

Hertsmere Borough Council

Corporate Plan

2022/23



Foreword

The Hertsmere Vision was approved by the council in November 2021 and sets out our high-level aspirations for the future of our borough.

This Corporate Plan sets out how we will work towards implementing the position statements and commitments which sit underneath that overall vision. We have identified key areas of work that will be undertaken during the year ahead and also articulate what success will look like so that we know we are heading in the right direction.

Whilst for the purposes of this document, projects and work areas have been allocated into one of the six position statements, we recognise that some will support us more widely to achieve our vision. An example of this is the development of Sky Studios Elstree and the Media Quarter Project. This large scale project will support our film and television heritage, have a positive impact on our local economy and be an exemplar for environmental sustainability.

Performance against the plan will be monitored through departmental service plans and regular performance reporting. The plan will be updated each financial year through to 2027 and alongside that we will publish an Annual Report to provide a full overview of progress.

Position Statement 1:

HERTSMERE HAS A STRONG IDENTITY

‘We are a place where the diverse and distinctive nature of our people, towns and countryside are celebrated. We ensure our unique assets provide maximum benefit.’

Commitments:

- 1.1 Maximise our location
- 1.2 Celebrate our heritage and identities
- 1.3 Know our place is our people
- 1.4 Encourage vibrant and thriving town centres
- 1.5 Protect our precious green environment

Situated in the South West of Hertfordshire, Hertsmere is made up of a number of distinctive settlements each with their own characteristics and increasingly diverse populations. We are committed to celebrating that diversity whilst also recognising that there are many things that bring us together. Our role as a centre for film and television is something we are very proud of and continue to build on. We will provide opportunities to encourage residents to celebrate our heritage, both at a national and local level. Our award-winning parks and open spaces are important to us and our residents and we will continue to invest in new facilities. We will also work towards ensuring our town centres remain a key part of local life, a draw to residents and visitors alike.

What will we do?

- Support our community to celebrate its heritage and diversity:
 - Participate in the Queen’s Green Canopy 2022
 - Support local celebrations through our Jubilee Grants Programme
 - Support projects to celebrate diversity and inclusion with our Community Grants Scheme
- Support our town centres through:
 - Review of fees and charges and parking needs in key shopping areas
 - Manage our commercial property portfolio to support retail parades
 - Pavement licencing enforcement
- Share our local heritage more widely by working with the borough’s four museums to grow their digital presence
- Continue with the programme of capital improvements to our parks
- Facilitate local investment to secure our place as a national focus for the creative sector

What will success look like?

- A range of events planned for the Queens Platinum Jubilee
- Inclusion and Diversity projects supported across the borough
- Town centres continue to be lively, well-used centres of our community
- Local heritage organisations have an increased digital footprint
- The Park capital programmes completed to agreed timescales

Related documents

Heritage Strategy, Asset Management Plan, Capital Strategy

Position Statement 2:

HERTSMERE DRIVES SUSTAINABLE GROWTH

“We are a place actively planning for a better and more resilient future. Growth is carefully considered to provide places where residents are in close proximity of jobs, daily amenities and recreation opportunities.”

Commitments:

- 2.1 Secure the right growth in the right place
- 2.2 Promote mixed-use and efficient development
- 2.3 Make it easy to move
- 2.4 Create places for all
- 2.5 Value infrastructure first

Hertsmere is a desirable place to live, work and study and our new Local Plan will shape our borough for at least the next 15 years so that this remains the case. By planning for growth locally, we can ensure that we deliver the homes we need, alongside the necessary infrastructure including adequate health provision, support for a variety of transport options, telecommunications, jobs and services to support growth in a way that's appropriate for us. We will work to move the local plan towards adoption, listening to the comments of local residents and following key milestones. We also recognise our position as a part of South West Hertfordshire and Hertfordshire as a whole and will continue to work in partnership with our neighbouring authorities so that our voice is heard.

What will we do?

- Work towards the adoption of a new Local Plan for Hertsmere
- Continue to engage with Herts Growth Board and support the implementation of the South West Hertfordshire JSP Action Plan in line with agreed milestones
- Work with our partners across the statutory and business sectors to ensure residents are able to live and work in the local area
- Establish the extended pipeline of Hertsmere development sites
- Continue to maintain high standards of building design and energy efficiency through the implementation of Local Plan policy

What will success look like?

- Local residents comment on and influence the development of the new Local Plan
- Engagement with partner authorities ensures Hertsmere's input in the future plans for the development of the wider county

Related documents

SW Herts Joint Strategic Plan, Economic Development Strategy

Position Statement 3:

HERTSMERE IS ENTERPRISING

“We are a place increasing prosperity by being creative, innovative and investable. We support our people to access new opportunities.”

Commitments:

- 3.1 Capitalise on our creative industries
- 3.2 Grow an innovative and resilient economy
- 3.3 Support big and small business
- 3.4 Help our future workforce match our economy
- 3.5 Target the investment we want

We are committed to shaping and driving forward the borough’s economic growth and are working to support local businesses. As an organisation we are investing in the future of the Council owned Elstree Studios and have supported the development of Sky Studios Elstree, both of which build on our strong film and television heritage. On the ground, will continue to work with local employers and businesses to grow our local directory, address local skills needs and ensure that relevant safety and regulatory standards are met through training and enforcement where appropriate. We will also grow connections both at a borough and countywide level to ensure local businesses continue to develop.

What will we do?

- Open the new sound stages at Elstree Studios in line with agreed timescales which will lead to around 800 new jobs
- Oversee the re-investment of the £100k released from the Elstree Studios development into the local creative sector
- Continue to engage with and support local businesses through a range of activities and initiatives including the ‘Hertsmere Works’ newsletter and local business directory
- Engage with the Hertfordshire Growth Hub and other wider organisations and initiatives to ensure that local businesses access relevant support
- Increase the local supply of affordable and social housing through Hertsmere Developments Limited and Hertsmere Living, our partnership with Watford Community Housing Trust

What will success look like?

- Additional investment in the local creative sector including £100k generated from rental income at Elstree Film Studios and jobs generated through the new Sky Studios Elstree development
- A vibrant local economy with businesses who are able to recruit locally wherever possible

Related documents

SW Herts Joint Strategic Plan, Economic Development Strategy

Position Statement 4:

HERTSMERE TAKES CLIMATE ACTION

"We are a place acting on our pledge to face the climate emergency. Everything we do is focussed on delivering a greener, sustainable and more resilient future."

Commitments:

- 4.1 Increase biodiversity and ecology
- 4.2 Green our infrastructure
- 4.3 Recycle our resources
- 4.4 Accelerate towards net zero
- 4.5 Seek a cleaner and greener construction industry

We declared a climate emergency in 2019 and are serious about our pledge to move to net-zero carbon emissions no later than 2050. We have adopted a Climate Change Strategy with an action plan which sets out how we will deliver against this commitment and support our stakeholders to play their part. We will continue to work with our residents to maintain and improve our recycling rates. We recognise the importance of sustainable transport options to supporting climate action and will encourage the use of a range of travel and transport choices to reduce environmental impact and improve health and well-being. Our commitment to reducing our impact on the environment is carried through all policies and we will work to develop greener infrastructure where possible.

What will we do?

- Continue to implement the climate change and sustainability strategy:
 - Implement a prioritised programme of carbon reduction across our property portfolio
 - Continue to work from home where possible, reducing emissions from staff travel
 - Offer a green salary sacrifice car scheme and encourage staff to cycle to work
 - Improve recycling facilities at the Civic Offices
 - Engage in countywide projects to raise awareness of climate change
- Encourage deployment of renewable energy across Hertsmere
- Improve the energy efficiency of homes in the borough through the Greener Homes Grants scheme
- Implement a green cycle transport scheme in Borehamwood
- Enhance green spaces
- Review the Waste and Recycling strategy
- Work to improve air quality locally by implementing the Air Quality Action Plan

What will success look like?

- Reduction in our carbon emissions in line with targets set
- Increased awareness of climate change and potential for action within local residents
- Improved opportunities to utilise greener transport options for staff and residents

Related documents

Climate Change Strategy, Air Quality Action Plan, Asset Management Plan, Waste and Recycling Strategy

Position Statement 5:

HERTSMERE IS INCLUSIVE AND EQUITABLE

“We are a place where communities are proud to say where they are from. Our communities feel safe, secure, healthy and happy.”

Commitments:

- 5.1 Champion social justice
- 5.2 Keep residents safe
- 5.3 Improve mental health and physical wellbeing
- 5.4 Support inclusive communities
- 5.5 Create affordable communities

We are committed to ensuring that everyone living in Hertsmere has the opportunity to live a fulfilling life and work closely with our partners to deliver a range of services, policies and support across the borough to this end. We will focus our efforts on supporting local organisations and individuals to recover from the impact of the pandemic, ensure the safety of our residents through our work on licensing, regulation and community safety, promote a range of health and wellbeing initiatives both for residents and our own staff and support policies to enable a range of affordable housing options and initiatives to prevent and support those experiencing the threat of homelessness.

What will we do?

- Continue to support the public health response to the Covid-19 pandemic, specifically the vaccination programme
- Provide a range of financial support to the voluntary sector including long term revenue support for key organisations, the Hertsmere Community Lottery and Community Grants
- Ensure our workforce represents our communities by:
 - Updating our equalities policy and supporting documents
 - Increasing training
 - Supporting relevant community events e.g. Diversity Festival, Herts Pride
- Secure ongoing funding for the Healthy Hubs
- Update the Community Safety Plan in line with local priorities including modern slavery and domestic abuse
- Continue to lead Hertsmere Together, the Local Strategic Partnership for Hertsmere
- Further develop schemes to support those at risk of or experiencing homelessness

What will success look like?

- Improved vaccination rates
- Increased workforce diversity
- Residents feel safe as measured by the residents' survey
- Residents have continued access to a range of health and wellbeing services

Related documents

Health and Wellbeing Strategy, Community Strategy, Voluntary Sector Funding Policy, Licensing Policy, Homelessness and Rough Sleeping Strategy

Position Statement 6:

HERTSMERE IS OPEN AND COLLABORATIVE

'We are a place that values partnerships and relationships. We recognise that things work better when we share ambitions and work together to overcome challenges in partnership with others.'

Commitments:

- 6.1 Lead with purpose
- 6.2 Maintain relationships
- 6.3 Act with integrity
- 6.4 Communicate regularly and honestly
- 6.5 Embrace and champion change

We are committed to ensuring the quality of life of those living and working across the borough and work closely in partnership with organisations from across the statutory, voluntary and community sectors to ensure we deliver services and initiatives in a targeted and financially prudent way. We will continue to keep our residents informed using a range of channels and listen when you respond to us. We will utilise new communication technologies whilst remaining accessible to all stakeholders. We recognise that the world has changed as we emerge from the Covid-19 pandemic and will work to respond in a positive way, leading wherever we can to ensure the best for our borough.

What will we do?

- Contribute to key partnerships:
 - At a county level: e.g. Hertfordshire Growth Board, SW Herts Joint Strategic Planning Group, Herts Health Protection Board, Local Resilience Forum, Safety Advisory Group
 - At a strategic local level: e.g. Hertsmere Together, Community Safety Partnership
 - In specific service areas: e.g. Landlord Forums, Food Poverty Alliance, Joint Agency Group, Multi-Agency Risk Reduction Group
- Continue to provide public health information and support to both residents and businesses
- Continue to support and deliver in partnership with local voluntary organisations
- Ensure meetings remain open and accessible by using webcasts and hybrid technology wherever possible
- Continue to consult and listen to our residents about key decisions, using the most appropriate methods and technologies

What will success look like?

- Residents feel informed
- Hertsmere plays a key leadership role in partnerships at all levels
- New ways of working are implemented whilst we remain easily accessible to our stakeholders
- Use of new technologies to better communicate with residents

Related documents

Community Strategy, Residents Survey, Community Safety Partnership Plan, SW Herts Joint Strategic Plan, Health and Wellbeing Strategy, Hertsmere Vaccination Plan

OPERATIONAL FOCUS

This is an additional heading to capture any work streams/projects which relate specifically to improving the operational ability of the council to achieve the vision.

We know that we need to lead by example and have therefore included in the main section of this plan a range of internally focused activities that put our own organisation at the centre of achieving our commitments. In addition, there are also a number of operationally focused activities that will enable us to deliver high-quality services across both statutory and non-statutory areas.

What will we do?

- Move towards using cloud technologies including a cloud hosted finance system
- Procure a new Telephone support contract the purpose of which is to make the best use of the Mitel system to support hybrid working
- Implement the Civic Office reconfiguration programme to support the move to hybrid working and the increase in rental income generated by leasing additional space to partner agencies
- Implement a paper-light project to digitise council records
- Implement the Workforce Strategy 2022-25

What will success look like?

- Civic Office reconfiguration project completed
- IT and telephone support contract in place to support hybrid working
- Paper-light project initiated
- Additional income generated through leasing of additional space to partner agencies

Related documents

Workforce Strategy 2022-25, Financial Strategy

Performance Management

We are committed to ensuring that we deliver the Hertsmere Vision whilst also maintaining high-quality service delivery to local residents and businesses. In order to ensure that we are delivering these aims, we will continue to monitor our performance both against this plan and across our services areas. We have therefore reviewed our performance management arrangements as follows:

Performance Indicators (PIs):

- All PIs will be reviewed and updated to ensure that they are representative of the commitments in the Vision and that they remain reflective of all service areas
- The Quality Service Indicator set monitors the performance of our main public-facing service areas and will be considered by the cross-party Executive Performance Management Panel and by the Executive on a quarterly basis
- The Key Performance Indicator which contains more detailed service level information will be considered by exception only by the Executive Performance Management Panel on a quarterly basis
- The full indicator set will be considered at Chief Officer Board on a quarterly basis

Annual Report

- Considered at Executive and Full Council in May/June each year

Corporate Plan

- Reviewed by Senior Managers, Chief Officer Board and Executive annually for the life of the Hertsmere Vision

Service Plans

- All departments are required to produce a Service Plan and these will be closely monitored by Service Heads and Directors