

# Corporate Plan 2024/25

Delivering Better Futures



## Hertsmere Borough Council

# Hertsmere Vision 2024-27

Delivering Better Futures



## Our Communities



- Keep our communities safe
- Build a resilient community
- Celebrate our heritage and identities
- Promote creativity and the arts
- Keep our communities healthy and well
- Support a well-educated and skilled population

## Our Places



- Protect the environment
- Accelerate towards net zero
- Secure the right growth in the right places
- Prioritise infrastructure to support development
- Grow an innovative and resilient local economy
- Support vibrant town centres

## Our Services



- Deliver efficient and effective services
- Ensure value for money
- Embrace new ways of working

## Our Values



- Respect
- Integrity
- Making a Difference

# Our Communities



## We commit to:

- Keep our communities safe
- Build a resilient community
- Celebrate our heritage and identities
- Promote creativity and the arts
- Keep our communities healthy and well
- Support a well-educated and skilled population

## In 2023/24 we:

- Gave residents the opportunity to claim back the increase of our share of Council Tax for 23/24. 1,800 households took up the offer. £120,000 of remaining funds were used to provide additional support to a range of local charities including local food banks, Give Help Share and Citizens Advice Hertsmere
- Developed and agreed a Creative Strategy for Hertsmere
- Awarded over £400,000 in grants to the voluntary sector including £22,000 in small grants to support 49 community celebrations for the King's Coronation
- Our Hertsmere Against Cancer campaign raised awareness of the signs and symptoms of cancer. Working in partnership with local GPs we contacted those who hadn't taken up their cancer screening invitations and have booked in just under 2000 women for cervical screening and just under 300 women for breast screening.
- Continued to work with partner organisations to prevent rough sleeping across the borough alongside the provision of supported housing at Shenwood Court
- Worked in partnership with local faith and community leaders to provide community reassurance during the ongoing events in Israel and Gaza

## In 2024/25 we will:

- Broaden opportunities for community engagement
  - Regular 'temperature check' community surveys
  - Greater consultation and feedback on projects, plans and services
- Launch and commence delivery of the Hertsmere Creative Strategy
- Provide opportunities to celebrate our 50th Anniversary within the community
- Support the provision of affordable housing through the transfer of properties to Hertsmere Living Limited and the delivery of our housing developments
- Investigate the use of neighbourhood Community Infrastructure Levy funding opportunities for the development of community hubs and wider community infrastructure
- Establish a new uniformed Community Enforcement Team
- Refresh local Public Space Protection Orders to minimise activities that have a detrimental effect on local life
- Continue to work together with the voluntary sector to support our residents
- Continue to support Refugee and Asylum Seekers located in the borough

## Performance Measures:

- Number of households living in temporary accommodation
- Percentage of homelessness cases closed in the period due to successful prevention
- Number of community safety related partnership initiatives
- Participation rates at Inspire All facilities
- Percentage of residents responding 'quite' or 'very' well to the question: Overall, how well informed do you think Hertsmere Borough Council keeps residents about the services and benefits it provides

# Our Places



## We commit to:

- Protect the environment
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- Support vibrant town centres

## In 2023/24 we:

- Restored the critical 84b bus link between Potters Bar and Barnet using Community Infrastructure Levy Funding
- Agreed a new approach and updated timetable to ensure delivery of a new Local Plan
- Endorsed the long term vision and principles of the South West Herts Joint Strategic Plan which will address the key issues and opportunities for our area until 2050
- Continued our programme of park improvements including the opening of a new wildlife and nature themed play area in Oakmere Park, Potters Bar and the re-opening of Bushey Open Space
- Secured the future of 80 Shenley Road, Borehamwood by purchasing the vacant building as part of our plans to regenerate the Town Centre whilst also working to secure the immediate future of the REEL Cinema at The Point.
- Adopted a Supplementary Planning Document on Biodiversity Net Gain which aims to ensure new developments will be delivered in a way which protects and enhances nature while providing high quality developments
- Participated in schemes to support residents to save energy including the Home Upgrade Grant Scheme and the Solar Together solar panel group buying scheme
- Worked in partnership with the County Council to give away over 6000 trees to local residents as part of the You Tree Our Future scheme

## In 2024/25 we will:

- Publish a new Local Plan and continue to engage with the South West Herts Joint Strategic Partnership Action Plan
- Review Strategic Community Infrastructure Levy procedures to ensure the funding can impact on local infrastructure provision
- Implement a programme of improvements to waste and recycling
- Establish a Town Centre Partnership and develop an improvement plan for Borehamwood town centre
- Determine a strategy for the future of Elstree Studios
- Deliver a range of improvements to local parks including Meadow Park, Borehamwood and King George Recreation Ground, Bushey
- Carry out Parking Reviews in Bushey and Borehamwood
- Develop and approve an Asset Management Strategy to achieve best value from the Council's assets
- Implement a phased action plan to ensure all Council-owned properties let to third parties can be re-let in accordance with the Energy White Paper
- Extend the provision of Electric Vehicle Charge Points
- Extend the Beryl Bike Cycle Hire scheme
- Develop a borough wide Air Quality Strategy

## Performance Measures:

- Percentage of household waste sent for reuse, recycling and composting
- Number of missed waste collections per 100,000 collections
- Percentage of Major planning applications determined within 13 weeks
- Carbon Savings from all Council operations

# Our Services



## We commit to:

- Deliver efficient and effective services
- Ensure value for money
- Embrace new ways of working

## In 2023/24 we:

- Continued with the Civic Office refurbishment project which has enabled an increase in rental income through the lease of additional space to partner agencies
- Implemented Social Value measures into our procurement processes to ensure that those we work with make a greater impact in our communities
- Procured and implemented a new financial management system
- Retendered and awarded the Grounds Maintenance Contract
- Implemented the Voter ID legislation for the election in May 2023 working with our local community to raise awareness
- Introduced a range of policies to encourage recruitment and retention in hard to recruit areas including salary benchmarking, retention payments and a recommend a friend scheme

## In 2024/25 we will:

- Take forward the Workforce Strategy with a focus on recruitment and retention
- Explore opportunities for shared services
- Consider the implementation of an Electric Vehicle Salary Sacrifice Scheme for Council staff
- Complete the Civic Office refurbishment project
- Re-tender the office maintenance and cleaning contract
- Update the Financial Strategy
- Improve processes within Asset Management to ensure effective management of our property portfolio
- Embed the new Performance Management Framework
- Facilitate the Local Government Association Corporate Peer Challenge
- Explore the adoption of the 'Council's for Fair Tax Declaration' which promotes good tax conduct

## Performance Measures:

- Ombudsman Complaints upheld per 10,000 population
- Working days lost to short term sickness absence in the rolling year
- Total employee turnover
- Percentage of Non-Domestic Rates collected
- Percentage of Council Tax collected
- Percentage of invoices paid on time
- Percentage of telephone calls answered within 20 seconds
- Proportion of council property fit for let that is leased out
- Compliance with regulatory standards (e.g. gas/water/fire/electric - EIRC and PAT/asbestos) for council owned properties

# 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 Cabinet and in addition to reporting against the above measures, we'll also include a narrative against each priority area, reflecting the breadth of delivery and allowing effective performance management against projects and service areas where qualitative indicators are unsuitable.

We will produce a retrospective Annual Report of Performance which will summarise performance from the previous year.

Alongside this, a wide range of performance scrutiny takes place at all levels within the organisation. Further information on this can be found in our new Performance Management Framework [here](#).