

Hertsmere Vision and Corporate Plan 2026-28

Delivering Better Futures



Growing Opportunities



Secure Homes, Strong Futures



Community Equals Place



Delivering Excellence



Hertsmere Borough Council

Hertsmere in Context

This page sets out a range of statistical data about the borough as an evidence based foundation for the priorities and actions that follow. Information is provided on housing, population trends and other local characteristics, helping to explain why particular challenges and opportunities matter in our area.

Information has been gathered from a range of sources with links provided to further information and explanations where available. A range of additional statistics on the borough and Hertfordshire more widely can be found on [Herts Insight](#), designed to provide easily accessible statistical information aimed at people who live and work here.



- Population: 110,212 in 2024, estimated 119,488 in 2047 [[ons via Herts Insight](#)]
- Growth: +7.8% 2011-2021 [[ons.gov.uk](#)]
- Median Age: 41.6 years 2022-24 [[ons.gov.uk](#)]
- Ethnicity : 77% White, 10.5% Asian, 4.8% Black, 3.7% Mixed, 3.8% Other [[Census 2021 via Herts Insight](#)]
- Religion: 42% Christian, 17% Jewish (one of the largest Jewish communities in the UK), 24% No religion [[Census 2021](#)].



- Average House Price: £552,000 (November 2025), among the highest in East of England [[ons.gov.uk](#)]
- Average Monthly Rent: £1,795 (Dec 2025), compared to £1,266 in East of England [[ons.gov.uk](#)].
- Affordability Ratio: 12.2 (England average 7.7) (2024) [[ons via Herts Insight](#)]
- Deprivation: Overall low, but with pockets of high deprivation. Leeming Rd area of Borehamwood is the most deprived in Hertfordshire and top 10% nationally. [[IMD 2025 Herts Insight](#)].
- Household Occupancy Rating for rooms: 7.6% overcrowded (Hertfordshire: 6.1% [[Census 2021 via Herts Insight](#)]).
 - Affordable Housing Completions: 1,548 (county-wide) (2024-25) [[MHCLG](#)]
 - Net additional dwellings: 173 (2024-25) [[MHCLG](#)]



- Land Area: 101 km²
- Green Belt Coverage: 78.9% of total land area [[MHCLG](#)]
- Protected Status: Includes Green Belt, Sites of Special Scientific Interest (SSSI), and conservation areas
- Declared a climate emergency in 2019
- Per capita emissions (tCO₂ eq. per year) 2023 at 5.8 (decrease of 10.1% since 2005) [[HBC Sustainability Strategy 25-30](#)].



- Employment Rate: 65.8% (ages 16–64), below Hertfordshire (80.5%) (Jun 2025) [[ons.gov.uk](#)];
- Unemployment: 5.7% (June 2025) [[ons.gov.uk](#)]
- Businesses: 8,345 active businesses; 895 business births, 750 business deaths (2023). 56% survival rate after 3 years (2020-23) [[ons.gov.uk via Herts Insight](#)]
- Median Annual Pay: Resident: £36,159; Workplace: £36,000 (2025) [[ons via Herts Insight](#)].

Hertsmere Vision 2026-28



Delivering Better Futures

Hertsmere - Where vibrant towns, green spaces and close-knit communities come together. We are investing in homes, businesses and community life to build a greener, fairer and more prosperous future — all while staying connected to the energy of the city and the heart of our community spirit. Working hand in hand with our residents, we are shaping a future where every generation can call Hertsmere home.

Growing Opportunity



Powered by Community, Driven by Ambition

We are shaping Hertsmere into a borough of opportunity – where people can live securely, work successfully, and enjoy green, sustainable and vibrant communities, close to the heart of the city.

Strong Homes, Secure Futures



Creating secure, affordable homes for every generation

We are committed to increasing access to social and affordable housing, ensuring that everyone in Hertsmere has a place to call home – now and in the future.

Community Equals Place



Safe, Sustainable, Successful – Together in Hertsmere

Hertsmere's strength lies in its people and places. Together, we are building a borough that balances green living, economic vitality, and a strong, supportive community for generations to come.

Delivering Excellence



Strong foundations for smarter services

We are strengthening the way we work to deliver better outcomes for residents. We will modernise processes, improve efficiency and create a council that is ready to meet the future with confidence.

Growing Opportunities



Powered by Community, Driven by Ambition

We are shaping Hertsmere into a borough of opportunity – where people can live securely, work successfully, and enjoy green, sustainable and vibrant communities, close to the heart of the city.

Key Deliverables

- Priority Project: Progress plans for the regeneration of Borehamwood and Potters Bar Town Centres
 - Produce an outline business case for the regeneration of Borehamwood with the aim of attracting external funding
 - Produce a development framework for Potters Bar as part of the local planning process
- Priority Project: Deliver a revised, resident led Local Plan
- Support the delivery of the Immersive Experience partnership project, which will celebrate our Film and Television Heritage
- Support inward investment into the area across both SMEs and large multinationals, looking to our specialisms in film and television and emerging technologies.
- Support local businesses to grow through delivery of a range of activities and events including networking, training and skills development

What will success look like?

- An outline business case for the regeneration of Borehamwood and a development framework for Potters Bar have been produced and local businesses supported to engage by end March 2028
- Immersive Experience Project is on target for delivery during 2026
- Delivery of a sound local plan by the end of 2027
- Increased levels of inward investment in the area by the end of March 2028

Performance Measures:

- PLA 37- Economic Development events held to support local businesses and increase footfall in the town centre
- PLA33a – Percentage of Major Applications determined within 13 weeks for the quarter
- ASSET1 – Property fit for let leased out
- ASSET2 – Safety Compliance for Council Owned Properties

Contextual Measures:

- Employment rate
- Residents qualified to Level 4
- Business birth and death rates
- Business survival rate (1–3 year)
- Median annual pay (resident and workplace)
- Indices of Multiple Deprivation (employment and income domains)

Secure Homes, Strong Futures



Creating secure, affordable homes for every generation

We are committed to increasing access to social and affordable housing, ensuring that everyone in Hertsmere has a place to call home – now and in the future.

Key Deliverables:

- Priority Project: Consider mechanisms to increase the proportion of affordable housing:
 - Establish ‘best consideration’ criteria for housing sites to ensure that social value is incorporated in decision making
 - Carry out a stock take of assets to ensure that we are maximising opportunities for development
 - Consider the provision of land as an alternative option for s106 delivery in place of cash payments
 - Implement the Empty Homes Strategy and work with Housing Association Partners to reduce void turnover time
 - Continue the programme of member training and officer consultation on Major Planning Applications with the aim of optimising delivery of affordable housing to meet identified need
 - Maximise the use of Local Authority Housing Fund (LAHF) funding to best support housing need
- Enable Council owned land parcels for residential developments
- Transfer properties to Hertsmere Living Limited to let to local residents at social / affordable rents
- Deliver the Homelessness and Rough Sleeping Strategy

What will success look like?

- The number of affordable homes in the borough has increased by April 2028, including those delivered through section 106

Performance Measures:

- NEW- Affordable units granted final planning permission during the year
- NI 156- Number of Households living in temporary accommodation
- HOU26 – Percentage of homelessness cases closed in the period shown due to successful prevention

Contextual Measures:

- Average House Price
- Average rent level
- Housing Affordability Ratio
- Household Occupancy Rating
- Net Additional Dwellings
- Affordable Housing Completions

Community Equals Place



Safe, Sustainable, Successful – Together in Hertsmere

Hertsmere's strength lies in its people and places. Together, we are building a borough that balances green living, economic vitality, and a strong, supportive community for generations to come.

Key Deliverables

- Priority Project: Deliver the Bushey Golf and Country Club Project
- Implement the Climate Change Strategy and Action Plan
- Continue to deliver the Parks Capital Programme of improvements to our parks and amenity spaces
- Work to reduce violence against women and girls through a targeted programme of action
- Work to improve community cohesion through targeted reassurance
- Embed changes to the waste and recycling service
- Work with our key voluntary sector partners to support the community at grass roots level

What will success look like?

- Bushey Golf and Country Club Project progressed in line with agreed timescales and within brief to provide a much needed community hub, commercial property and housing, bringing footfall and growth to Bushey
- The climate change strategy is embedded within the organisation and work underway to support residents to mitigate the impact of climate change
- Beryl Bike Scheme expanded across the borough by April 2028
- Feelings of safety improve within our diverse communities by 2028
- Residents can access a wide range of advice and support services

Performance Measures:

- CSP15 – Number of community safety related partnership initiatives
- PLA1 – Council emissions (kg CO2/year) Total of Scope 1 and Scope 2
- E191 – Household Waste sent for reuse recycling and composting
- E192 – Missed waste collections per 100,000 households
- P&CO6 – Participation rates at Inspire All Facilities
- NEW – How safe do you feel in your local area (Community Survey)

Contextual Measures:

- Crime Rate: (all crime)
- Anti social behaviour
- Total Emissions per square KM and per capita
- Electricity generated from renewable sources
- Percentage of household waste sent for recycling in the county
- Fraction of mortality aged 30+ attributable to particulate air pollution
- Life Expectancy at birth
- Excess weight or obesity in children

Delivering Excellence



Strong foundations for smarter services

We are strengthening the way we work to deliver better outcomes for residents. We will modernise processes, improve efficiency and create a council that is ready to meet the future with confidence.

Key Deliverables

- Priority Project: Use digital transformation to deliver effective and efficient new ways of working:
 - IT Upgrades:
 - Roll out of equipment upgrades to all staff
 - Utilise existing capabilities: SharePoint, PowerBI, AI
 - Implement In-cab technology for waste vehicles
- Communications:
 - Roll out of LED Screens to key sites across the borough
- Implement the People Strategy to support recruitment and retention
- Work in partnership with Hertfordshire Local Authorities to deliver Local Government Reorganisation

What will success look like?

- Staff able to make full use of IT capabilities to deliver services to residents
- Recruitment and retention outcomes maintained or improved year on year
- We play an active role in the Local Government Reorganisation process to ensure a seamless transition for residents.

Performance Measures:

- FIN5 Invoices paid on time
- FIN7 Council tax collected
- FIN8 Business rates collected
- ORG4 Working days lost to short term sickness absence
- ORG10 Total Employee Turnover
- ORG11 telephone calls answered within 30 seconds
- DEM1- Ombudsman complaints upheld per 10,000 population

Our Values



RESPECT

- We treat people fairly
- We are approachable and act with compassion
- We advocate for our communities

INTEGRITY

- We act with honesty and from a position of trust
- We are accountable for our actions
- We listen and communicate openly

MAKING A DIFFERENCE

- We are customer focused
- We work together
- We are ambitious and open to new ideas

Our regular staff and community surveys along with our other community engagement work will enable us to measure how well we are working to our values

Our Performance



We are committed to providing high quality services to our residents, whilst also ensuring that we are delivering the priorities set out in this, our Hertsmere Vision. We have identified a range of performance indicators against each updated priority area to measure the things that are most important to our residents, ensuring transparency and accountability. These are set out in the document above.

We will report our progress each quarter to Operational Review Scrutiny Committee, providing detailed information on performance against target and bench marking information where available. We will also include a narrative against each area, reflecting the breadth of service delivery and illustrating our progress in areas where qualitative indicators are unsuitable.

We also will produce a full retrospective Annual Report of Performance which will summarise our performance from the previous year and include a data profile compiled using the contextual information set out under each priority area.

Shenley Road, Borehamwood



Celebrating Herts
Pride



Waste Crew,
Recruitment Film, HBC



Meadow Park, Borehamwood



Bulb Planting- 15 Days of Activism
against Gender Based Violence