



Local Strategic Partnership

Community Strategy 2010-2021

*'Listening, planning,
acting, in partnership'*



Large print and languages

Hertsmere Borough Council aims to provide information in alternative formats where possible.

If you would like a document in a different language or format please call 020 8207 7445 or email customer.services@hertsmere.gov.uk and we will do our best to help.

Please allow sufficient time for any document to be translated.

تهدف بلدية منطقة هارتمير (Hertsmere Borough Council) إلى توفير المعلومات بصيغ بديلة إذا كان ذلك ممكناً.

إذا أردت أي وثيقة بلغة أو بصيغة أخرى يرجى الاتصال برقم الهاتف 020 8207 7445 أو إرسال بريد إلكتروني customer.services@hertsmere.gov.uk وسنبدّل قصارى جهدنا لمساعدتك. يرجى منحنا وقتاً كافياً لترجمة أي وثيقة مطلوبة.

Hertsmere 自治区政府旨在可能的情况下提供信息的其它格式版本。

如果你想得到以简体中文或其它格式制作的版本，请致电 020 8207 7445，或发送电邮至 customer.services@hertsmere.gov.uk，我们将尽力提供帮助。请预留足够的时间，以便让我们完成有关文件的翻译。

Rada miejska Hertsmere Borough Council zamierza dostarczać wszelkie informacje, tam gdzie jest to możliwe, w różnych formatach.

Jeżeli ktoś chciałby otrzymać dokument w innym języku lub formacie proszony jest zatelefonować na numer 020 8207 7445 lub przesłać e-mail do customer.services@hertsmere.gov.uk a my zrobimy wszystko by pomóc. Prosimy uwzględnić czas na przetłumaczenie każdego dokumentu.

ਹਰਟਸਮੀਅਰ ਬੋਰੋ ਕੌਂਸਿਲ ਜਿੱਥੇ ਵੀ ਹੋ ਸਕੇ, ਜਾਣਕਾਰੀ ਹੋਰ ਰੂਪਾਂ ਵਿੱਚ ਦੇਣ ਦਾ ਯਤਨ ਕਰਦੀ ਹੈ।

ਜੇ ਤੁਹਾਨੂੰ ਕੋਈ ਦਸਤਾਵੇਜ਼ ਕਿਸੇ ਹੋਰ ਬੋਲੀ ਵਿੱਚ, ਜਾਂ ਕਿਸੇ ਹੋਰ ਰੂਪ ਵਿੱਚ ਚਾਹੀਦਾ ਹੈ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਨੰਬਰ 020 8207 7445 'ਤੇ ਫ਼ਨ ਕਰ, ਜਾਂ ਇਸ ਪਤਾ customer.services@hertsmere.gov.uk 'ਤੇ ਈਮੇਲ ਭੇਜੋ। ਅਸੀਂ ਤੁਹਾਡੀ ਮਦਦ ਕਰਨ ਦੀ ਪੂਰੀ ਕੋਸ਼ਿਸ਼ ਕਰਾਂਗੇ। ਕਿਰਪਾ ਕਰਕੇ ਇਹ ਯਾਦ ਰੱਖੋ ਕਿ ਦਸਤਾਵੇਜ਼ ਦਾ ਤਰਜਮਾ ਹੋਣ ਨੂੰ ਕੁਝ ਸਮਾਂ ਲਗਦਾ ਹੈ।

Hertsmere Borough Council
Civic Offices, Elstree Way
Borehamwood, Herts WD6 1WA

Tel: 020 8207 2277
Fax: 020 8207 2197
Website: www.hertsmere.gov.uk

Produced by Hertsmere Design and Print Services
Tel: 020 8207 7416 Fax: 020 8207 2197
Email: design@hertsmere.gov.uk

Contents

	Page
Foreword	2
What is Hertsmere Together?.....	3
What is the Community Strategy?	4
Key Successes	
We asked... You said... We did.....	6
Hertsmere Together's vision	
You said... We will... ..	9
• Feeling and being safe	10
• Health and wellbeing	12
• Prosperity and the economy	14
• Where we live	16
• Children and young people	18
• Cross-cutting issues	20
How will Hertsmere Together deliver its Community Strategy?.....	22
How will Hertsmere Together assess the impact of and resource its Community Strategy?	24
Comments and suggestions	25

Foreword



I am delighted to introduce this refreshed Community Strategy 2010-2021, which embodies our vision to shape a better future for Hertsmere. This strategy provides a robust framework, based on firm evidence, to achieve improvements in the delivery of local services through greater partnership working across the public, private, voluntary and community sectors in Hertsmere. I have enjoyed the privilege of chairing Hertsmere Together since 2008 and am looking forward to the new challenges that the partnership will tackle over the coming years. This strategy has been developed and will be managed by the Local Strategic Partnership (LSP), Hertsmere Together.

The members of Hertsmere Together are committed to working in partnership to deliver the best quality and most efficient services to the residents of Hertsmere. This strategy is a living document that will need to be refreshed and reviewed regularly to ensure it continues to meet the changing needs of Hertsmere and its residents. We therefore welcome any feedback you may have on this strategy and invite your comments and suggestions.

Hertsmere's history, heritage and culture are unique and we know we face a myriad of challenges over the years ahead and that it is really important we improve for today, and for future generations.

This LSP fully endorses the partnership approach and consequently this strategy demonstrates our common agenda and the means by which we can deliver it as true partners in every sense of the word.

A handwritten signature in blue ink, appearing to read 'Morris Bright', with a long, sweeping horizontal line extending to the right.

Councillor Morris Bright
Chairman of Hertsmere Together

What is Hertsmere Together?

Hertsmere Together is one of eleven Local Strategic Partnerships in Hertfordshire including the countywide partnership, Hertfordshire Forward. The Community Strategy process is managed and delivered by Hertsmere Together. Its members represent the public, private, voluntary and community sectors within Hertsmere. Its membership is reviewed every year to ensure that all sectors continue to be represented appropriately and that the partnership is working effectively.

Hertsmere Together members have the authority to speak on behalf of their individual

organisations/groups (see below) and to commit resources to achieving the work set out in this strategy. Partnership working can take many forms, such as the increased co-ordination of services, the pooling of budgets and the sharing of resources or joint activities.

Hertsmere Together members undertake to:

- hold a strategic view
- speak with authority
- make decisions on behalf of their organisation
- commit resources (in principle)
- adjust corporate priorities (in principle)

The membership of Hertsmere Together is:

Organisation/Group	No. of reps	Representative(s)
Hertfordshire Constabulary	1	Chief Superintendent
Hertfordshire Police Authority	1	Hertsmere Representative
NHS Hertfordshire	2	Chairman of NHS Hertfordshire Partnerships Manager NHS Hertfordshire
Hertsmere Borough Council	4	Leader (Chairman) Chief Executive Portfolio Holder for Health, Leisure and Culture Portfolio Holder for Economic Development
Hertfordshire County Council	2	Hertsmere Lead Officer Portfolio Holder
Hertsmere Leisure Trust	1	Chief Executive
Community Action Hertsmere	1	Board Member
Citizens Advice Bureau	1	Board Member
Oaklands College	1	Chief Executive
Housing	1	Housing Provider
Forum of Faiths	1	Chairman
WENTA Business Centre	1	Chief Executive
Total	17	

What is a Community Strategy?

Over the coming years Hertsmere will face many important issues that cannot be tackled fully by one single organisation. The Community Strategy was developed as a framework to enable local organisations to work together to address issues more effectively and efficiently.

The Community Strategy seeks to prioritise the most important issues facing Hertsmere across five agreed strategic objectives whilst acknowledging a range of objectives that cross the thematic boundaries. Each strategic objective has an accompanying action plan (produced as a separate document) which details how these issues will be tackled through partnership working.



Local Strategic Partnership

Hertsmere Together, in consultation and engagement with other relevant service providers and stakeholders,* has developed the Community Strategy. This, combined with statistical evidence, ensures that the strategy reflects local needs and aspirations. This evidence can be found in the reverse of this document.

Hertsmere Together's Community Strategy aims to:

- provide a long-term vision for the future of Hertsmere.
- provide a means of joining-up local services and improving partnership working.
- reflect local circumstances, needs and aspirations.
- prioritise its objectives based on the needs expressed by Hertsmere residents.
- identify gaps in provision of service.
- provide a means of tackling cross-cutting issues.
- provide a means of identifying resources to address the needs of Hertsmere.
- ensure there are detailed action plans to address the short and medium term aims that will contribute to its long term vision and strategic objectives.
- ensure a robust performance management system to assess and monitor its progress and develop a system for reporting its progress to the wider community.
- develop a sustainable approach to meeting the needs of the community.

* Includes local voluntary and community groups, local businesses, and the wider public including residents and those that work or study in the borough.



Hertfordshire Forward

Hertfordshire Forward is the countywide Local Strategic Partnership working to improve services and opportunities for everyone in Hertfordshire. There is one overarching objective of the partnership, which is to be a strategic alliance for the county, using influence (not power) to drive Hertfordshire's future.

Hertfordshire Forward is responsible for the Hertfordshire Community Strategy. Hertsmere's Community Strategy and the county strategy complement each other. This second review of the Community Strategy was therefore undertaken in 2009 to ensure that the strategy and its objectives were still relevant to the needs of the community in Hertsmere and that the

strategy was aligned to the priority areas identified in the Local Area Agreement 2 (LAA2) 2008-2011. LAA2 impacts upon what key actions need to be delivered in partnership through Local Strategic Partnerships in Hertfordshire. The LAA is an agreement between the Government and Hertfordshire to improve local services in four key areas - economic development and enterprise, children and young people, safer and stronger communities, healthy communities and older people - through strengthened partnership working. It also allows local service providers greater flexibility to pool their budgets and join up services in the four key areas. This is regularly reviewed and in 2008 LAA2 was agreed by Hertfordshire Forward.

We asked... You said... We did...

Key successes

This Community Strategy was originally published in 2003 and the first review was produced in 2006, which has contributed considerably to the improvement of service delivery in Hertsmere over this period. Partnership working between agencies has increased greatly and, as a result, many services are now being delivered more efficiently and effectively.

The following are examples of innovative partnership projects that have been undertaken, through Hertsmere Together, since 2006:

You said...	We did...
Create a safer environment	• Developed and extended Be There! Do It! programme of activities for young people in the school holidays to reduce anti-social behaviour. • Delivered multi-agency high profile initiatives such as Environmental Action Days and Spotlight events. • Supported Police Community Support Officers which are jointly funded. There are now 27 who work across the borough providing community reassurance, thereby reducing the fear of crime. • The percentage of residents that feel reducing crime needs to be improved has fallen to just 13% from 22% (Residents Survey 2008). • The Crime and Disorder Reduction Partnership (CDRP) has worked together to reduce all crime by 21% exceeding the government target of 16% (2007/2008).
Address health inequalities and provide affordable leisure and cultural opportunities	• Health inequalities funding from the Primary Care Trust has enabled a number of partnership projects to take place, including developing volunteer opportunities for people with mental health issues, awareness raising on fuel poverty, improving access to leisure activities for over 45s, healthy eating for families and combating health effects of the financial downturn, a cross-cutting issue. • Our partnership with Arsenal football club has provided exciting opportunities for children and young people to develop not only their football skills but also improve their confidence, ambition and gain an understanding of a healthy and active lifestyle. • Hertsmere's Community Sports Network, Active Hertsmere, has been delivering the actions of its first annual plan, supported with £26,000 funding from Sport England. Active Hertsmere aims to promote and deliver sporting activities in the borough for the benefit of all, as an advocate for sporting excellence, fun and participation.
Improve the economy by increasing job opportunities and skills for all	• Community Action Hertsmere was established to develop projects and services to help regenerate Hertsmere's communities. • Secured funding to continue to provide community learning and outreach advice at the Community Shop in Borehamwood. • An Advice Bus has provided advice and signposting in the recession on skills, jobs and starting up a business. • 'A Helping Hand – Beat the Credit Crunch' booklet provided advice to tackle the credit crunch and was distributed across the borough.

You said...	We did...
Work towards meeting local housing needs	• Hertsmere has been instrumental in implementing a Choice Based Letting scheme in partnership with Registered Social Landlords. • Developed a supported housing scheme for people with learning disabilities. • Outreach sessions have been delivered in schools focusing on the issues of youth homelessness and as a result Hertsmere has been recognised as the Eastern Region Centre of Excellence for youth homelessness in 2007/08 and 2008/09.
Improve the quality of Hertsmere's environment	• The Local Development Framework was approved in November 2008 following extensive consultation with Hertsmere Together as well as the wider community. • Hertsmere has the highest number of Green Flags in Hertfordshire with five awards for the quality of our parks and open spaces as a result of robust and continuing partnership working, which contributed to the achievement of countywide Local Area Agreement targets.
Improve access to services	• Award-winning research undertaken by the Equal Opportunities and Access Project into the numbers, locations and needs of the black and minority ethnic communities in Hertsmere. • Support given to the development of the Forum of Faiths. • Further partnership work with the Forum of Faiths saw a number of successful activities in Inter-Faith week across the borough promoting cohesion and celebrating diversity. • Selected by Communities and Local Government to be a pilot area for 'Take Part Pathfinder' which seeks to get residents more involved in community life and influence local democracy.

You said...

"The Hertsmere Youth Network identified the need to develop more leisure activities for young people."



We did...

For the seventh year running, a range of leisure opportunities were on offer for young people aged 11-19 through the Be there! Do It! summer activity programme. Young people were given the chance to try anything from swimming or street dance, fashion design or fishing, cookery, go-karting, horse riding and even learning how to ride a motorbike.

Be There! Do it! success relies on a strong network of local partners who are all key in making the programme happen each year. Be There! Do it! is an excellent example of what working in partnership can achieve. In 2009 the programme offered 252 sessions, which were delivered by 15 different Hertsmere Together partners resulting in 2,568 visits.

You said...

"We want to be more involved in decision making in the local area."

We did...

A pilot project called 'Take Part' aims to:

- build the skills and confidence of local people so that they can get involved, pursue community leadership and lay governance roles
- support people and organisations in developing an understanding of barriers to participation, and how to overcome those barriers
- raise awareness of routes into lay governance roles, especially those involving Local Strategic Partnership partners, and to support people in their progression through those routes.

Working better together for a safer Hertsmere

Around 40 people including the borough and county council, police, fire services and local housing associations, took part in a 'speed meeting' to generate new opportunities for working in partnership and reducing crime.

The innovative event raised awareness of who does what in the borough to reduce crime and disorder. Partners shared knowledge and discussed opportunities to work together in the area.



Celebrating diversity



The national inter-faith week ran from 15 to 21 November. It aims to strengthen good inter-faith relations at all levels, increase awareness of the different and distinct faith communities in the UK (including contribution to their neighbourhoods and wider society) and to increase understanding between people of religious and non-religious belief. Hertsmere Inter-Faith week was community-led, with local people from different backgrounds holding their own events. There were four key successful events in four different areas of Hertsmere including a celebration of different faiths, debates and educational talks with younger people.

Hertsmere Together's Vision

*Hertsmere Together will shape a better future
for the communities of Hertsmere
through robust partnership working.*

To ensure this Community Strategy and its vision represents the needs and aspirations of the borough, Hertsmere Together has widely consulted and engaged relevant stakeholders to identify the issues of importance for Hertsmere and to prioritise the work of the Partnership. Hertsmere Together has also reviewed key local, countywide, regional and national strategies and plans to ensure that this strategy is not in conflict with existing, agreed priorities for Hertsmere and the wider area. Please refer to the supporting

document 'Developing our vision and priorities' for more details on the outcomes of this work.

To shape a better future for the communities of Hertsmere through robust partnership working, this strategy sets out a long-term plan (2010-2021) for future service improvements in Hertsmere across five strategic objectives and three cross-cutting themes. These objectives provide a clear framework to deliver and prioritise service improvements.

Hertsmere Together's strategic objectives are to:

- Create a safer environment and increase the feelings of safety.
- Promote and provide opportunities for healthier lifestyles and improve the quality of life for older people.
- Combat poverty and narrow the gap.
- Create better living conditions for Hertsmere residents.
- Deliver and promote quality activities for young people.

The following pages provide a summary of each strategic objective and a number of key aims, which will address them.

Feeling and being safe

Hertsmere Together partners will work together to help make Hertsmere a safer place to live, work and visit. Partners will develop and support initiatives to reduce incidents of crime and prevent people engaging in offences and anti-social behaviour. Despite Hertsmere being one of the safest places to live in the country, fear of crime is still relatively high. Hertsmere Together will support work to reassure the public that Hertsmere is a safe place.

A number of factors other than crime contribute to creating a safer environment. Hertsmere Together partners will work together to educate residents about how to keep themselves safe in all aspects of their life including road safety, fire safety and personal safety in the home and workplace. The Partnership will also support initiatives to keep vulnerable residents safe by combating domestic violence and nuisance behaviour. This work will be largely delivered through the Crime and Disorder Reduction Partnership (CDRP).

You said...

"Despite relatively low levels of crime, people in Hertsmere are still fearful of crime."

So we will...

Continue to create a safer environment and increase the feelings of safety.

Case study

The CDRP converted a house into a museum of safety to help prevent people's Christmas being ruined by fire or crime. The Crime Prevention House aimed to educate and eliminate burglary and accidents over the Christmas holidays. A Christmas Crime Menu was also produced to reduce opportunistic crime by providing handy tips to help prevent this type of crime by closing windows, keeping presents out of view and keeping shopping out of sight.



Priorities

To create a safer environment and increase the feelings of safety we will:

1. Reduce crime, prioritising vehicle crime, burglary, domestic violence, race hate and crimes of local concern.
2. Reduce anti-social behaviour and substance-related disorder.
3. Build community confidence and reduce fear of crime levels for people of all ages.
4. Improve and sustain Hertsmere's environment.
5. Broaden and change the ways in which we engage with communities through communication.

Case study

'Environmental action day cleans up the community'

The CDRP has run a series of Environmental Action Days involving a number of partners who cleared graffiti, fly tipping, untaxed cars and any safety risks in the area. Residents were then also able to attend an information and crime prevention event in the mobile police station. These initiatives rely on partnership working and improve the local environment by involving the local community and contribute to reducing the fear of crime.



A detailed action plan to address this strategic objective is published as a separate document. This enables the action plans to be updated regularly.

Key associated documents:

- Crime and Disorder Reduction Partnership Plan 2008 - 2011
- Hertfordshire Policing Plan

Health and wellbeing

Hertsmere Together partners will work together to ensure all residents of Hertsmere have improved health and receive good quality health services. It will develop and support initiatives to reduce inequalities in levels of health and the provision of health services.

Hertsmere Together partners will work to develop and support initiatives to address the causes of ill health and promote healthy and active lifestyles for all residents. The Partnership will also develop and support initiatives to combat factors that contribute significantly towards poor health such as substance misuse and smoking.

Access to leisure and cultural opportunities also play a significant part in enriching peoples' lives. Hertsmere Together partners will work to increase participation in and access to those services to enhance the cultural and social well-being of its residents and visitors.

You said...

"People in Hertsmere want healthier lifestyles."

So we will...

Continue to promote and provide opportunities for healthier lifestyles and improve the quality of life for older people.

Case study

Activities for over 45s took place in Hertsmere funded by the Primary Care Trust. There were a series of squash evenings run in partnership with Hertsmere Leisure aiming to encourage activities for the over 45s.



Priorities

To promote and provide opportunities for healthier lifestyles and improve the quality of life for older people we will:

1. Improve the rate of people engaging in a healthy, active lifestyle through the development of affordable physical activities and cultural opportunities.
2. Invest in time, money and effort to reduce health inequalities.
3. Increase the numbers of people stopping smoking.
4. Develop initiatives to address mental health issues including isolation, anxiety and exclusion.
5. Promote sexual health.

Case study

A community healthy-eating project was run in schools to promote healthy lifestyles and prevent childhood obesity.

All parents and grandparents felt they had improved their understanding of healthy eating and reducing obesity; learning new recipes and healthier options for lunch boxes.



A detailed action plan to address this strategic objective is published as a separate document. This enables the action plans to be updated regularly.

Key associated documents:

- Director of Public Health's Annual Report
- West Hertfordshire hospitals NHS Trust Public Health Strategy 2008-2010
- Sports Development Strategy 2009-2012
- Audit Commission Report – Health Inequalities in Hertfordshire

Prosperity and the economy

Hertsmere Together partners will work together to promote and develop Hertsmere as a thriving and prosperous place, by encouraging regeneration of the local economy, inward investment and community regeneration. Partners will work together to develop employment and training opportunities to maintain low levels of unemployment, increase opportunities for local residents and sustain an active labour market.

Hertsmere Together will also develop and support initiatives to ensure that the skills of local residents meet the needs of the local economy and will work together to source external funding to support regeneration initiatives and community development.

Hertsmere Together partners will work together to remove barriers to learning and promote lifelong learning for all, to allow residents to reach their full potential. The Partnership will also develop and support initiatives to improve achievements and qualifications and build skills and confidence.

You said...

"People are struggling to make ends meet."

So we will...

Continue to work towards combating poverty and narrowing the gap.

Case study

The Economic Partnership piloted an 'Advice Bus' in Hertsmere to signpost people and give advice on job opportunities, gaining new skills and volunteering in the recession. The event attracted many Hertsmere residents who were seeking advice on setting up their own businesses and how to cope in the recession.



Priorities

To combat poverty and narrowing the gap we will:

1. Help people to get back into work, through initiatives such as training, volunteering, help with CVs and interviews, improving aspirations and motivations.
2. Help people coming off benefits to get back into work and raise awareness of opportunities.
3. Help people to avoid falling into unmanageable debt.
4. Increase entrepreneurial activity amongst the local population.
5. Support and implement actions which will help community development and capacity building.

Case study

The Economic Development Partnership took quick action at the onset of the recession by producing a booklet to provide signposting and advice to people in the credit crunch including, re-training, job searching, health and well being, and debt advice.



A detailed action plan to address this strategic objective is published as a separate document. This enables the action plans to be updated regularly.

Key associated documents:

- Hertfordshire's Economic Development Strategy 2009-2021
- Hertfordshire's Economic Recession Pledge
- Regional Economic Strategy (RES) 2008-2031

Where we live

Hertsmere Together partners will work together to develop and support initiatives to ensure that all Hertsmere residents have the opportunity of a decent home. This means a home of the right size, with reasonably modern facilities, in good condition, and that the occupier is able to keep warm at affordable cost. Partners will work together to continue to improve living conditions, enhance the supply of affordable housing, using land, resources and influence. In addition the 'Where we Live Partnership' will work together to reduce homelessness and sustain a vibrant environment, by combating housing fraud, working locally with families in need and improving the environment around flats.

They will also prioritise resources and collaborate to reduce fuel poverty by improving domestic energy efficiency for targeted vulnerable groups.

You said...

"People in Hertsmere want decent homes."

So we will...

Continue to create better living conditions for Hertsmere residents.

Case study

Hertsmere was awarded the Regional Youth Homelessness centre of Excellence for 2007 - 2009. Hertsmere Homelessness unit has also given presentations to pupils in local schools about the reality of being homeless.



Priorities

To create better living conditions for all, Hertsmere Together will:

1. Work to increase the supply of decent homes.
2. Improve local access to services.
3. Increase the capacity of communities to respond to their needs through the use of community centres, environmental action and community activities.
4. Continue to work together to tackle homelessness and reduce the risk to people of losing their home.

Case study

Members of the Housing Forum worked together to bring 26 former one-bedroom homes back into use for homeless people. This enabled local people, who otherwise would not have been housed, to remain in the borough, continue to work and have relationships with their families.



A detailed action plan to address this strategic objective is published as a separate document. This enables the action plans to be updated regularly.

Key associated documents:

- Hertsmere's Housing Strategy
- Hertsmere's Private Sector Housing Strategy
- Fuel Poverty Strategy
- Hertsmere Homeless Strategy

Children and young people

Hertsmere Together partners will continue to work towards enabling children and young people in Hertsmere to feel safe, contribute to society, enjoy life and be offered opportunities to achieve their potential. Hertsmere Together will continue to develop and nurture strong and cohesive partnerships between a range of statutory, voluntary and community organisations, ensuring that these partners work collectively to deliver, coordinate and promote high-quality services that improve outcomes for children and young people and enhance their quality of life.

Hertsmere Together partners come together in Hertsmere's Children's Trust Partnership to work towards this vision. The Partnership works towards ensuring children and young people have a healthy start to life and remain healthy into adulthood, and improves opportunities for them to take part in positive activities including play, sport and leisure, creative and cultural pursuits. It will also work to improve the economic wellbeing of children and young people by seeking to reduce the proportion of those living in poverty and increasing access to skills development, learning and employment opportunities.

You said...

"People across Hertsmere want more activities for young people."

So we will...

Continue to deliver and promote quality activities for children and young people.

Case study

Children's Centres have been opened in Potters Bar, Borehamwood and Elstree and further centres are planned for South Mimms and Potters Bar, Shenley, Aldenham and Radlett, Bushey and Bushey Heath.

Children's Centres in Hertsmere aim to offer the best start in life for every child, providing a place where under 5s can get involved in a range of both play and early learning activities. Parents, grandparents and carers can benefit from better opportunities with access to childcare, family support, health services, outreach services, training and employment advice.



Priorities

To deliver and promote quality activities for young people we will:

1. Co-ordinate and map positive activities delivered by all service providers in Hertsmere, filling gaps in provision and meeting need.
2. Overcome the barriers to children and young people accessing positive activities (such as cost, time and location).
3. Ensure children and young people have a good start in life and support continued access to care, skills development and learning and employment opportunities.
4. Promote the opportunities on offer and raise the profile of children and young people in a positive light.

Case study

Hertsmere's Play Strategy (2007-2012) was endorsed by Hertsmere's Children's Trust Partnership towards the end of 2007. In August 2008 the Big Lottery Fund awarded over £200,000 for three years, towards the delivery of this strategy. The funding awarded has allowed delivery of increased opportunities for children and young people to take part in free, open access play activities, and for the installation of three community shelters, providing informal meeting spaces and shelter in three parks in the borough for young people and other members of the community.



A detailed action plan to address this strategic objective is published as a separate document. This enables the action plans to be updated regularly.

Key associated documents:

- Hertsmere's Children's and Young People's Plan 2007-2010
- Hertsmere Play Strategy 2007- 2012

Cross cutting issues

Hertsmere Together's five strategic objectives address the most important issues facing Hertsmere. However Hertsmere Together recognises that any improvements in the delivery of local services will only make a difference to all residents' lives if local services are accessible to everybody, regardless of age, ability or ethnicity. In addition there are some issues that need to be considered by all five theme groups.

These are:

Community cohesion

Key aims:

- Assess all actions for the impact on cohesion and undertake an equalities impact assessment.
- Build inclusive communities.
- Build stronger communities through all partnership activities.
- Promote good community relations, challenging behaviours and attitudes.
- Celebrate diversity, culture and heritage of Hertsmere.

Key associated documents:

- Building Stronger Communities in Hertfordshire
- Hertsmere's Community Cohesion Action Plan
- Hertsmere Borough Council Diversity Peer Review

The environment

Key aims:

- Hertsmere Together partners will work together to improve the local environment to ensure that Hertsmere is a clean and pleasant place to live in, work in and visit.
- Partners will work to educate residents on environmental issues and foster civic pride so residents can be proud of their local environment.
- Hertsmere Together partners are committed to ensuring that the quality of Hertsmere's environment is improved and sustained for the future through developing and supporting initiatives to protect and enhance the natural environment and improve the existing built environment.
- Climate change remains a cross-cutting issue that the partnership will work to tackle through the themed work. Hertsmere Together will also work to reduce carbon emissions.
- Partners will work together to make best possible use of natural resources.

Key associated documents:

- Our Environment, Our Future: The Regional Environment Strategy For The East Of England
- Hertsmere Borough Council Carbon Strategy
- Local Development Framework



‘Compact’

Hertsmere Compact Plus is a protocol to shape the way partners work together in the delivery of this strategy. The continual development and implementation of Hertsmere Compact Plus will ensure that all Hertsmere Together partners are committed to taking into account the specific needs, interests and contributions of the third sector, minority groups and socially excluded residents. This will contribute to the achievement of an inclusive and sustainable community within Hertsmere. Much of the work needed to progress the Compact will therefore be incorporated within this strategy's action plans.

Community empowerment and engagement

Key aims:

- Continue to develop a robust mechanism to hear the views of residents.
- Empower and enable communities to take an active role in meeting identified needs and act appropriately.
- Develop Active Citizens who will contribute to community life.



Key associated documents:

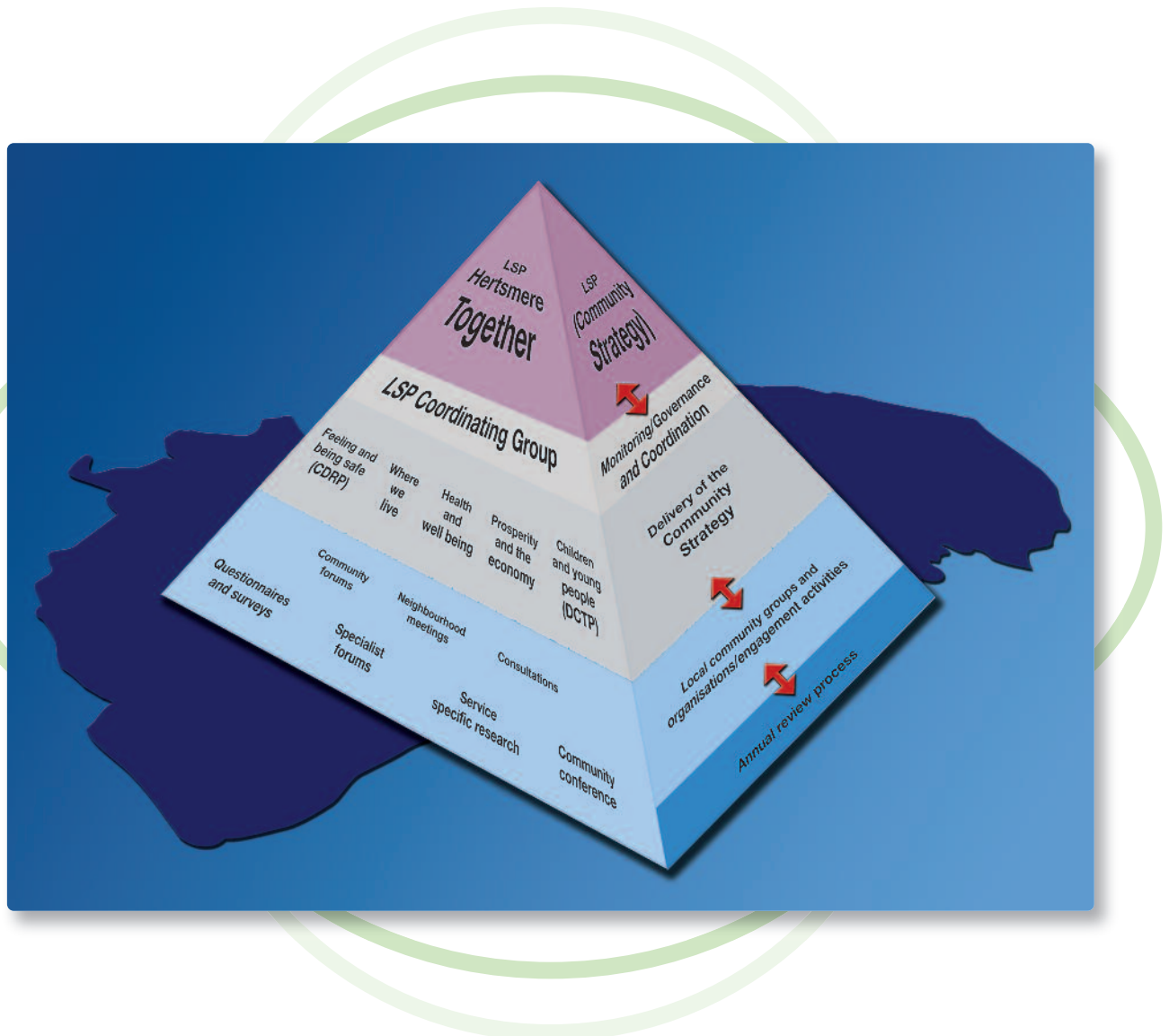
- Hertsmere Together's Community Engagement Strategy
- Hertsmere Together's Compact

How will Hertsmere Together deliver its Community Strategy?

Since Hertsmere Together was established it has worked to develop a co-ordinated framework, which captures the vast number of formal and informal partnerships that exist within Hertsmere. This has, over time, allowed local services to be delivered far more efficiently with specialist knowledge shared across the borough

ensuring that all local service providers are targeting their resources appropriately and avoiding the duplication of efforts.

The diagram below illustrates how Hertsmere Together has brought together the key specialist strategic partnerships and the community within Hertsmere to deliver this Community Strategy:



Hertsmere Together's theme group champions, chairs and support officers are:

Theme group	Strategic objective	Champion	Chair/Support officer	Representation from organisations
Health and wellbeing	Promote and provide opportunities for healthier lifestyles and improve the quality of life for older people	Chairman of NHS Hertfordshire	Public Health Partnerships Manager, NHS Hertfordshire	Adult Care Services Leisure Primary Care Trust Voluntary sector Faith Communities Hertsmere Borough Council Patient rep Practice based commissioning group
Where we live (Hertsmere Housing Forum)	To create better living conditions for Hertsmere residents	Hertsmere Housing Forum, Chairman	Hertsmere Housing Forum, Chairman/ Hertsmere Borough Council	Existing Housing Forum Community rep Regeneration rep Voluntary sector Private sector
Children and young people (District Children's Trust Partnership)	To deliver and promote quality activities for young people.	Hertsmere Borough Council, Portfolio Holder for Leisure, Culture and Health, Councillor	Hertsmere Borough Council, Sports and Cultural Services Manager	Young people Transport Local industry Hertsmere Borough Council Departments Schools (head teachers) Hertfordshire County Council Services Extended services Youth Connexions Libraries Hertsmere Leisure Voluntary sector Police
Prosperity and the economy	To combat poverty and narrow the gap.	Hertsmere Borough Council, Portfolio Holder for Economic Development, Councillor	Oaklands College, Hertsmere Borough Council	Job Centre Plus Citizens Advice Bureau Youth Connexions Oaklands College Hertsmere Borough Council Services Key employers Voluntary sector Watford Enterprise Agency Chamber of Commerce
Feeling and being safe (Crime and Disorder Reduction Partnership)	To create a safer environment and increase the feeling of safety	Hertfordshire Police Authority	Hertsmere Borough Council, Portfolio Holder for Community Safety and Transport Hertsmere Borough Council	Police Authority Police Hertsmere Borough Council County Council Fire & Rescue Primary Care Trust Probation Housing

How will we assess the impact of the Community Strategy?

Hertsmere Together will:

- **Refresh its Community Strategy annually** – an annual report will be produced by Hertsmere Together, detailing progress made against the strategic objectives. There will also be an on going review of structures and governance arrangements.
- **Review its Action Plans every year** – a report will be produced annually, and reported to Hertsmere Together, detailing progress made against the Action Plans and detailing any new areas of work that need to be included in the Action Plans. The Management Group will monitor the progress of all of the theme groups throughout the year and will report to the Local Strategic Partnership board.
- **Review its Community Strategy every three years** – full review of the Strategy and its objectives, and a full review of Hertsmere Together's operation.

How will Hertsmere Together resource its Community Strategy?

The pooling of budgets to support partnership projects can deliver efficiency savings and illustrate commitment to this way of working. In addition to financial resources, Hertsmere Together partners commit their resources to partnership projects in a number of other ways. In-kind partnership working such as the sharing of workers, equipment and information contributes to the achievement of more efficient local services. In-kind resources, in particular, allow for the voluntary and community sectors to continue making an active contribution to partnership working in Hertsmere.

The development of a Local Area Agreement for Hertfordshire brings with it the opportunity of funding for District Local Strategic Partnerships to deliver the LAA2 (see page 5) and Community Strategy targets at a local level. This is known as the Performance Reward Grant that will be available to the partnership in 2010.



Comments and suggestions

Hertsmere Together welcomes feedback on its Community Strategy from all sections of the community.

To help you in providing feedback, please use this section to tell us your views about the work of Hertsmere Together, to suggest any new actions and to make any general comments. Hertsmere Together will use the responses to form part of its regular review of its action plans and to inform the annual refresh of the strategy.

Additionally, if you would like any more information on the work of Hertsmere Together and its Community Strategy please contact the Corporate Support and Community Services Unit at Hertsmere Borough Council - contact details below.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

Please return to: Hertsmere Borough Council, Civic Offices, Elstree Way, Borehamwood, Hertfordshire, WD6 1WA or email: partnership.support@hertsmere.gov.uk, phone: 020 8207 7801.





Local Strategic Partnership

Developing our vision
and priorities



*'Listening, planning,
acting, in partnership'*



Contents

	Page
Developing our vision and priorities	2
What our community told us	4
Hertsmere: A place to be proud of	6
• Population	7
• Ethnicity	7
• Deprivation	8
• Crime	8
• Health	9
• Economy, employment and education	10
• Housing needs	11
• Environment	11
Jargon buster	12

Developing our vision and priorities...

Introduction

In arriving at its strategic objectives, Hertsmere Together used the results of its consultation and engagement exercises and the statistical evidence it has collected. Hertsmere Together has also reviewed key local, countywide, regional and national strategies and plans to ensure that this strategy is not in conflict with existing, agreed priorities for Hertsmere and the wider area. The following are examples of the type of documents that were examined:-

- Local service providers' strategic plans such as Hertsmere Borough Council's Corporate Plan, Town and Parish Council Plans.
- Countywide strategic plans such as Hertfordshire's Sustainable Community Strategy, Hertfordshire Constabulary's Policing Plan & West Hertfordshire hospitals NHS Trust Public Health Strategy.
- Regional strategic plans such as the Regional Spatial Strategy for the East of England, and Working Together for the East of England.

- National strategic documents such as 'Creating Strong, Safe and Prosperous Communities' as well as 'Communities in Control, Real People, Real Power.'

To ensure this Community Strategy represents the needs and aspirations of the borough, Hertsmere Together has widely consulted and engaged relevant stakeholders to identify the issues of importance for Hertsmere and to prioritise the work of the Partnership. The following outlines the evidence gathered for the review of the Community Strategy including a data profile of Hertsmere to develop Hertsmere Together's priorities.

Key local service providers, voluntary and community groups, and businesses in Hertsmere are already working to improve the quality of life in Hertsmere and are aware of the key issues facing the borough. A detailed engagement process was undertaken with these organisations/groups as well as the community at large to inform the development of the new priorities for the partnership.





Community involvement is vital to the success of this strategy. Hertsmere Together therefore carried out a number of public consultation and engagement exercises during the development of this strategy to inform its understanding of the aspirations of the borough:

- Make Your Voice Heard Community Consultation Event
- Youth Conference
- Residents survey (1,000 residents) – specific quality of life questions asked
- Place survey (1082 residents)

The second community consultation, Make Your Voice Heard! event attracted more than 40 people, including representatives of local voluntary groups and the general public with an interest in improving and sustaining their local community.



The principal areas of importance that were identified in the public consultation exercises are less crime and a reduction in the fear of crime, improving road safety, and more facilities for young people.

- Hertsmere Together planning day
- Questionnaire to partners (open online). Sub-partnerships invited to fill in through the Hertsmere Together's summer newsletter.
- Presentations to local community groups

This is a living document that will be refreshed annually and reviewed every three years. Ongoing consultation and engagement with relevant stakeholders and the wider community is therefore of vital importance to Hertsmere Together to ensure that this strategy continues to reflect the needs and aspirations of the community.

What our community told us...

Feeling and being safe

Our community wants:

- To raise awareness of road safety.
- Address issues of antisocial behaviour and public disorder.
- Improve access to services across the borough.



Health and well-being

Our community wants:

- Better information on services.
- Fair distribution of services.
- Locally accessible services.
- Better coordination between health and welfare.
- Affordable activities to stay healthy.



Prosperity and the economy

Our community wants:

- Improved learning opportunities.
- To encourage thriving business and employment opportunities.



Children and young people

Our community wants:

- Better promotion of available services.
- More affordable activities for children and young people.
- Opportunities for skills development and learning.



Where people live

Our community wants:

- An improved built environment.
- More community facilities.
- Better access to housing addressing youth homelessness and affordable housing.



Our community also told us that...

- Participants felt that much more could be done to improve awareness of Hertsmere Together and its interaction with the public. Hertsmere Together is also well placed to ensure that there are effective systems/processes in place to ensure the exchange of information between all agencies and individuals in the local community.
- Feedback on our community conference was overwhelmingly positive, suggesting that the event had the right formula in terms of venue, timing and mode of delivery. The feedback conveys a genuine sense of enthusiasm for the event.

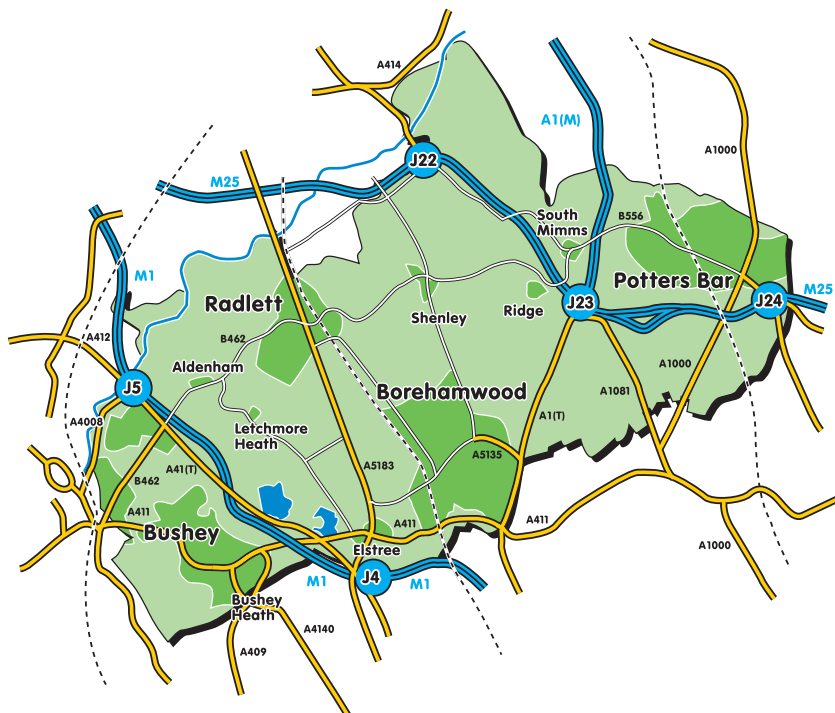


Hertsmere: A place to be proud of

This section provides a statistical profile of Hertsmere. The data provides a snapshot of the type of information that has been used by Hertsmere Together to inform its understanding of the borough and its needs to develop this strategy and set its strategic objectives. Nonetheless, the partnership understands that the community is constantly changing and therefore statistical information should be regularly updated and the strategy be evolving. For more detailed information please see Hertsmere's Community Profiles, which can be viewed online at www.hertsmere.gov.uk/communityprofiles. This work supports the important community consultation and engagement undertaken on a continuous basis by the Local Strategic Partnership.

Hertsmere is north of London and includes the settlements of Borehamwood, Elstree, Bushey,

Potters Bar, Radlett and Shenley. This proximity to London has an impact on the local economy, and whilst it generates investment, it also places added pressure on our infrastructure and housing stock. The population is very mobile and more than 60% of residents commute to work outside the area. There are a number of localised pockets of deprivation in areas emphasising the need for actions, which address distinct local priorities as in Hertsmere's Sustainable Community Strategy. The 2007 Index of Multiple Deprivation shows that part of Borehamwood Cowley Hill ward is in the top 15% of the most deprived areas in the country and in the top 4% most deprived areas in the Eastern Region. This deprivation contrasts sharply with the equally concentrated areas of affluence that characterise other parts of the borough. We embrace the diverse communities we have in Hertsmere and work in partnership to improve the quality of life for people in the area.



Population

The resident population of Hertsmere, as measured in the 2001 Census, was 94,450, of which 48% were men/boys and 52% were women/girls. The population estimate of the borough mid 2008 is 98,700. There is a slightly higher population of pensioners than the national average with 15.8% of residents aged more than 65 years. It is predicted that the population of the borough will reach 110,000 by 2021.

Mid-year population 2008		
	Hertsmere	Hertfordshire
Ages	Persons	Persons
Total	98,700	1,078,400
0	1,300	14,600
1-4	5,200	54,500
5-9	5,800	64,800
10-14	6,200	68,500
15-19	6,300	68,500
20-24	5,700	60,600
25-29	6,400	66,800
30-34	6,500	71,600
35-39	6,900	83,100
40-44	7,800	89,400
45-49	7,500	81,800
50-54	6,200	68,300
55-59	5,900	61,300
60-64	5,500	59,600
65-69	3,700	42,700
70-74	3,600	39,400
75-79	3,000	34,100
80-84	2,700	25,500
85-89	1,700	16,000
90+	900	7,200

Source: National Statistics, Mid Population Estimates 2008



Ethnicity

Hertsmere is becoming an increasingly diverse borough with considerable changes in its ethnic make-up. The largest minority groups are Asian, Mixed, Black and Chinese. Hertsmere has the second highest proportion of black and ethnic populations in Hertfordshire (Source: 2001 Census).

After Watford, Hertsmere is the most diverse district in Hertfordshire. According to the 2006 population estimates, 12% of the population are not from a White British or Irish background. Hertsmere is the centre of Hertfordshire's Jewish community - almost 60% live in the borough. Hertsmere also has a large Indian population of almost 2,300 people, who mainly follow the Hindu faith and is home to the UK headquarters of the International Society for Krishna Consciousness. There is a growing Black African population in Borehamwood: estimates indicate there are over 400 children aged 0-15 of Black African or White and Black African background living in the borough.



Crime

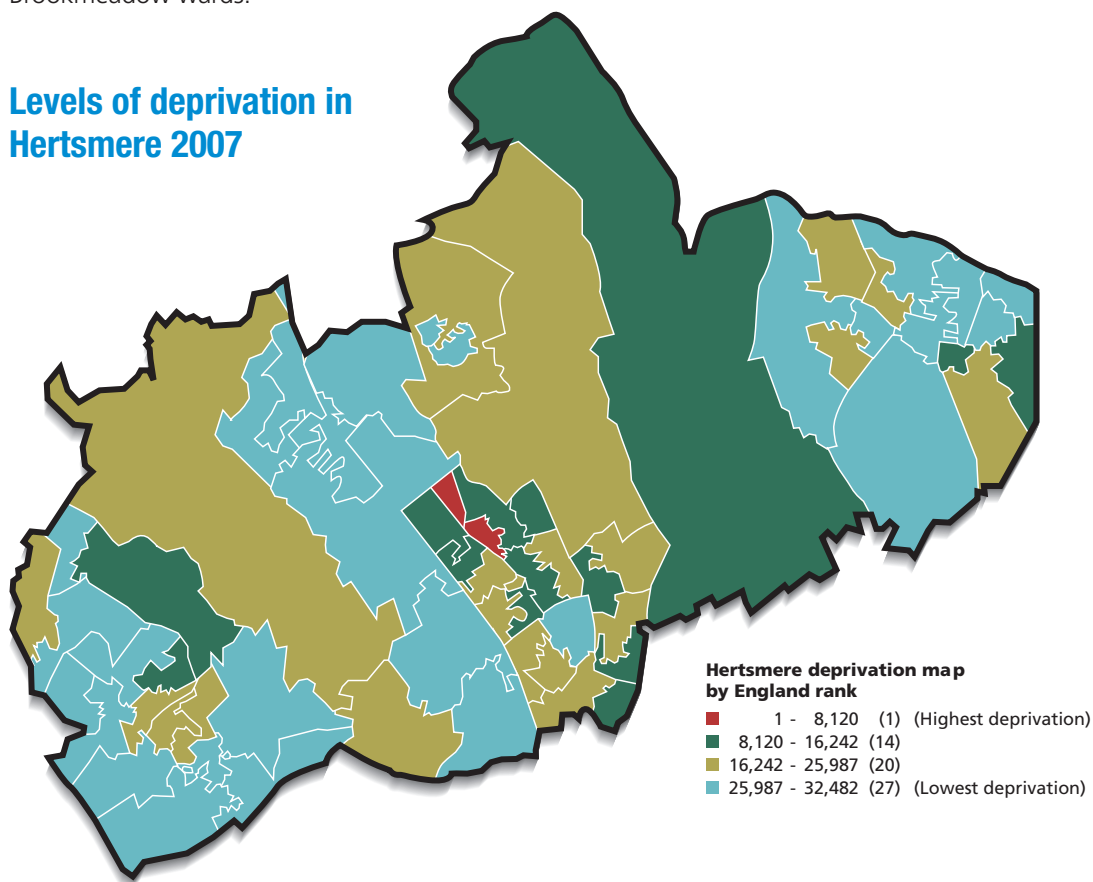
The 2008 place survey indicates that 90% of residents feel safe on the streets during the day, but only half after dark. This goes against the low risk of night time violent crime in Hertsmere. The place survey also indicates that residents are most concerned about environmental issues, such as litter and vandalism. Overall, Hertsmere residents are happy with how police and public services seek people's views in the local area (ranked top in Hertfordshire) and how they deal with issues (ranked third). The Crime Disorder and Reduction Partnership hold many public forums throughout the area where the public are kept up-to-date with activity the partnership is undertaking and can voice their opinions on local issues.

The 2009 Health Profile also flags up the high number of road traffic collisions in Hertsmere in comparison with Hertfordshire County's average. Please see 'Health evidence.'

Deprivation

Hertsmere is a relatively affluent area with low unemployment, good levels of education and a low crime rate. However there are a number of localised pockets of deprivation in areas across the borough. The Index of Multiple Deprivation 2007 show that part of Borehamwood Cowley Hill ward is in the top 25 per cent of most deprived areas in the country and in the top 10 per cent of most deprived areas in the Eastern region. There are also a number of other areas of deprivation including parts of Bushey North, Potters Bar Oakmere and Borehamwood Brookmeadow wards.

Levels of deprivation in Hertsmere 2007



Source: Reproduced from the Ordnance Survey Mapping with the permission of the controller of Her Majesty's Stationery Office. Crown Copyright. Unauthorised reproduction infringes Crown Copyright and may lead to prosecution or civil proceedings. Hertsmere Borough Council licence no. LA078239. For internal and external use.

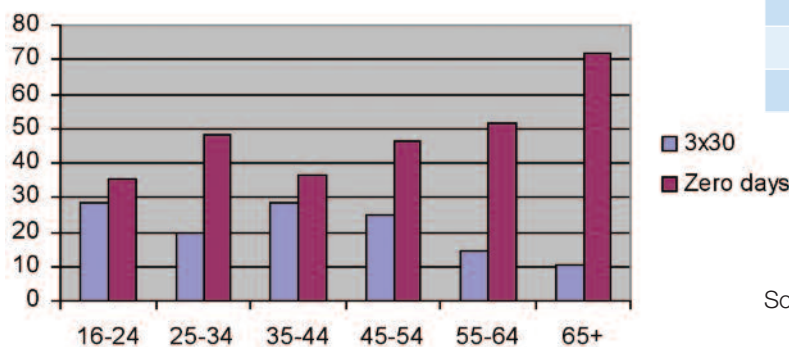
Health

In general residents of Hertsmere are relatively healthy. There are, however, differences in peoples experiences of health across the borough. A key effect on health is the amount of exercise people undertake. The graph below outlines the amount of people who take part in

no activity and those who exercise at the guideline amount of 3 x 30 minutes each week.

According to Hertsmere's Health Profiles 2009 smoking, road injuries and obesity in children are prevailing issues, particularly in some of the most deprived areas in Hertsmere.

Participation by 10-year age bands



Age	3x30	Zero days
16-24	28.6	35.3
25-34	19.6	48.2
35-44	28.4	36.4
45-54	24.8	46.6
55-64	14.5	51.8
65+	10.2	72.1

Source: Active Peoples Survey 2006

The chart below shows how people's health in this local authority compares to the rest of England. The local result for each indicator is shown as a circle, against the range of results for England which is shown as a bar. A green circle may still indicate an important public health problem.

- Significantly worse than England average
 - Not significantly different from England average
 - Significantly better than England average
 - No significance can be calculated
- * relates to National Indicator Set 2009



Domain	Indicator	Local No. Per Year	Local Value	Eng Avg	Eng Worst	England Range	Eng Best
Our communities	1 Deprivation	1596	1.7	19.9	89.2		0.0
	2 Children in poverty *	2744	14.2	22.4	66.5		6.0
	3 Statutory homelessness	87	2.0	2.8	8.9		0.0
	4 GCSE achieved (5A*-C inc. Eng & Maths) *	619	55.0	49.3	26.5		73.3
	5 Violent crime *	1108	11.5	17.6	36.4		4.8
	6 Carbon emissions *	640	6.7	7.2	15.7		4.6
Children and young people's health	7 Smoking in pregnancy	176	14.0	14.7	37.8		3.7
	8 Breast feeding initiation *	949	76.0	71.0	32.5		92.2
	9 Physically active children *	10820	91.2	90.0	77.5		100.0
	10 Obese children *	82	10.0	9.6	16.2		3.9
	11 Children's tooth decay (at age 5)	n/a	1.1	1.5	3.2		0.0
	12 Teenage pregnancy (under 18) *	47	24.7	41.2	79.1		15.0
Adults health and lifestyle	13 Adults who smoke *	n/a	28.5	24.1	40.9		13.7
	14 Binge drinking adults	n/a	14.1	18.0	28.9		9.7
	15 Healthy eating adults	n/a	29.6	26.3	15.8		45.6
	16 Physically active adults	n/a	11.9	10.8	4.4		17.1
	17 Obese adults	n/a	21.0	23.6	31.2		11.9
	18 Over 65s 'not in good health'	2579	16.6	21.5	32.5		13.5
Disease and poor health	19 Incapacity benefits for mental illness *	1100	18.5	27.7	59.4		8.7
	20 Hospital stays for alcohol related harm *	940	825.0	1472.5	2615.1		636.6
	21 Drug misuse	273	4.4	9.8	27.5		1.3
	22 People diagnosed with diabetes	3613	3.7	4.1	6.3		2.6
	23 New cases of tuberculosis	8	8.4	15.0	102.1		0.0
	24 Hip fracture in over-65s	105	479.3	479.8	689.8		219.0
Life expectancy and causes of death	25 Excess winter deaths	37	12.2	17.0	30.3		4.0
	26 Life expectancy - male *	n/a	78.7	77.7	75.2		83.7
	27 Life expectancy - female *	n/a	82.2	81.8	78.1		87.8
	28 Infant deaths	4	3.5	4.9	9.6		1.3
	29 Deaths from smoking	191	105.9	210.2	330.2		134.4
	30 Early deaths: heart disease & stroke *	58	60.1	79.1	130.5		39.5
	31 Early deaths: cancer *	107	111.2	115.5	164.3		75.7
	32 Road injuries and deaths *	61	64.0	54.3	186.3		16.4

Economy, employment and education

Hertsmere is a very mobile borough with more than 60% of people commuting to work outside the area. There is also a high proportion of the population working within the professional and management sectors. Hertsmere is a relatively

affluent area with low unemployment which, based on the Job Seekers Allowance claims, has risen from 1.5% in October 2008 to 2.7% in June 2009. However this is a result of the recession and is already improving but does also hide significant variations between wards, with Borehamwood Cowley Hill having the fourth highest unemployment rate in the county.

Job Seekers Allowance claims

Ward	Numbers October 2008	% October 2008	Numbers June 2009	% June 2009
Aldenham East	17	0.6	38	1.3
Aldenham West	24	0.7	51	1.7
Borehamwood Brookmeadow	124	2.9	196	4.4
Borehamwood Cowley Hill	163	3.4	244	4.9
Borehamwood Hillside	110	2.2	219	4.1
Borehamwood Kenilworth	94	2.6	219	4.1
Bushey Heath	29	0.8	57	1.6
Bushey North	53	1.4	126	3.2
Bushey Park	29	1.0	57	1.9
Bushey St James	51	1.1	95	2.1
Elstree	28	1.0	55	1.8
Potters Bar Furzefield	39	1.0	79	2.0
Potters Bar Oakmere	80	1.8	160	3.7
Potters Bar Parkfield	41	1.0	98	2.4
Shenley	39	1.1	68	1.8





Housing needs

About three quarters of Hertsmere's housing stock is owner occupied, but the borough also has about 6,500 housing association homes and 2,800 privately rented homes.

With the relatively high rent level in the private sector for the borough, and people who are working but on low wages, many residents apply to the housing register for social housing.

The affordability of houses may be an issue in the area. The table below outlines the average price of houses in Hertsmere (October 2009):

House type	Average price
Average house price	£316,712
Detached	£544,546
Semi-detached	£287,478
Terrace	£236,911
Flat	£259,885

In addition, the number of homeless approaches is higher this year in comparison to last year.

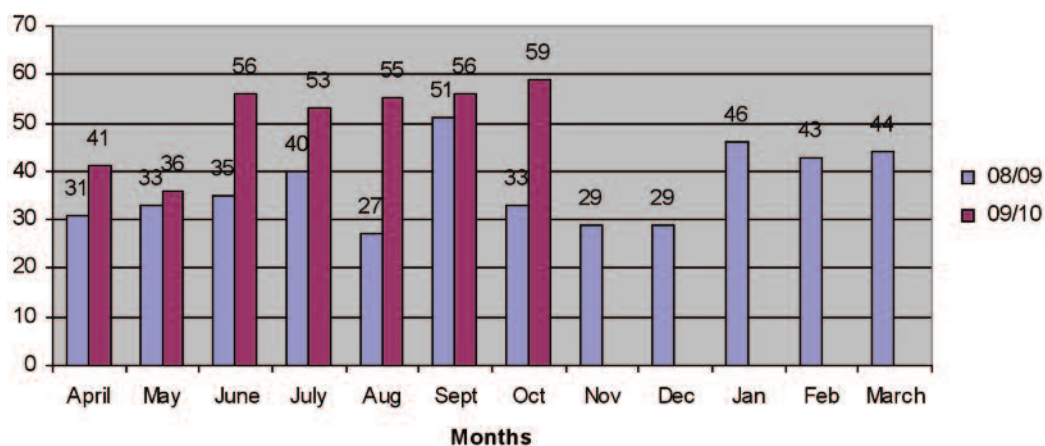
Environment

The centre of London may be just 12 miles from the Hertsmere boundary, but the borough retains a strong rural character with 80% designated as Green Belt land. There is also a wealth of historic buildings and sites of archaeological interest that pre-date the Romans as well as a strong film and television heritage in Elstree, Borehamwood and Bushey. Hertsmere is determined to balance the need for change with preserving this legacy.

There are three major road transport routes through Hertsmere – the M1, M25 and A1(M) all of which have a significant environmental impact. Three major rail corridors also pass through, or close, to Hertsmere.

Hertsmere's location, with its proximity to London and excellent transport links, brings with it substantial pressure for development. These pressures must be reconciled with the environmental impact. Achieving sustainable development is therefore key to protecting Hertsmere's environment.

Homeless Approaches



Jargon buster

ACTIVE CITIZENSHIP - Those who take responsibility for their communities and take an active part in community or civic life.

ACCOUNTABLE BODY - The legal entity nominated to act on behalf of partners or an unconstituted partnership, taking responsibility for the receipt and use of the public monies.

AFFORDABLE HOUSING includes social housing where rent levels are set in line with the Government's policies to influence rent levels, and intermediate housing, involving a mix of forms of low cost home ownership (eg, shared ownership) or reduced rent arrangements.

CARBON NEUTRAL - Refers to zero total carbon release, brought about by balancing carbon released with the amount removed.

COHESION / COHESIVE COMMUNITY - Communities that live and grow together.

COMPREHENSIVE AREA ASSESSMENT is a new joint way of assessing local public services in England.

DIVERSIFICATION / DIVERSITY - The introduction of variety.

EMPOWERMENT - A process and a state (i.e 'to be empowered'). It can refer to the individual and within the context of community empowerment, a body of people. To give power / authority to someone, or to reveal to someone the power they already have.

ENVIRONMENTAL MANAGEMENT - The management of our interaction with, and impact on, the environment.

EVERY CHILD MATTERS - An approach set out by government to ensure the well being of children and young people.

FAIR TRADE - Market-based model of international trade, which promotes the payment of a fair price as well as social and environmental standards.

FACILITATING - Any activity which makes the tasks of others easier.

GREEN FLAG - A quality standard for parks and open spaces.

INFRASTRUCTURE - The basic structure or features of a system.

LAA (Local Area Agreement) - A countywide initiative, designed to improve local services through strengthened partnership working.

LOCAL DEVELOPMENT FRAMEWORK Is the planning strategy for Hertsmere.

LOCALISED HEALTH SUPPORT - Health support provided or planned locally.

LOCAL PROCUREMENT - Obtaining goods and services locally.

LOCAL STRATEGIC PARTNERSHIP - A group of statutory and non-statutory organisations working together for the benefit of local people.

MICRO BUSINESS - A business with a small number of employees.

HERTFORDSHIRE PATHFINDER working together to achieve economies of scale and promote best practice.

REGIONAL SPATIAL STRATEGY - A regional level planning framework for England.

SOCIAL INCLUSION - An inclusive community is one in which no individual, family group or area is so excluded as to be unable to participate in the life of the community.

THIRD SECTOR - Organisations not in the public or private sectors – usually voluntary and community organisations.

TOTAL PLACE - A new initiative that looks at how a 'whole area' approach to public services can lead to better services at less cost.

TAKE PART PATHFINDER - A project to build the skills and confidence of local people so that they can pursue civic activism.