

A Better Deal for Hertfordshire:

Hertfordshire Public Sector
Action Plan





Dear Colleagues,

Hertfordshire is home to around 1.2 million people. We are a prosperous county with a fantastic track record. We have the fifth largest economy outside of London, contributing £26.6 billion to the UK economy. Crime is low. Our schools are among the best in the country. A high proportion of our residents enjoy good health and wellbeing.

At the same time, as a county we know we cannot standstill or be complacent:

- Our population is ageing. Almost three out of four people aged 65 and over have multiple long term conditions.
- Those who live in the more deprived areas of the county live on average 7.4 years less.
- We face unprecedented economic, housing and infrastructure growth pressures.
- Employers in all sectors struggle to recruit and retain skilled workers.

We know by working together we can achieve more and secure an even better deal for our residents.

Almost uniquely, Hertfordshire is in the enviable position of having almost all of its public sector and local government boundaries line up with our county borders. The fact we are all focussing on a similar geography, strengthens our ability to work collaboratively and we are all committed to working together in the interests of our local residents and businesses.

By ensuring there is maximum collaboration across the public sector, we can achieve more effective, sustainable solutions to tackling some of the key challenges facing the county: greater productivity in our economy; a greater focus on intervening early to enable the most vulnerable to live independent and fulfilling lives, whilst at the same time developing a county where the behaviours and actions of responsible citizens continue to reduce unnecessary demand on vital services.

We can also save money by working together. The public sector spends around £7.5bn a year in Hertfordshire and our collective action can make a significant contribution to enabling partners to reduce deficits and achieve balanced budgets.

In the last year, we have carefully monitored devolution discussions taking place in other parts of the country and are of the belief that, as it stands, Hertfordshire has little to gain

by pursuing such a route. In almost all cases, we do not require the devolution of additional responsibilities to take our ambitions forward. Rather we feel we will be better served by working together to advance those things which are already within our power. If in doing so, it becomes apparent there are ways in which central government can help us with this, or indeed what is on offer from government changes, then that will be the time to discuss this.

This document sets out our collective ambition for Hertfordshire and the key actions that will need to be taken together to help achieve these objectives. We look forward to working with you all to take forward these aspirations.



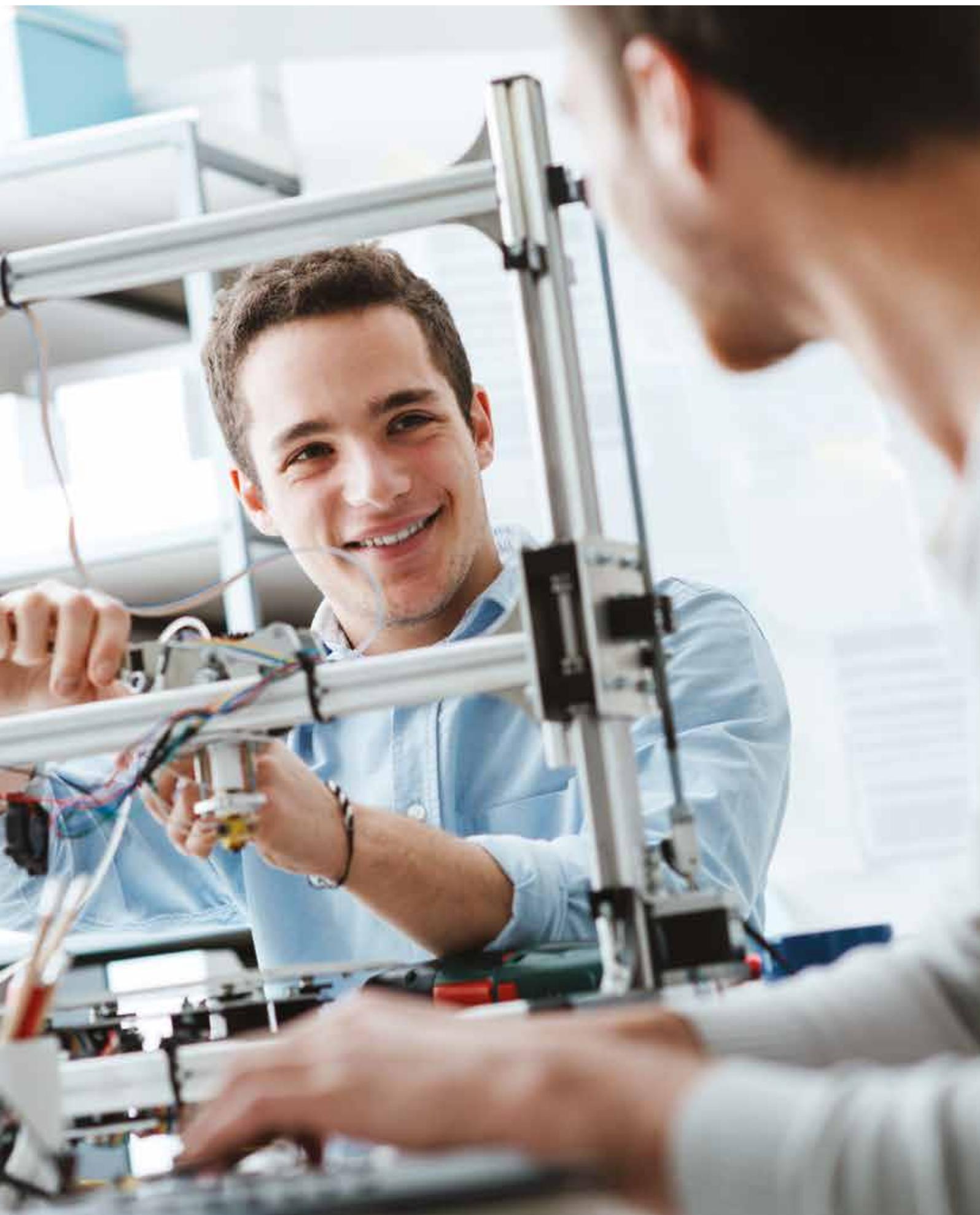
Our Ambition

Together, we want to build thriving and resilient communities, where residents, who take responsibility for their own lives, enjoy independence and prosperity, whilst the needs of the most vulnerable are safeguarded.

We want to achieve:

- a world class economy with a world class workforce.
- strong cohesive links between short and long term spatial planning, supported by the delivery of the right infrastructure.
- a fully collaborative health and social care system, which is patient-driven and focussed on prevention, early intervention and sustainability of the system as a whole.
- safe and cohesive communities, with low levels of crime and offenders effectively rehabilitated back into society.
- maximum value from the public sector, taking a co-ordinated approach to gain full benefits from the public sector's spending power and estate portfolio.

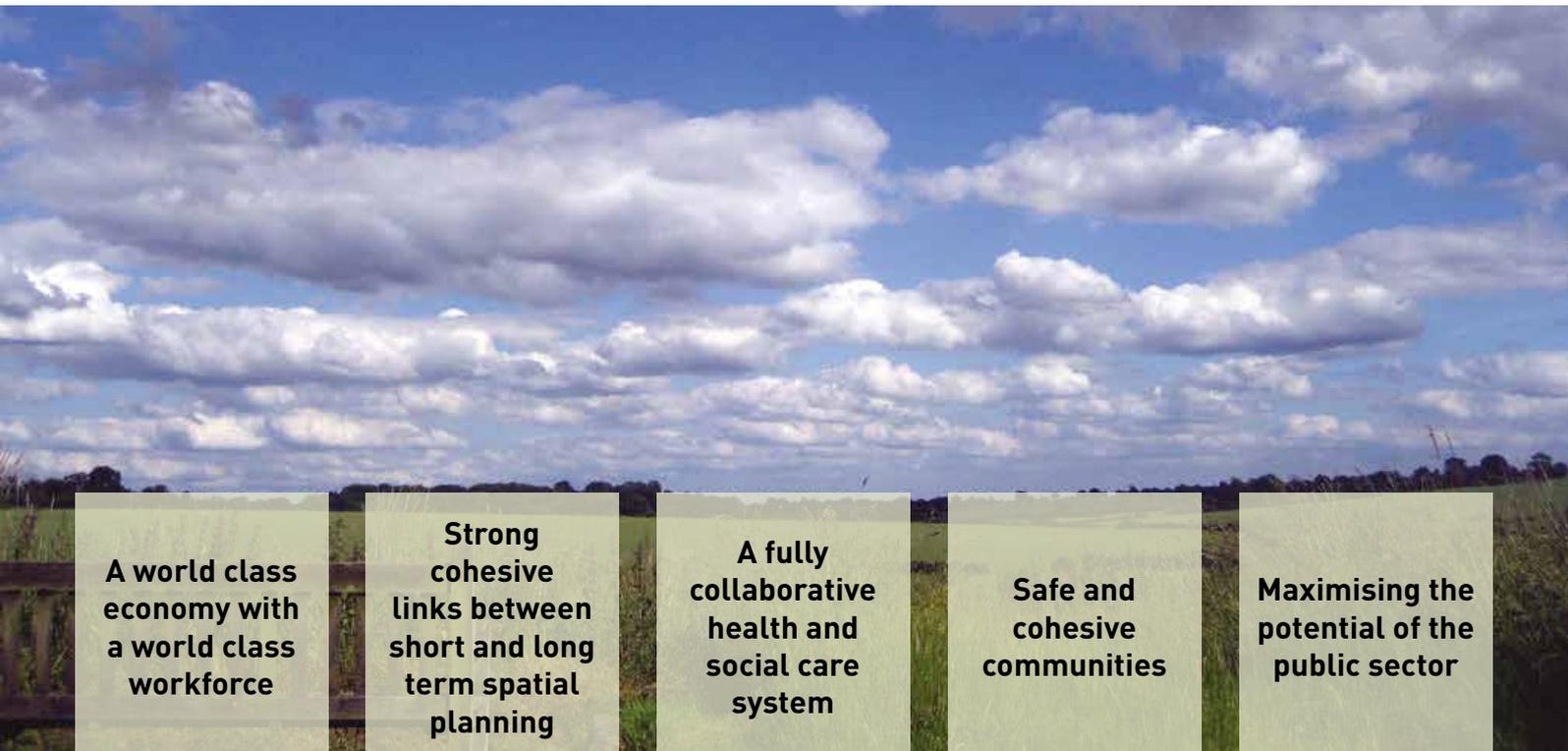




Hertfordshire Strategic Landscape

Partnership/Organisation	Strategy	Vision/Ambitions
	<p>Hertfordshire: County of Opportunity</p> <p>Local strategic partnership that brings together all the key agencies in the county to improve the quality of life and wellbeing of Hertfordshire residents.</p>	<ul style="list-style-type: none"> • Citizens who enjoy life and are healthy • Safe and active communities that get on well • A strong economy where businesses thrive • A high-quality environment • People who are able to achieve their potential
	<p>Perfectly Placed For Business: Strategic Economic Plan 2017-2030</p>	<p>By 2030, Hertfordshire will be among the UK's leading economies, helping to realise the full economic potential of the assets and opportunities within the 'Golden Triangle'.</p>
	<p>Everybody's Business: the Community Safety and Criminal Justice Plan for Hertfordshire</p>	<ul style="list-style-type: none"> • Keep crime low • Protect local policing • Increase efficiency • Keep tax low • Focus on victims
	<p>Hertfordshire Health and Wellbeing Strategy, 2016-2020</p>	<p>With all partners working together we aim to reduce health inequalities and improve the health and wellbeing of the people in Hertfordshire.</p>
	<p>Hertfordshire and West Essex Sustainability and Transformation Plan</p>	<p>Local populations working with health and care providers to improve health and wellbeing, stay as independent as possible, and get the most effective treatment and care when they need it.</p>
<p>District and Borough Councils</p>	<p>Local Plans for future development in their areas</p>	

A Better Deal for Hertfordshire Residents



A world class economy with a world class workforce

Strong cohesive links between short and long term spatial planning

A fully collaborative health and social care system

Safe and cohesive communities

Maximising the potential of the public sector

We will:

- Establish Hertfordshire Apprenticeship Alliance.
- Regenerate Hertfordshire's larger towns.
- Strengthen the county's skills infrastructure.
- Raise awareness of the advantages of Hertfordshire's location.
- Ensure the sustainability of business support and Hertfordshire growth hubs.

We will:

- Develop countywide joint planning and transport arrangements.
- Develop a long term strategic plan for Hertfordshire.
- Create a 'Hertfordshire Infrastructure Fund'.
- Investigate practical measures to enable better resourcing of planning across the county.

We will:

- Develop a collaborative prevention plan across the public, voluntary and community sector.
- Establish fully collaborative commissioning of community services.
- Develop an integrated approach to the use of technology.
- Establish strategy for the development of future health and care workforce.

We will:

- Work in partnership to prevent crime and improve quality of life.
- Improve the response to those vulnerable people in mental health crisis.
- Manage and reduce offending by the county's most complex offenders and those that cause the most harm in Hertfordshire.

We will:

- Unlock public sector assets to help deliver major growth schemes.
- Support thriving localities by progressing regeneration initiatives.
- Integrate customer-focused services in key public sector sites.
- Undertake locality reviews to identify further joint working opportunities.

Responsible citizens living in independent and resilient communities



Context

After careful consideration, Hertfordshire has decided not to pursue a devolution deal with central government at the current time.

However, despite this decision, there has been significant activity undertaken in Hertfordshire by public sector partners in recognition that the devolution agenda provides us with an opportunity for even greater collaboration across the public sector for the benefit of Hertfordshire residents.

In Hertfordshire, we pride ourselves on the strength and success of our partnership working:

- We have managed to lever in over £320 million of Government and European Union funding to support economic growth – making Hertfordshire one of the largest per capita recipients in the country;
- We have one of the most ambitious health and social care integration programmes in the country;
- In terms of child protection, Hertfordshire was the first area to bring together police officers and social workers in a single team co-located at the Police HQ in Welwyn Garden City to deal with allegations of child abuse; and

- Shared services in local government areas such as internal audit and fraud have been developed.

Our current work around greater collaboration dates back to 2013, when Hertfordshire Forward, the county's strategic partnership, articulated and agreed its collective ambitions for Hertfordshire as a county of opportunity following that year's Annual Conference.

Devolution was discussed for the first time in July 2015 at that year's Hertfordshire Forward Conference, after which two partnership workshops were held in October 2015 and January 2016 to discuss the implications and opportunities devolution presented to Hertfordshire. Both events were well attended with the latter event involving over 90 representatives from 26 different public sector organisations.

In these discussions, rather than concentrating on issues of governance, we focused on outcomes - establishing what we, collectively as partners, are looking to achieve for the residents of Hertfordshire.

It was through this process that it was decided not to currently pursue devolution; rather we would focus on those key things that the public sector as a whole across Hertfordshire can achieve by working together without seeking further responsibilities or additional powers.



Progress So Far



The Hertfordshire Apprenticeship Alliance has been formed to encourage a Hertfordshire-based solution to maximise the opportunities and benefits the apprenticeship levy presents to the county's public sector.



Regeneration plans are developing in a number of Hertfordshire's key towns including Stevenage, Hemel Hempstead, Hatfield, South Oxhey and Bishops Stortford.



A successful bid to the Cabinet Office's One Public Estate programme, has provided the county with £460,000 to fund the use of public sector assets to help deliver major growth schemes, progress regeneration initiatives and integrate customer-focused services.



A new countywide drug and alcohol strategy is in place, which outlines our plans for reducing the harm caused by drugs and alcohol misuse to individuals, families and communities in Hertfordshire.



Creation of a new multi-agency Executive Board to provide a strategic approach to integrated offender management across Hertfordshire.



Hertfordshire and West Essex's Sustainability and Transformation Plan (entitled 'A Healthier Future') has been developed. This wide-ranging plan to improve health and care brings together the challenges and opportunities that face the NHS and care services in Hertfordshire and west Essex, as they work together to improve health and wellbeing within the funds available.

Delivering our ambitions

With this in mind, a Hertfordshire Public Sector Action Plan has been developed to outline the key actions that the public sector will take over the coming year to work together to achieve its ambitions.

This Action Plan is not designed to be a definitive list of every partnership initiative that is taking place across the county; rather it is focussed on the main activities where one Hertfordshire public sector organisation requires assistance from others to enable them to deliver their key strategies (as outlined on page 6).

The development of the action plan has been undertaken by the Hertfordshire Public Sector Chief Executives and overseen by the Hertfordshire Public Sector Leaders Steering Group. This latter group comprises:

- Mark Bretton, Chairman, Hertfordshire Local Enterprise Partnership
- David Williams, Leader, Hertfordshire County Council
- Chris Lawrence, Chairman, Hertfordshire Partnership University NHS Foundation Trust
- David Lloyd, Hertfordshire Police and Crime Commissioner
- Nicolas Small, Chairman, Herts Valleys NHS Clinical Commissioning Group
- Morris Bright, Leader, Hertsmere Borough Council (Representative of the Hertfordshire Leaders' Group).



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