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Annual Report 2010/2011



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1. Introduction



Welcome to Hertsmere Together's Annual Report for 2010/11. Hertsmere Together is a well supported and motivated partnership, and the last year has seen it make significant progress in further co-ordinating and improving the delivery of local services. It is an effective, multi-agency, cross-sector partnership whose partners are committed to working together to make Hertsmere a better place to live, work and visit.

2010/11 has seen Hertsmere Together focus its efforts principally on implementing its revised Community Strategy through funding projects via Performance Reward Grant. Action plans for each theme group were developed to outline clearly how partner agencies could work together to achieve the Community Strategy's objectives.

This report will look back at the key successes Hertsmere Together has achieved over the last year. It will also look to the future and identify how the partnership can improve its effectiveness and influence with changes in government policy over the last year including the Localism Bill.

The first meeting of the LSP was held ten years ago on 23 July 2001, therefore Hertsmere Together is also celebrating ten years of successful partnership working.

Councillor Morris Bright
Chairman of Hertsmere Together

2. Purpose of report

2.1 The purpose of this annual report is to:

- provide the LSP with evidence of its effectiveness as a working partnership
- provide the LSP with evidence of how it is delivering better outcomes for local people
- help the LSP to identify what areas it should focus on in the coming year.



3. Background

- 3.1 Hertsmere Together is Hertsmere's Local Strategic Partnership (LSP). The partnership was formed in 2002 to improve the economic, social and environmental wellbeing of Hertsmere through a co-ordinated approach to improving service delivery. Its members are senior representatives from the public, private, voluntary and community sectors in Hertsmere.
- 3.2 The LSP published its first Community Strategy in 2003, which detailed how partners would work together to improve service delivery. By 2010 the LSP had facilitated a number of successful, innovative partnership projects through the implementation of its Community Strategy. Some examples include the 'be there do it' programme of activities for young people to reduce anti-social behaviour, 'A Helping Hand' Beat the Credit Crunch booklet produced during the recession to provide advice and signposting during difficult times and activities, which gained Hertsmere recognition of being a Centre of Excellence for youth homelessness. The LSP decided to review its Community Strategy in 2009 to ensure that it was still addressing the needs of the residents of Hertsmere and that the LSP itself was as representative and influential as possible.
- 3.3 In March 2010 the LSP launched its revised Community Strategy and changes to its structure and membership. The last year has seen the LSP partners work hard to implement and further develop these changes.

4. Key achievements of 2010/2011

- 4.1 Hertsmere Together has played a strategic role in co-ordinating partnership working and partnership initiatives in Hertsmere throughout 2010/2011. The following examples are just a snapshot of how Hertsmere Together is continuing to implement its ongoing vision to bring together service providers to improve quality of life in the borough.
- 4.2 Hertsmere Together launched its revised Community Strategy in March 2010, which provides a long-term vision for the future of Hertsmere and a framework for partnership working in the borough. Each of the Hertsmere Together's strategic objectives now has an action plan, which details how all partners will implement the objective.



We said...

"We will continue to promote and provide opportunities for healthier lifestyles and improve the quality of life for older people"

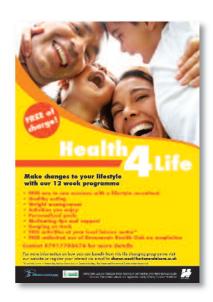


We have in 2010/11:

HEALTH INEQUALITIES FUNDING to address the issues highlighted by the community. NHS Hertfordshire awarded £10,000 for the third year running to Hertsmere Together for projects, which contribute towards improving peoples health and addressing health inequalities. So far this year initiatives that have been funded included: Shockfit, Fitlinks Smoking Cessation for people with Mental Health Problems, Health and Wellbeing Workshops

and Borehamwood Seniors.

A 10-week programme called **HEALTH4LIFE** - initially delivered by outreach in community centres leading to leisure centres delivery, with incentives for participants including reduced leisure card membership. This project sought to improve referrals from GP practices by providing a physical activity care pathway at centres, and provided local accessible interventions to residents. As well as physical activity, advice was provided on healthy eating, stress, smoking cessation and other health related issues.



We said...

"We will continue to work towards combating poverty and narrowing the gap"



We have in 2010/11:

Wenta, funded through Hertsmere Together, converted the Potters Bar building usage from a managed workspace centre to an enterprise centre, that will provide new business incubation facilities to pre-start up clients (including social enterprises) to develop their business ideas on-site, under intensive support and supervision. Clients will have access to a fully equipped IT incubator facility where they can develop their ideas and plans and get fast track support to start-up and early trading stages.

Business Link 'taster sessions' Business Link and Hertsmere Borough Council ran a successful workshop to help people who have started businesses in making their business become a 'high growth' business.

Financial Literacy - The Financial Literacy project is part of an ongoing project, which aims to be proactive and preventative. It is about



giving people the skills, knowledge and confidence to make the financial choices that are right for them and help them avoid crises. The project has two strands:

- 1. Working in partnership with Housing Associations and the Oaklands College delivering a money management element of Pre-tenancy workshops for those who are homeless and going into social housing.
- 2. Working in partnership with other agencies in the borough, delivering financial literacy courses to groups and individuals.



We said...

"We will continue to create better living conditions for Hertsmere residents"



We have in 2010/11:

PLACE Scheme - In December 2010 Hertsmere had 1,033 vacant properties of which 91% were privately owned and 9% were owned by local authorities or housing associations. The PLACE scheme (Private Sector Leasing Agreements Converting Empties) has been funded by the Government Office for the East of England. It was introduced in late 2009.

Under the scheme Hertsmere Borough Council identifies empty homes and encourages the owners to participate in the scheme.

As of July 2011 the scheme has achieved the following:

- One property has been brought back into use
- Through the advice provided by the PLACE scheme, a total of seven owners of empty properties are now working themselves to bring their properties back into use
- A total of eighteen properties are in the "pipeline" for being brought back into use through the PLACE scheme.

The Herts and Essex Energy Partnership (HEEP) Scheme - The HEEP scheme has operated across the ten Hertfordshire local authority area since June 2009. The scheme installs energy efficiency measures to homes, which are owner-occupied or privately rented. It provides grants to those who satisfy the eligibility criteria, or loans to those who are able to pay for the measures themselves. In September 2010 the HEEP scheme was the overall winner in the Best Environmental Project category of the Hertfordshire Green Awards 2010.

We said... "We will continue to promote quality activities for children and young people"



We have in 2010/11:

The Children and Young people's partnership (DCTP) has been through a year of change with transformations at both County and Local level. The partnership, following the review of the Community Strategy, has become more focused on specific objectives. The approach taken was to initiate task and finish groups when appropriate to address a particular issue.



Task and Finish - This first issue was the coordination and promotion of services relating to counselling and emotional well being for young people, and to broadly review provision of those services in the borough delivered by both the statutory and voluntary sector. This decision was based on a number of partners from across the 0-19 age range, reporting a lack of provision of counselling services and a need to address this problem.



It brought together service providers from statutory providers, voluntary sector and private sector providers to discuss common issues. The group session was able to map existing services across a range of providers and identify issues and challenges with this provision. There was agreement on a way forward and it provided a platform for influencing a County Wide Strategy for Counselling services.

Young Researchers worked to address negative media portrayals and raise the profile of children and young people in a positive light. The National Youth Agency Young Researchers' Network funded Hertsmere Borough Council to support a team of seven young people in Hertsmere, aged 14 to 19, to research 'Unbalanced negative media portrayals of youth'. The result, *A youth research project looking at unbalanced negative media portrayal of youth*, is a first-rate piece of research that speaks volumes about the impact of inter-generational injustice in the UK.

The young people set out with a basic proposition: the media's reporting of issues relating to young people creates negative-bias, stereotyping and fear in a way that erodes the confidence of young people and stymies community cohesion as a whole.

In order to understand this further, the young researchers set out to investigate the 'negative stereotype'. Online surveys, vox- pop interviews, perception studies, invisible theatre, literature reviews, statistical analysis (using data provided by the Institute of Race Relations[1] and the Homicide Register), comparison of media reportage involving a study of the reporting of five cases by *The Daily Mail*, *The Sun* and *The Guardian*.

Another point the young researchers make is that when youth try to take a stand on an issue - as in the recent student protests - media negative stereotyping and bias kicks in: 'This method of reporting news by focusing on the negatives has been going on for too many years to change with a click of the finger but we hope that we've helped with the process', the young researchers conclude. Hertsmere Youth Researchers' call for a national campaign to 'Look Beyond the Headlines', deserves to be heard.

be there! do it!

Be there! Do it! - Each year, we run a summer programme of activities for young people aged 11 to 19, called Be There! Do It! The aim is to provide young people

with things to do during school holidays and engage them so they don't become involved in antisocial behaviour.

Overall, nuisance behaviour fell by 14% during the period of activities in Summer 2010, with 272 incidents reported 29 days before

the programme and 234 reported during the programme.



We said...

"We will continue to create a safer environment and increase the feelings of safety"



We have in 2010/11:

CCTV - In April 2010 the council joined the Hertfordshire CCTV Partnership, one of the UK's biggest and strongest partnerships. The cameras are monitored at a control room in Stevenage 24 hours a day, seven days a week. There are 23 cameras across the borough and these are situated in locations in Borehamwood, Bushey and Potters Bar.

Since joining the partnership, the CCTV controllers have helped the police break up a drunken brawl as well as initiated a number of arrests for incidents including shoplifting and criminal damage.



Christmas Safety Shop - Traditionally the number of burglaries increases during the festive period so the Community Safety Partnership opened another Christmas Safety Shop for a week in December 2010, this time in Potters Bar. Many organisations within the partnership were represented in the shop including local police, Hertfordshire Fire and Rescue Service, SAFE project, Trading Standards and the council. Around 160 residents visited the shop and gained a wealth of information.



Speeding Vehicles - Building on the success of the first speed board initiative with a primary school in Borehamwood in June 2009, this initiative has been rolled out across the borough. During these operations, the police work with year six pupils to highlight the dangers of speeding to the local community. The pupils are directly involved in stopping and questioning the drivers that are caught speeding. One motorist said they were speeding because they had frozen meat in the boot of their car and another said they were in a rush to get home because it was Friday. In recognition of this work the CSP was awarded the Police Authority's Mick Fogarty Award in May 2010 for taking a multi-agency approach to problem solving.

Environmental Action Days, Spotlight events and visual audits - For this period we have held 10 Environmental Actions Days (EADs), nine Spotlight events and two visual audits across the borough, with more planned in the future.

EADs involve a team from the CSP (including the police, firefighters and environmental and street scene officers from the council) looking around a particular area, which has been highlighted by residents, to identify and take action against issues such as fly-tipping, litter, graffiti, abandoned vehicles, fire hazards and potential arson risks. The team also offers a wide range of crime prevention advice to residents they meet during the day. As a result of these operations, graffiti has been removed as well as rubbish and fly-tips and Fixed Penalty Notices have been issued to those responsible.

Spotlight events are usually held the day after an EAD in the same area to provide reassurance to the local community. The team normally work from a mobile police station to give information and advice on local issues. Visual audits also involve similar teams walking around a particular area to identify and highlight issues of concern.

Community Cohesion and Empowerment and Engagement

Voluntary Sector Liaison and Development - This project ensures a robust link between Hertsmere Together and the voluntary sector and it guarantees appropriate and focused representation of and for the voluntary Sector in LSP theme groups. The project is developing and implementing a system for collecting current intelligence on voluntary sector activity and issues to better inform deliberations in all theme groups and delivery of the Community Strategy. It aims to understand and identify opportunities for voluntary sector organisations to deliver within the Community Strategy, including opportunities for partnership working through the development.

96 Shenley Road (Village Hall Project) - Hertsmere Together has shown a keen interest in this partnership project, had regular briefings and been a point of consultation for the project sponsors. Over the last year the Steering Group for the project, which includes Hertfordshire County Council, Hertsmere Borough Council, MACE, Hertfordshire Libraries, All Saints Church and Community Action Hertsmere has agreed the design for the Community Centre and gained planning permission. The Legal arrangements have successfully been completed and work is due to begin in Autumn 2011. It is hoped that the building work will be completed by October 2012 subject to good weather conditions. The new building will be a multi-purpose community complex including, a library, museum, hall for activities and meeting rooms for community groups. The scheme and progress through the build will be promoted through Channel Mogo (the Youth Connexions website).





Take Part - The Take Part project was managed by Hertfordshire County Council and Hertsmere Borough Council and delivered by Community Action Hertsmere and involved all partners in engaging with the community. They set out to work with anyone who lives in Cowley Hill ward but with a focus on seven key groups: older people, black and minority ethnic groups, people with disabilities, women, children and young people, lesbian, gay, bisexual, transgender and people with mental health issues. It aimed to enable groups and individuals to get more involved in local communities and decision-making and have a stronger voice. The original target was up to 130 people taking part over the two years. By the end of the programme more than 500 people had been enrolled and actively involved with nearly 200 completing a formal 'Empowerment Academy' programme of eight or more hours.

Over the two years there were more than 70 activities. Evaluation against some key measures captured at enrolment and then at the end for a sample of people shows how these activities resulted in a significant improvement:

- People feel able to influence decisions affecting the local area rose from 66% to 75%
- People from different backgrounds get on well rose from 72% to 87%
- People feel that they belong in their local area rose from 74% to 91%

We now have new school governors, volunteers, trustees and community leaders within the Cowley Hill ward and an overall feeling of success, confidence and pride as a result of their involvement.



the community including a community clean up day and an event with schools.

Community Shop - Funding was provided for the Community Shop in Leeming Road to continue a signposting service for residents in Borehamwood and venue for local activities. The Volunteer Centre is now running from the Community shop to provide better access for residents.

Active Hertsmere - Active Hertsmere was established in 2008 with funding from Sport England. A community Sports Network is a group of people who have a desire to develop Sport and Physical Activity in their locality. The network is made up of representatives from sports clubs, the Local Authority, Schools, Leisure Centres, Volunteer Networks and the wider community. Active Hertsmere held a relaunch in March 2011 at the Arsenal Training ground. Local clubs and organisations were invited to find out more about a number of topics including the research project, funding and working with schools. The research project looked into voluntary sports clubs in Hertsmere including their aims, organisations structure, pressures, and support needs. The research project provided a good base to continue to develop relationships with the voluntary sports clubs.

5. Future Partnership Working 2011/2012

5.1 Hertsmere Together's vision is to:

"shape a better future for the communities of Hertsmere through robust partnership working"

5.2 To achieve this vision the LSP set out its long-term plan (2010-2020) for future service improvements in Hertsmere across **five strategic objectives** as detailed within its Community Strategy. Since the review of the Community Strategy the landscape has changed considerably. In the context of national change there have been cuts to public sector funding, changes to service delivery and developments of new legislation including the Localism Bill and Open Service White Paper, which has begun to affect local partnership working.

5.3 National context

David Cameron launched 'Big Society' on 19 July 2010 outlining plans to give citizens, communities and local government the power and information they need to come together, solve the problems they face and build the Britain they want. **The Big Society** according to the **Localism Bill** is what happens whenever people work together for the common good. It is about achieving our collective goals in ways that are more diverse, more local and more personal. The Localism Bill contains six essential actions required to deliver decentralisation through every level of government to every citizen. This provides opportunities for future partnership working in delivering local services at the lowest possible level, delivering more for less and building the big society by working in the community.

The Bill provides for the General Power of Competence giving local authorities the opportunity to be innovative and do things that are unlike anything a public body has done before. The Bill also reforms the planning system, abolishing regional strategies and providing for neighbourhood plans. Partnership working between local authorities, housing and community organisations will be essential in taking this forward. Reforms to social housing will include flexible

tenancies and ability for the local area to decide on Housing Allocations policy. The Housing Forum over the next year will be tackling these developments and working together to ensure they are delivered.



5.4 Hertfordshire context

Although the context for partnership working has moved on substantially over the past year Hertfordshire Forward's Core Group is likely to remain for the foreseeable future. The six partnerships that previously existed however have undergone significant change, in line with the Coalition Government's programme and a number of 'guiding principles' agreed by the Core Group at the end of 2010. This included a significant reduction in the number and size of groups, reduced process, and less meetings.

Local Enterprise Partnership - Following the Coalition Government's announcement of the intention to establish LEPs in June 2010, a Hertfordshire LEP bid was developed. The Hertfordshire bid was announced as one of the 24 successful at the end of October 2010. A Shadow board was set up and they are currently developing a programme of work and considering the Hertfordshire Economy. http://www.hertfordshirelep.com/

The Prosperity and the Economy theme group will work to feed into this new partnership.

Health and Wellbeing Board - Proposals in the Health and Social Care Bill require the County Council and its partners to build on progress made in many years of joint working to engage emerging GP consortia to consider to what extent and in what way join working and/or integration should be taken forward, and to successfully transfer public health functions to the County Council. Hertfordshire is an early implementer of the Health and Wellbeing Board model. The Health and Wellbeing theme group will work to feed into this new partnership.

LSP Network - This Officer Network will continue to meet particularly at a time when there are changes to partnership working and new policy developments. It provides an avenue for sharing best practice and new ideas.

5.5 Local context

The local objectives provide a clear framework to prioritise and deliver service improvements. It is clear that these objectives are still relevant and the LSP must be focused and remain local to achieve the priorities set out in a time of change.

In the current financial climate and changes highlighted above, the partnership is under increasing pressure to deliver more for less. We have embraced this opportunity to review the work we are currently doing and how it will be delivered in the future. All the theme groups are currently reviewing their action plans and the way they work.

Future and ongoing projects include some of the below:

Active Environment - This project involves the installation of outdoor fitness equipment in the borough's parks. The location for this has been identified as Oakmere Park in Potters Bar. Consultation has been carried out with the community in Oakmere Park, Potters Bar, on the design and location of outdoor fitness equipment to be placed in the park. It is hoped that the performance reward grant funding allocated to the Active Environment project, will allow for up to five pieces to be installed to be used by people of all ages, offering a free way for people to engage in health-improving physical activity on their doorstep. The installation should be complete by the end of 2011.

Health & Well Being Centre - The aim of this centre, in Leeming Road, is to empower people with mental health or substance misuse issues the opportunity develop their skills, build self confidence and move forward into training, further education or paid employment. People who have experienced long term poverty and unemployment lose confidence and exclude themselves from furthering personal goals. This project will provide intense 1-1 support via counselling and vocational advice to motivate people back into training and paid employment.

The Health Inequalities fund for 2011-12 will be £20,000 receiving £10,000 from NHS Hertfordshire and £10,000 match funding from Hertsmere Together. This will provide support for initiatives to improve people's health and address health inequalities in Hertsmere.



Fitlinx - This is a targeted programme working with school children in year 6. Fitlinx is a 'platform' of connected wireless health and wellness devices. Information from these devices will be used to help support changes in lifestyles that will decrease the likelihood of childhood obesity.

Shokk Fit Camps - Through Health Inequalities funding healthy living holiday camps will be run for children and young people aged over 8 years. The camps aim to educate participants in the importance of a healthy lifestyle and introduce a number of practices that will improve their overall health and well being including increased physical activity and healthy eating.

Safer Streets - The Safer streets project will offer residents free security checks, crime prevention advice, free fire risk assessments and installation of smoke alarms, free advice on giving up smoking and healthy living and information on voluntary services.

Representatives from the agencies involved.

Representatives from the agencies involved will be calling on residents to offer advice to help make their homes safer in areas of need.



Pre-Tenancy Workshops - These workshops will provide help and support for people who are moving into social housing. The programme covers literacy, numeracy, healthy eating, and money management, managing your tenancy and careers advice. The programme will be delivered by a partnership of Housing Associations, CAB and Oaklands College. It is about giving people the skills, knowledge and confidence to make the financial choices that are right for them and help them avoid crisis and falling into unmanageable debt and becoming homeless.

Princes Trust - The Princes Trust are working with Community Action Hertsmere to use Development Award grants and Community Cash Awards, and will work with a minimum of 30 young people who need access to funds to move them positively towards work, education or training. The project will also be for small groups of young people to develop themed projects that benefits both the local community and themselves.

A Health Steps programme will also be delivered with the Health & Wellbeing Centre which will give up to 15 young people the opportunity to participate in a course to improve personal health options and develop knowledge of the health sector which will assist in access to paid work, voluntary work and further training and education.

20 young people who have an interest in starting a business or becoming self employed will also have the opportunity to access to an Enterprise Programme. This would be delivered in conjunction with WENTA with whom the Princes Trust work closely and would provide a referral route for the incubation units in Potters Bar managed by WENTA.

Take Part - The LSP is rolling out the Take Part initiative to areas in Potters Bar and Bushey over the next 18 months, to get people more involved in their local communities, raise awareness of services and gain valuable communication and confidence skills. It will:

- Provide training and capacity building enabling people to access opportunities to get involved in their community
- Build the skills and confidence of local people so that they can pursue civic activism, community leadership and lay governance roles
- Highlight and provide opportunities for people to influence decision making, locally and nationally
- The project will aim to involve over 400 people, however the numbers of people indirectly affected by the project will be much greater
- A range of service providers will also benefit from the project as it will provide an opportunity for agencies such as police, housing, health, local authorities to get involved and engage with communities/users in a different and effective way.

BIG Local - The BIG Local funding scheme will enable people to make their communities a better place to live in now and in the future by helping them develop

the skills and confidence they need to identify priorities that matter to them and to take action to change things for the better.

A local partnership will be set up in the Leeming Road/Aycliffe Road area in Borehamwood to develop a Community Plan and spend up to £1m over ten years. It will also involve an advisory board made up of public and voluntary sector agencies to ensure support and advice is available to the Local Partnership.



6. Membership

- 6.1 LSP members have the authority to speak on behalf of their individual organisation and to commit resources in principle to achieve the work set out in the Community Strategy. Members may also represent a theme group.
- 6.2 The membership as agreed for 2011 is:

Name	Organisation	Representing
Councillor Morris Bright	Hertsmere Borough Council	Chairman of LSP
Donald Graham	Hertsmere Borough Council	Hertsmere Borough Council
Councillor Brenda Batten	Hertsmere Borough Council	Children and Young People/Health and Wellbeing
Councillor Seamus Quilty	Hertsmere Borough Council	Economic Development and Prosperity
Chris Pichon	WENTA	Economic Development Group (Chair)
John Keeley	CAB	CAB and Voluntary Sector
Brenda Griffiths	Police Authority	Police Authority
Sue Pearlman	Community Action Hertsmere	CAH and Voluntary Sector/ Empowerment and Engagement
Ian Kavanagh	Aldwyck Housing Association	Housing Forum (Chair)
Phil Collins	Hertsmere Leisure	Hertsmere Leisure
Chief Inspector Sue Jameson	Hertfordshire Constabulary	Community Safety Partnership/Constabulary
Councillor Chris Hayward	Hertfordshire County Council	Hertfordshire County Council
Richard Leslie	Forum of Faiths	Forum of Faiths (Chair)
Zoe Hancock	Oaklands College	Higher Education
Peter Wright	NHS Hertfordshire	NHS/Health and Wellbeing Group (Chair)
Dr Nicolas Small	Hertsmere Commission Ltd	Clinical Commissioning Group Hertsmere
Earl Dutton	Hertfordshire County Council	Hertfordshire County Council

7. Hertsmere Together Finances

At the beginning of 2010 Hertsmere Together received for the first time £511.187.17 Performance Reward Grant for contributions towards the achievement of the Local Area Agreement targets across Hertfordshire. At the beginning of 2011 a further £102,633.50 was received, though it was 50% less than expected due to central government cuts. Over the year Hertsmere Together has allocated £447,919 of the money to projects through an agreed process. The Health and Wellbeing group has also received £10,000 from NHS Hertfordshire to help reduce health inequalities. Next year 2011/12 there will be a further £10,000 contribution of Capital money from Hertsmere Together and £10,000 from NHS Hertfordshire. The Community Safety Partnership annually receives the Safer Stronger Communities fund which due to central government cuts is reducing as the original allocation for 2010/11 was £105,353 but the Capital element was reduced by 50% in January 2010 and revenue element reduced by £7,652 in June 2010. In 2011/12 there will be a further reduction funds however, there will no longer be a Capital/Revenue split. It is envisaged that from April 2013 this funding stream will be delivered to the Police and Crime Commissioner for allocation

Performance Reward Grant				
	Total	Revenue	Capital	
Year 1	£511,187.17	£263,190.30	£247,996.87	
Year 2	£102,633.50	£71,843.50	£30,790.00	
Money allocated	£447,919.00	£232,350.00	£215,569.00	

Safer Stronger Communities Fund (SSCF)					
Financial Year	Capital	Revenue	Total		
2010/2011	11,869	73,915	85,784		
2011/2012	-	-	58,976		

Health Inequalities Fund		
Total 2010/11	£10,000	
Money allocated 2010/11	£6,347	
Money available 2011/12	£23,653	

8. Conclusion

During 2010/11 Hertsmere Together continued to develop partnership working within the borough to further improve the delivery of services to residents. As this report has detailed, there are a large number of examples of successful partnership projects that have taken place under the auspices of the LSP, which have all contributed to the delivery of more efficient and effective public services within Hertsmere.

Hertsmere Together partners are committed to working in partnership to deliver the best quality and most efficient services to the residents of Hertsmere and will continue to implement and develop its Community Strategy in the coming year. The action plans that accompany the Community Strategy are the framework for partnership working and represent a tangible commitment from all the partners to the delivery of the Community Strategy.

We welcome feedback on all aspects of the work of Hertsmere Together. If you have any comments or would like to discuss this document please contact Hertsmere Borough Council by emailing partnership.support@hertsmere.gov.uk telephone 020 8207 7801 or write to Civic Offices, Elstree Way, Borehamwood, Hertfordshire, WD6 1WA.



