by 55% (more than 111,000 people)
- There will be an increase in the teenage population
- There will be in the region of 90,000+ more homes
- There will be an increase of approximately 20% more traffic on the roads

Preventive initiatives and change on such a wide scale can take years to embed and the journey has to start now.

2.3 The Benefits of Prevention

The benefits of prevention go beyond improved lives for individuals and reduced pressure on services. The consequences of investment in prevention can have a positive impact on the economic prosperity and social wellbeing of the county.

Examples:

- Supporting people to get into work or return to work after illness improves their health and wellbeing. It gives people focus, contributes to their happiness, helps them to build confidence and self-esteem, and rewards them financially.

- Building resilience/coping mechanisms in young people helps them manage stress and develop into adults who will be mentally strong and able to take on life's challenges.
- Keeping older adults physically strong and fit, well-nourished and hydrated can help prevent frailty and falls.
- Increasing recycling and reducing the amount of waste that is generated, prevents additional growth of landfill sites and is better for the environment.
- Development of competitive places for businesses to trade in Hertfordshire increases the number of jobs for our population so that they can prosper.
- Education about healthy relationships in schools can reduce the risk of domestic abuse and teenage pregnancies.

It seems sensible that demand and costs that are avoidable are proactively prevented.

More specific opportunities and potential benefits to Hertfordshire can be seen in Appendix 1 below.

3 Hertfordshire's Prevention Programme

There are three major 'building blocks' to the Hertfordshire prevention approach and some of this work has already started:

- Building a culture of resilience, independence and well-being with people taking control of themselves and their families e.g. by building community connections, keeping active, eating healthily, volunteering to improve the environment, learning, making use of grit bins in the winter etc.
- Building prevention into the culture of all County Council staff, policies and processes so that all our services work more preventively, identifying preventive opportunities at the earliest possible point in a service delivery and planning.
- Identify, model and put in place a series of large scale transformational programmes across the council and the way we work with our partners.

3.1 Hertfordshire Citizens Embracing Health and Well-being and Taking Responsibility for Their Communities

The focus will be on enabling people to take control of their own health, independence and well-being and contribute to their communities. Tried and tested behavioural change techniques are used to manage this change as the county councils make our actions and our messages as effective as possible. This will require a change of culture for both service users and service providers. The outcomes will be that residents actively invest in their own welfare and know how to help themselves and their communities. They are aware of alternative sources of support (such as community resources and online resources) and can access them easily and that they are supported by services and policies which reinforce this.

3.2 Hertfordshire County Council Staff, Services, Policies and Processes

This will require a new 'mind set' for the employees of the County Council. This work will require training and culture shift for Hertfordshire County Council staff at all levels, identifying where 'upstream' preventive activities could positively impact future demand, changing the way things are done and building prevention and behaviour change into all services, policies and business processes.

Examples

- Some of the organisation's services support people who are dealing with many issues at the same time e.g. drug/alcohol abuse, domestic violence, mental health and financial worries. These services help to get families/individuals back on track. If more could be done to prevent these problems from happening in the first place, many people could avoid difficult times and give younger generations better life chances.
- Collaborative working with district and borough councils and building contractors to build healthy living and working spaces with good transportation links can help reduce traffic congestion and pollution, improve air quality and give residents better life satisfaction.

3.3 Transformational Programmes

Work has already started to produce business cases for large scale, transformational pieces of work across the organisation. Hertfordshire must continue to seek opportunities to work across services and with partner organisations to invest in activities that will help us to achieve our prevention goals.

These large-scale programmes will require adequate funding and resources in order to reap the benefits identified. It is anticipated that a portion of 'Invest to Transform' funding will be used to finance these, as well as joint funding from other partners who will benefit, however, the County Council must be ambitious if it is to be truly transformational.

Some of the schemes Hertfordshire is scoping include:

- Herts Home Safety
- Transport fleet
- Every contact counts for young people
- Improvements in SEND
- Edge of care 11+
- Employment support for people with learning disabilities
- Joined up independent living for adults with LD
- Older people's resilience

4 **Investment in Prevention and Protecting Prevention from Disinvestment**

The County Council will take a clear line with regards to prevention and how preventive activity will be funded over coming years. Prevention is a long-term investment and 'payback' may not be achieved for several years. By their very

External Environment: It constitutes the external factors or situations that influence the organisational performance like the worldwide economy, political/government factors and the legislations.

Mission and Strategy: Mission is the reason for existence of the organisation and strategy constitutes the road map of action and how the organisation achieves its goals/purpose over a period of time. A written mission statement guides the employees in their pursuit of organizational excellence.

Leadership: Leaders provide direction and guidance to the employees for behaving and performing in expected ways.

Organisational Culture: Culture of an organisation influences the behaviour of the employees and the way the employees do things.

Structure: Structure describes the hierarchical pattern in an organisation, levels of responsibility and the arrangement of functions, authority for making decisions, communication patterns and relationship for ensuring effective implementation of the organisational strategy and realization of goals.

Ten Pre-Requisites for Transformational Change (Beckhard) and how we will do this at Hertfordshire County Council;

Pre-Requisite	Hertfordshire's response
1. Ensuring the commitment of the senior management towards the change which should be visible to all the organisational members.	<ul style="list-style-type: none"> • Prevention strategy produced, signed-off by cabinet and launched. • Communications from the Chief Executive and SMB. • Update policies and business processes to incorporate prevention.
2. Producing a written mission statement and the futuristic vision/direction of the organisation which may provide guidance on the objectives, policies and values.	<p>Included in the strategy.</p> <p>Use good news stories from existing work to inspire more prevention.</p>
3. Building a shared awareness and change in the perception of the	Part of the communications strategy. Will require:

employees regarding the need for change.

- Presentations/roadshow/video
- Workshops to assist in the mind/culture shift
- Web page
- Staff suggestions management

4. Selecting a team of key managers and opinion formers who will be playing a crucial role in gaining the commitment of the employees towards the change and in disseminating the change widely across the organisation. Prevention board already established with AD representatives from all directorates. Will need embedded 'change/prevention' managers to challenge and deliver change over the medium-term. Prevention team resources will help support/coordinate this.
5. Generating an acceptance towards the overall process of change and the entire process of transformation. Part of the communications strategy and also change in action using mix of business change methodologies including: process mapping, behavioural insights, work flow analysis. Build on existing positive case studies.
6. Developing an understanding that resistance to change is inevitable and it needs to be managed effectively. Manage carefully. Ensure joined up working alongside other corporate change initiatives e.g. SMART
Promote understanding of the challenges and benefits to be achieved.
7. Educating and training the participants regarding the necessary competencies required for effectively overcoming the resistance towards the change and winning their commitment. Build a learning and development programme to support staff at all levels to be able to build prevention into their daily work. This will include behaviour change training to allow staff to make the most effective impact.

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| 8. Taking steps for avoiding the blames or any kind of negative behaviour which may generate any kind of resistance towards the change. | Programme/Project management methodology to ensure effective stakeholder management and monitoring of risks and issues. |
| 9. Using appropriate resources for facilitating this entire process of transformation or change. | Establish a dedicated prevention team to work with directorates to deliver prevention. |
| 10. Maintaining open channels of communication regarding the key processes, failures, challenges and the learning from the new initiatives. | Communications are key to 'buy-in'. Engaging 'hearts and minds' is essential. Consistent leadership, recognition of real challenges and the tenacity to persevere over the long-term will be essential to this programme. |

Appendix 1 - Hertfordshire's Corporate Plan and How Hertfordshire Can Become More Prevention Focussed

THRIVE - Across Hertfordshire, we want to see:			
Our Corporate Plan says:	How we are doing this today	How we could make it more preventive	Benefits of investing more in prevention
<ul style="list-style-type: none"> 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. 	Provide 17 Household Waste Recycling Centres around the county supported by the Hertfordshire Waste Partnership's WasteAware campaign to raise awareness and encourage reductions in the amount of waste produced.	Raise awareness and encourage reductions in the amount of waste produced. A link with local Furniture recycling schemes/social enterprises to reduce waste?	Increase levels of re-use, recycling and reductions in residual waste (saves money and good for the environment) Less bulky waste to destroy.
<ul style="list-style-type: none"> Our natural environment and diverse habitats protected from excessive or inappropriate growth, including the negative effects of airport expansion. 	Hertfordshire has a range of reactive planning advisory functions which aim to ensure "good" Growth for the county	Invest in a larger more proactive advisory function	Protected, healthier environment. Ultimately leading to healthier people (and biodiversity)
For children, young people and their families, we want to see:			
<ul style="list-style-type: none"> Those children who need more help at school, supported to catch up with the achievements of their classmates. 	SEND services Families First Approach	SEND Transformation programme which aims to empower parents/carers and communities to be more resilient	More children and young people remain in local schools

<p>• 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.</p>	<p>YC deliver life skills courses</p> <p>We commission college courses for young people with SEND and support CLA</p> <p>Children in Care Council is active and reaches out to out of county children in care CLA awards Virtual School awards</p> <p>Young people with SEND are trained to be Young Commissioners</p> <p>Reducing CLA strategy</p> <p>Families First approach and Family Safeguarding Teams have reduced the number of CLA and children on CPP</p> <p>Targeted interventions to address childhood trauma</p> <p>Ensuring children can make positive relationships with at least one significant person</p> <p>Ensuring contact with family and extended is maintained where it is safe and appropriate</p>	<p>SEND Transformation which aims to increase ambition and aspiration for young people with SEND</p> <p>Review transition options from Special Schools and from colleges</p> <p>Reduce the number of placements and of social workers CLA have</p> <p>Extend Mocking Bird scheme to provide respite foster care and peer support</p> <p>Develop in-county provision for young people with complex needs</p> <p>Increase multi agency approach to working with children</p>	<p>More young people access employment or training and live more independently</p> <p>Young people will be cared for in Hertfordshire</p> <p>Children thrive in stable environments</p>
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	to do so	<p>Increase the ability to allow for placement choice</p> <p>Extend the Lifelong Links model looking for all relatives connected to the child</p>	<p>Children are not further traumatised by their care experience</p> <p>Children are able to form healthy relationships into adulthood</p>
<p>• More families able to help themselves when problems first emerge through access to good information, advice and support when they need it.</p>	<p>Parenting support Childcare Directory Families First portal Local Offer website Families First approach</p> <p>Children's Centres, School Nurses and Health Visitors</p>	<p>Improve the ante-natal pathways Maximise the digital offer building on how families currently use technology</p> <p>Everybody knowing how to access this e.g. GPs, voluntary sector organisations, CAB, Food Banks etc?</p> <p>Increase input into issues such as: Increasing physical activity Healthy eating Dental Health Mental Health/resilience</p>	<p>Families feel connected, resilient and empowered</p> <p>Less need for services later</p> <p>Better long term health. Increased resilience Reduction of future costs to the health system</p>
<p>• 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.</p>	<p>95% of early education provision is good/outstanding Take up of 3 & 4 year old entitlement is 94% Take up of free provision for</p>	<p>Increase the take up for eligible 2 year olds Narrow the gap in attainment between those in the bottom 20% of a good level of</p>	<p>Children and young people achieve better outcomes and fulfil their potential</p>

	<p>eligible 2 year olds is 70%</p> <p>Focus on breastfeeding in Children's centre and with Health Visitors</p>	<p>development and others Increase the home learning offer to parents/carers Access the ASQ3 data from health to give a baseline at 2.5yrs in order to target support and assess progress at the EYFSP assessment at age 5</p> <p>Involving schools in normalising breastfeeding for future generations</p>	<p>Better health for developing children and mothers</p>
<p>• Young people who are inspired to learn new skills, through, for example, local intervention fire education courses.</p>	<p>Work shadowing and placements National Citizenship Programme Duke of Edinburgh scheme Prince's Trust</p>	<p>Work with the LEP to ensure skills meet work place skills gaps</p>	<p>Increase employment opportunities for young people</p>
<p>For those of a working age we want to see:</p>			
<p>• Effective measures to support families with complex problems.</p>	<p>Intensive support into families for children on the edge of care, supporting parents to manage challenging behaviours and further develop parenting skills</p> <p>Intensive Family Support Teams work with families with multiple and complex needs who would benefit from intensive support. The help we provide depends on each</p>	<p>Increase the amount of intensive support work we do</p>	<p>Children do not come into care and families feel supported to parent effectively</p>

	<p>family's situation, but examples of issues we help with include parenting skills, improving school attendance, training to help find a job, help with housing problems and managing money and debt.</p> <p>Locality teams supporting adults as required.</p> <p>Provision of Drug & Alcohol services to stabilise families in crisis</p>	<p>Preparing for Adulthood information to be produced including housing options (commissioned by ACS) focused on enablement and community engagement.</p> <p>Increase awareness of problems associated with drinking too much with the aim of reducing drinking alcohol on a regular basis</p>	<p>Less need for expensive services during adulthood</p> <p>Fewer alcohol related ill-health problems (physical & mental health)</p>
<ul style="list-style-type: none"> 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. 	<p>Connected Lives assessment which focuses on Prevention and Enablement before offering Support. A range of housing options are available all of which support independence.</p>	<p>During re-procurement of all housing options there will be a higher focus on enablement and independence for all adults in services.</p>	<p>Less need for services in the long term</p>
<p>For older people, we want to see:</p>			
<ul style="list-style-type: none"> More people supported to live independently, with those who need care able to choose and control it through personalised 	<p>Personal budgets are in place. The number of Direct Payments, which allows full flexibility, still increasing.</p>	<p>Access to preventative options, such as community-based provision, promoted and marketed successfully.</p>	

budgets.			
<ul style="list-style-type: none"> • A greater choice of housing options that meet the needs of each individual. 	<p>A range of housing options are being developed.</p> <p>Herts Warmer Homes scheme with energy providers to reduce health impact of poor living conditions</p>	<p>Extra Care Housing developments to be added to the range.</p> <p>Increase funding for this scheme and widen the availability of this help for citizens</p>	<p>Better living conditions dramatically improves health and can significantly reduce winter related illness and death.</p>
<ul style="list-style-type: none"> • 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. 	<p>Advocacy contract in place which includes focus on older people and specialist provision for people with dementia.</p>		

PROSPER - Across Hertfordshire, we want to see:			
Our Corporate Plan says:	How we are doing this today	How we could make it more preventive	Benefits of investing more in prevention
<ul style="list-style-type: none"> • 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. 	<p>LTP 4 and its various “daughter documents” encourage modal shift to sustainable, accessible transport in the county</p> <p>Increased link up between Children’s and Adults</p>	<p>Increased investment in modes of sustainable transport.</p> <p>A combined unit promoting and co-ordinating a ‘dial-able’</p>	<p>Improved health outcomes and decreased demand on social services and health services</p>

	passenger transport fleets.	'bookable' service.	
• A business-friendly environment where initiative is encouraged and celebrated and local businesses are able to effectively bid for public service contracts.	The Local Enterprise Partnership	Inclusion of this in the work of the Growth Board will be important going forward	
• Inward investment attracted through the promotion of Hertfordshire as a great place to live and do business.	The Local Enterprise Partnership	Inclusion of this in the work of the Growth Board will be important going forward	
• Appropriate capacity for business and economic growth.	The Local Enterprise Partnership	Inclusion of this in the work of the Growth Board will be important going forward	
• 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).per	The Local Enterprise Partnership	Inclusion of this in the work of the Growth Board will be important going forward	
• Housing developments of the appropriate design, location and scale, built to meet the needs of Hertfordshire's economy and residents.	Joint responsibility with districts and boroughs - Hertfordshire has a range of planning advisory functions which aim to ensure "good" Growth for the county. It also leads on "Building Futures" - a partnership of nine Hertfordshire local authorities	Already joined up working with ACS and Public Health in terms of scoping future needs of our residents and feeding this knowledge into planning for housing development but there are opportunities to do more of this	Decrease in demand on adult care services and specialist services for children.

	supporting delivery of high quality sustainable development across Hertfordshire. Herts Living Ltd works with a commercial partner to (amongst other priorities) address the housing needs of Hertfordshire's economy and its residents.		
• High speed broadband internet access rolled out across the county.	The Local Enterprise Partnership	Inclusion of this in the work of the Growth Board will be important going forward	
• Close working with the Local Enterprise Partnership to support the right type and scale of economic growth in the county.	The Growth and Infrastructure Unit is discussing a potential shared post jointly funded with the LEP		
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.	The work of HAFLS, Princes Trust Programmes, Youth Connections and others currently underway	Focus on this specifically and what more could be done will be an important programme to scope going forward	
• 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.	Schools, Local Enterprise Partnership	Focus on this specifically and what more could be done will be an important programme to scope going forward	

For those of a working age, we want to see:			
<ul style="list-style-type: none"> • Vulnerable adults, carers and those with disabilities assisted to find work and build careers. 	Work solutions, BBO project, new website to assist finding support.	<p>Programme of support to encourage employers to take on people with disabilities. Use of the apprentice scheme.</p> <p>Better support and work-readiness particularly for people with learning disabilities.</p>	Hertfordshire's proportion of people with LD in work is very low compared to national average. Getting people into work will mean better health and life-chances for the individual and a reduction in the cost of support for the authority.
<ul style="list-style-type: none"> • Local employers providing a wide range of opportunities for workplace training, with an increased number and type of apprenticeships. 	Hertfordshire's apprenticeship programme	Providing more opportunities to young people who are struggling to find employment	Provide ongoing employment opportunities

HEALTHY AND SAFE - Across Hertfordshire, we want to see:			
Our Corporate Plan says:	How we are doing this today	How we could make it more preventive	Benefits of investing more in prevention
<ul style="list-style-type: none"> • Joined-up health and social care services tailored around individual needs assessed locally by the right person at the right time. 	<p>Complex case panel for those with complex histories</p> <p>Families First approach – multi agency Triage Panels</p>	Increase the ability of health and social care to respond in emergencies	Prevents the escalation of cases to high cost health and social care placements

	STP work programmes are working towards a joined up care plan.	Recognition of the role of the voluntary and community sector in the public health and wellbeing.	Streamlined services, less expensive time spent with people.
• 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.	<p>Early identification of Young Carers</p> <p>Good Care Week. Support of HCPA in promoting and training the care workforce.</p> <p>Flu vaccination offered to front line staff</p>	Increase uptake of flu vaccination by frontline staff	Reduction in staff time lost and protection for vulnerable clients from illness.
• Wellbeing promoted through prevention strategies; by developing and supporting services that can prevent, reduce or delay the need for health and social care.	<p>Children's Well- Being team responding to increasing numbers of children and young people presenting with low mood and anxiety</p> <p>The Hertfordshire Home Safety Service provides services such as new locks and trips and falls preventative equipment to those at greatest risk</p> <p>Investment in the voluntary and community sector of approximately £10 million.</p>	Increasing the resource put into the service to enable faster and greater numbers of interventions	<p>Prevents the escalation of cases to high cost health and social care</p> <p>Less victims of domestic violence and less trips and falls resulting in less hospital admissions</p> <p>Early diagnosis and treatment</p>

	Provision of sexual health services		of STIs prevents long-term complications Accessibility of contraception to further reduce unwanted pregnancies
<ul style="list-style-type: none"> 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. 	<p>Targeted projects run by HFRS designed to encourage healthy eating and participation in physical activity</p> <p>Initiatives such as Herts Health Walks and encouraging sustainable transport such as Walking School Buses and cycling (including cycle training). Also, provision of walking and cycle trails / information etc.</p> <p>Joint commissioning (with CCGs) of weight management services</p> <p>Provision of men's weight management service</p> <p>Physical activity campaigns such as 'Never Too Late'</p>	<p>Increasing the resource put into the service to enable greater numbers of adults and children who are able to access such services</p> <p>Invest in more of such initiatives</p> <p>Increased/continued funding</p>	<p>Fewer hospital admissions</p> <p>A healthier Hertfordshire population</p> <p>Improved health outcomes (including mental health) and reduce or delay the need for health and social care</p> <p>Improved sense of health and wellbeing. Reduced long-term illness and disability.</p>
<ul style="list-style-type: none"> A reduction in the number of people who smoke or have problems with alcohol or illegal 	Recommissioning of All age Drug and Alcohol Strategy		

<p>drugs.</p>	<p>Provision of Drug & Alcohol services to stabilise families in crisis</p> <p>Provision of 'stop smoking' and healthy lifestyle services</p>	<p>Increase awareness of problems associated with drinking too much with the aim of reducing drinking alcohol on a regular basis</p> <p>Encourage greater use of e-cigarettes as part of an overall stop-smoking strategy</p>	<p>Fewer alcohol related ill-health problems (physical & mental health)</p> <p>Reduced long-term illness and disability. Reduction of cases of child poverty.</p>
<p>• Further reductions in the number of accidental deaths through increased preventative work around community safety.</p>	<p>Through 'Safe & Well' visits to the elderly and vulnerable people.</p> <p>Through Fire Safety and awareness training packages for care providers including in the private, voluntary and independent sectors.</p>		
<p>• A county free from rogue trading.</p>	<p>Creating 'No Cold Calling Areas' for streets / areas at high risk of rogue traders.</p> <p>Providing a response within 24 hours to each and every rogue trading incident reported.</p> <p>Provide information and have an agreed protocol with banks and building societies to help their staff recognise and report incidences where elderly or vulnerable people are</p>	<p>Increased staff resource to enable better and more frequent engagement with partners and businesses and provide more talks to vulnerable groups.</p> <p>Greater publicity for the Trading Standards approved trader scheme so that more businesses are able to take up and access it.</p>	<p>Research has shown that victims of rogue traders often become repeat victims and can suffer increased health risks, and have a shorter life. Decreasing rogue trader incidents will improve the health and financial well-being of some of Hertfordshire's most vulnerable citizens</p>

	<p>withdrawing monies for rogue traders.</p> <p>Provide talks to targeted groups warning of the risks of rogue traders.</p> <p>In partnership with Which? This provides a trusted scheme so that citizens can access approved traders.</p> <p>Joint tobacco and illicit substance control measures</p>		
<p>• Even lower levels of crime, anti-social behaviour and domestic violence.</p>	<p>Reduction in First Time entrants into criminal Justice system. Improved Pathway for Out of Court Disposals to Families First and diversionary activities</p> <p>The Hertfordshire Home Safety Service provides services such as new locks and trips and falls preventative equipment to those at greatest risk</p>	<p>Emphasis on joined up approach with partner agencies</p> <p>Increasing the resource put into the service to enable faster and greater numbers of interventions</p>	<p>Restricts sales of harmful substances</p> <p>Research has shown that victims of rogue traders often become repeat victims and can suffer increased health risks, and have a shorter life. Decreasing rogue trader incidents will improve the health and financial well-being of some of Hertfordshire's most vulnerable citizens</p>
<p>• Effective measures in place</p>	<p>The council's Resilience Team</p>	<p>Greater use of intelligence and</p>	

to respond to emergencies and robust counter-terrorism arrangements.	and the Incident Management team provide help, advice and response to emergencies. HFRS provide emergency response to incidents. Channel Panel and Hertfordshire's Prevent Panel and Multi-agency Prevent panel chaired by the county council	partnership working	
• Resilient communities who are well prepared for emergencies such as flooding.	The council's Resilience Team and the Incident Management team provide help, advice and response to emergencies. Develop and implement the local flood risk management strategy for Hertfordshire	Increase stakeholder engagement. Greater investment in flood resilience projects. Awareness raising.	Decrease cost to economy and the demand on emergency services when major events occur
• 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.	Families First approach		
For children, young people and their families, we want to see:			
• Children protected from abuse and neglect and	ARC services work with families using a trauma based	More resources to respond in emergencies and extend the	Reduce number of children coming into care

<p>supported in their recovery from any resulting trauma.</p>	<p>model</p> <p>My Baby's Brain delivered in the antenatal phase to educate about importance of attachments and support prevention</p> <p>Responsive group based parenting courses to address parental efficacy, support effective parenting and instil family resilience</p> <p>Families First approach – all partners will receive training on trauma based model and building resilience</p>	<p>length of intervention</p> <p>Ensure a system approach across antenatal partners to embed positive attachments messages to all families at the very earliest opportunity.</p>	
<p>• 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.</p>	<p>My Teen Brain for schools delivered as part of PHSE to enable young people to be aware of changes to the brains and promote resilience</p> <p>We will continue to deliver and develop a range of initiatives to protect young people from harm from fires, accidents and other risks.</p> <ul style="list-style-type: none"> • Young people will be educated to encourage both health and economic wellbeing. 	<p>Encourage all schools to deliver MTB for schools as part of PHSE</p> <p>Increased resource leading to more effective and wide-spread delivery</p>	

	<ul style="list-style-type: none"> • We will work with partners to enable young people to develop skills for adulthood including the avoidance of antisocial or offending behaviour. • We will work to enable young people to make safe well-judged decisions regarding their purchases and other decisions that affect others. • We will encourage young people into further education and work supporting wholesome lives so that they have the potential to realise their full potential. • We will ensure staff working with young people and the initiatives they use are effective and professional. • We will develop and promote our Youth schemes to enable young people to gain new skills and qualifications – such as the Prince’s Trust Team award 		
<ul style="list-style-type: none"> • A county free from illegal sales of harmful age-restricted products to young people. 	<p>AFDASH promotes training and awareness to enable young people to make informed choices</p> <p>Targeted activity by Trading</p>		

	Standards staff to prevent the illegal sale of age-restricted products.	Greater resource and partnership working	Safer young people, less long term health risks by preventing young people having access to tobacco, alcohol, knives and chemical highs
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.	EMDASS, the diagnosis service is seeing an increasing number of people. Hertswise, community based dementia service up and running.		
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.	Support@Home and Enablement services.		
• Safer homes, to promote independent and healthy living aided by technology, equipment and safety checks helping to prevent avoidable falls and injuries.	HFRS work with ACS on Telecare project and Safe & Well visits and Herts Home Safety Service provide services to prevent avoidable falls and injuries Assistive Technology strategy piloting a number of innovative approaches.	Increased resource to enable greater effect	Safer and healthier citizens
• Dignified and happy lives, safe from neglect and abuse with high quality care delivered	Care providers are commissioned and monitored to provide High quality		

in a respectful way.	services in a way that respects dignity and promotes happiness.		
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TAKE PART - Across Hertfordshire, we want to see:			
Our Corporate Plan says:	How we are doing this today	How we could make it more preventive	Benefits of investing more in prevention
<ul style="list-style-type: none"> 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. 	Engagement and consultation carried out on many issues including charging, day services, transport provision.		
<ul style="list-style-type: none"> 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 	Initiatives such as Herts Health Walks and Countryside Management Services environmental volunteering encourage volunteering from all sectors of the community #TeamHerts	More targeted encouragement in areas of social deprivation and “harder to reach” groups	Improve health and wellbeing
<ul style="list-style-type: none"> 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, and through initiatives such as co-production with youth commissioners.			
• 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.	Hertfordshire has a staff-volunteering policy	Revise the volunteering policy and promote opportunities for staff to volunteer to support voluntary sector organisations that benefit the local authority	Improved wellbeing of staff. More volunteering capacity in Hertfordshire
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.	Connected Lives assessment focused on this.		