

Hertfordshire County Council

Annual Report 2019 - 2020



Hertfordshire

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Hertfordshire County Council: Our Services



62,893

Number of people **Carers in Herts** now have registered for advice



19,882

Average number of **day service sessions** AM and PM per month



1,137

Average number of **day service users** per month



4,620

Number of people helped by the **Money Advice Unit**



2,119

Referrals to **Hertfordshire Independent Domestic Abuse** Services in 2019/20



1,240

Number of **families first assessments** completed



3,436,835

Total library visits including **2,649,422 virtual library visits**



17,236

Number of **potholes fixed**



62,893

Number of emails and calls received by our **HertsHelp** service



21,678

Number of 999 fire and rescue responses. This includes **538 traffic collisions** attended and **2463 fires** attended



78.1%

Number of **residents in employment** (Aged 16-24)



6,811

Number of **fire safety visits**



240

Number of **carer assessments** and reviews per month



50

Number of **public highways consultations**



16,941

Free school meal applications



Over 2,600

Number of **volunteers** across Hertfordshire services



4,850

Number of people in **lifelong learning opportunities**, supported by Hertfordshire Adults and Families Learning Services



951

Number of **children looked after in Hertfordshire**, including **461** children on a child protection plan



634,511

Number of total **contacts to our call centre**



22,879

Number of **blue badge parking permits** granted

Hertfordshire County Council: Our Services



Public Health, with our partners in the NHS, encouraged **6,000 individuals** to accept help to stop smoking



2019/20 saw the development of the council's **Sustainability Strategy**



Works have begun on the council's **Local Transport Plan**, to improve Hertfordshire's travel infrastructure



In 2019/20, **798** parents completed **targeted parenting courses**



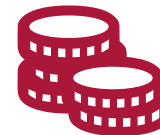
Introduction of **Adult Care Services Strategic Co-production Boards** for the council's care groups



Celebration of Hertfordshire's faith communities at the **'Stronger Together'** interfaith conference



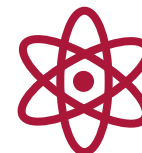
10,110 births were registered and **3,425 marriage ceremonies** conducted in 2019/20



In 2019/20, the council's network of **household waste recycling centres** managed **76,629 tonnes** of material



This year saw the introduction of the **Good Growth Agenda**, preparing a county that is **Fit for the Future**



Introduction of the council's new **Energy Strategy** highlights the county council's commitment to **reduce our carbon energy usage by 80%**

Our Vision

Our Corporate Plan for 2019-25 sets out the following vision for the county:

“As the county of opportunity, Hertfordshire County Council wants to continue our support in delivering a county where people are living healthy, fulfilling lives in communities that are both thriving and prosperous.”



This vision is underpinned by the following four ambitions:

- **Opportunity to live in thriving places**
- **Opportunity to share in Hertfordshire's prosperity**
- **Opportunity for everyone to achieve their potential**
- **Opportunity to enjoy healthy and safe lives**

This report will summarise the council's key achievements between April 2019 and March 2020, in line with these ambitions.

Opportunity to **Live in Thriving Places**

We want everyone to have the opportunity to live in active, vibrant communities.

Sustainable places where people can enjoy a good quality life, growth is sensitively managed, and the value of Hertfordshire's clean and green environment is respected.



In our Corporate Plan, we committed to working with our partners to:

- Develop and deliver a positive, shared long-term vision for growth in Hertfordshire.
- Ensure new developments provide the necessary infrastructure and other community resources, such as roads, schools and libraries.
- Act to limit the impact of climate change by developing an ambitious Sustainable Hertfordshire Strategy and taking a countywide approach on issues such as air quality and energy use.
- Deliver a sustainable solution for dealing with the county's waste
- Deliver a co-ordinated programme of highway improvement and maintenance

Developing a shared long-term vision for growth

Over the past year, the council focused on its commitment to delivering good growth across the county in order to deliver sustainable communities and create a Hertfordshire that is Fit for the Future.

To achieve these objectives, the council has been actively participating and providing leadership in a number of key forums across the county including the Hertfordshire Growth Board and the county's Local Enterprise Partnership and regional bodies such as England's Economic Heartland and the UK Innovation Corridor.

It has also been liaising and supporting on new workstreams for Joint Strategic Plans and Local Plans. In 2019/20 this has included supporting the consultation on the future for south-west Hertfordshire.

The county council has also committed to identifying opportunities to deliver good, sustainable growth. This has seen to the creation of **Herts Living Ltd (HLL)**, a privately limited company, wholly owned by Hertfordshire County Council, established to build and make investments into real estate in Hertfordshire, in a manner that is consistent with the council's wider objectives.

2019/20 saw HLL invest into a residential development joint venture (limited liability partnership) with Morgan Sindall, known as Chalkdene. Development has begun on its first site (21 units) and is due to start on two more schemes in 2020 (c 115 units).

With the council finding it increasingly challenging to source foster carer placements for the children it looks after, a key priority has been to use the council's property portfolio to support **Children's Services** to open three new residential homes in 2020.

The first children's home to open as part of the strategy, Greenway Lodge (Hudnall Park) (2 bed) was launched in February 2020.

The service will provide an emergency therapeutic residential home for children and young people aged 9 to 17 with high levels of challenging behaviour and complex needs



New Developments in Hertfordshire

A key element of delivering thriving places is ensuring that all residents of Hertfordshire have access to world class infrastructure and community resources.

The council's **Environment and Infrastructure** service has worked continuously throughout the year to deliver new developments across Hertfordshire, investing in improvements to existing local infrastructure, planning for large scale future works programmes and identifying opportunities to deliver on new growth scenarios and ambitions for Hertfordshire.

Infrastructure and Community Resources – 2019-20

- **£172m** – The amount secured for investment in sustainable transport infrastructure at the Harlow-Gilston Garden Town.
- **4,620** – The number of planning applications responded to by the Highways Development Management team.
- **27** – The number of housing developments of sites of 500+ units that the county council has helped to develop from pre application to full planning application processes.
- **1** – Local Plan Engagement Document allowing the council to discuss with local partner authorities how to work together to deliver ambitions planning developments

Delivering a Sustainable Hertfordshire

Having declared climate emergency in July 2019, the county has prepared its Sustainable Hertfordshire Strategy, which sets specific targets to help tackle climate change and associated issues. The strategy recognises the county council's role in leading change through its own services and aims to influence and inspire others to act.

The strategy will be supported by a series of service specific action plans, which service areas will prepare, implement and monitor. Wider engagement with partners on how the county council can achieve its ambitions will be undertaken in 2020/21.

Alongside this, the county council continues to work with district and borough council partners and the county's Local Enterprise Partnership, who have collectively established the Hertfordshire Climate Change and Sustainability partnership to deliver countywide initiatives.

Sustainable Initiatives delivered by Hertfordshire in 2019/20



HCC's ongoing programme to convert Hertfordshire's street lights to LED bulbs has meant that the county's carbon dioxide emissions from street lighting has fallen by a further **1,508 tonnes** this year

Since 2012/13, the LED Conversion programme has helped to save the equivalent of **7,774 home's** electricity use for a year



In 2019/20 the network of Household Waste Recycling Centres managed **76,629 tonnes** of material

A sustainable solution to managing the county's waste

The council is currently reviewing its Waste Local Plan which will deliver policies for the delivery of suitable waste sites across Hertfordshire.

In 2019/20, 52.3% of household waste was recycled, composted or reused, an increase on 51.7% from 2018/19.

'Reuse' at the county's Household Waste and Recycling Centres (HWRCs) continues to be popular with residents donating and purchasing unwanted household items. Over £88,000 in income was generated in 2019/20 to help offset operational costs and give items a new home. Furthermore, residual waste contracts have been secured beyond the end of the existing arrangements are in place up until a maximum of 2024.

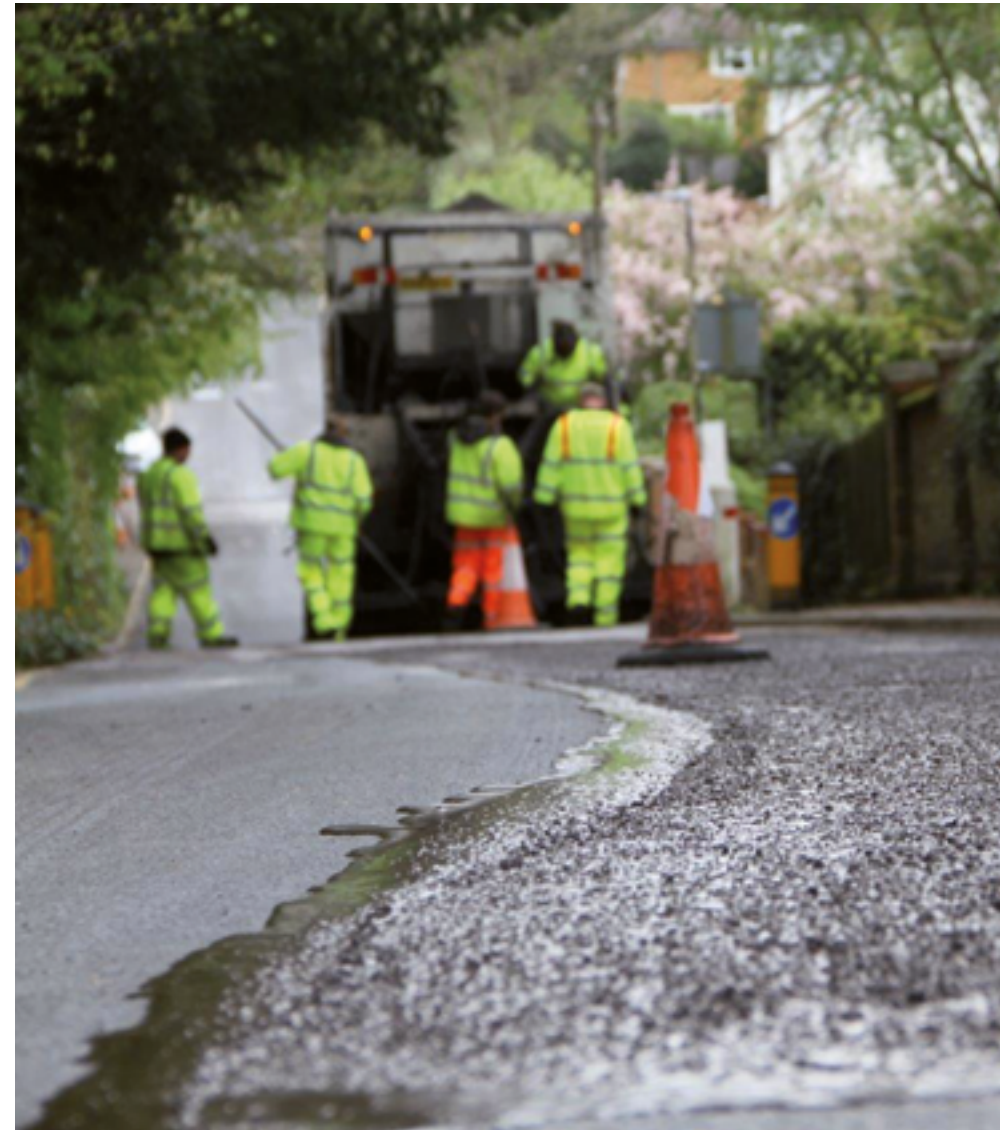
Developing Hertfordshire Highways

Over the past year, the county council has delivered its £37 million Integrated Works Programme, comprising over 1,200 improvement schemes, including road surfacing, footway improvements, drainage projects, bridge maintenance and safety projects.

Within this programme of works the Highways Service has continued the delivery of its 5-year programme to improve the condition of local and unclassified road network, treating over 200 sites between April 2019 and March 2020.

Councillors used their Highways Locality Budgets to progress 957 projects worth over £7 million, including 94 carriageway improvements, 280 footway maintenance schemes, and a range of other locally led initiatives aimed at improving the condition and safety of the network.

In 2019/20 ground was also broke on two multimillion-pound major transport schemes: the New River Bridge in Hoddesdon, and the Little Hadham Bypass & Flood Alleviation Scheme on the A120. The New River Bridge will vastly improve access to Hoddesdon Business Park, one of the largest employment areas in Hertfordshire, supporting local businesses and the county's economy.



Partnership Working Creates New Library in Hatfield Town Centre

Working with Welwyn Hatfield Borough Council and NHS Public Health partners, Hertfordshire County Council has created a vibrant new library right in the heart of Hatfield. The old library building, located at the foot of the Queensway House tower block since 1962, has been converted into an NHS clinic. The new library now stands nearby in the newly regenerated White Lion Square, occupying two large ex-retail units.

The new library is much larger and contains a community meeting room with refreshment area, a range of public computers and laptops and almost 30,000 books and resources. There is also a separate local studies section and a far larger children's area that acknowledges Hatfield aviation past. Contained within the library is a large CreatorSpace area where the public can explore a range of new technologies such as 3D printing, digital sewing and embroidery equipment, virtual reality headsets, 3D pens and a range of other IT items that encourage creativity.

The reaction from the public on visiting the new library was very positive. Comments from customers have included:



“So much space”

“Lovely children’s area. Good to see a nod to Hatfield’s aircraft heritage”

“It is such a lovely space and the staff are wonderful as always”

Opportunity to

Share in Hertfordshire's prosperity

We want Hertfordshire's strong economy to continue to grow, with resilient and successful businesses that offer good employment opportunities and help to maintain a high quality of life for all.

We want Hertfordshire to be recognised as a great place to do business, with a skilled and productive workforce and infrastructure that supports the local economy.



In our Corporate Plan, we committed to working with our partners to:

- Improve Hertfordshire's workforce by delivering the county's Skills Strategy.
- Broaden access to the labour market by developing the county's offer of work experience and employment opportunities.
- Reinvigorate many of our town centres, ensuring that the changing roles of our High Streets are curated effectively.
- Address the county's strategic infrastructure priorities, including 5G and full fibre broadband, by exploring innovative funding models and external funding opportunities.
- Implement our long-term strategic Transport Vision for the county.
- Deliver a fair but robust regulatory and support environment that enables businesses to grow and create jobs



Improving Hertfordshire's Workforce

The council continued to work with the Hertfordshire Local Enterprise Partnership to deliver **Hertfordshire's Skills Strategy**. This aims to increase and develop the county's workforce to ensure it can support a strong economy, whilst enabling all residents of Hertfordshire to maximise their own individual potential.

During 2019-20 the Hertfordshire Opportunities Portal (HOP) was launched. Students, employers, residents wishing to upskill, are now able to 'HOP' into all the resources they need to make informed career decisions and find out more about career path options, apprenticeships and work experience, skills development and professional qualification programmes. In addition, collaboration with partners in health saw joint careers events taking place to promote careers in health and social care.

The council continues to actively promote its job opportunities including apprenticeships to a wider demographic. The council's social media presence continues to involve and plays an ever-increasing role in recruitment.

Implementing a long term transport vision for Hertfordshire

Hertfordshire's long-term strategic transport vision is set out in the Local Transport Plan. The council has progressed with a series of strategies seeking to build a positive vision for transport in Hertfordshire, including public consultations on the future of the A1(M) Corridor and a Growth and Transport Plan for Stevenage and North Hertfordshire.

Following public consultation last year, the council has progressed its vision for the A414 Corridor, with councillors formally recommending the development of proposals for a Mass Rapid Transit system along this important east-west link.

Providing support to local businesses

The county council is committed to establishing a robust regulatory and support environment that enables local businesses to grow and create jobs, not only promoting growth in the short term but, looking for opportunities to ensure continuous growth in the future

The council continues to make successful use of the Primary Authority Scheme within the local business community. This scheme provides local authorities and businesses with the opportunity to form legal partnerships. This year, the service formed thirteen new partnerships offering those organisations the potential of reduced costs and reduced risk of non-compliance and bringing the total number of partnerships across the county to 63. Our business partners receive regulatory support from Trading Standards and Fire Safety Officers in a simplified regulatory process.

Working with the county's Growth Hub, Local Enterprise Partnership and other business support organisations the Regulatory Services team also continues to play a leadership role in the **Hertfordshire Better Business for All partnership**. This has helped to simplify regulation and make it easier for businesses to access the regulatory support they need.



The Hertfordshire Broadband Programme ** has so far made more than **36,000 superfast*** connections available to residents and businesses in Hertfordshire during the current phase, with **more than 6,100** of these being made available **during 2019/20**

Reinvigorating Hertfordshire's Town Centres

The council recognises the importance of the continued success of Hertfordshire's many high streets and town centres. Through the Hertfordshire Growth Board and in conjunction with the Local Enterprise Partnership, the council has been supporting a number of schemes aimed at regenerating high streets and town centres across the county.

Our post war new towns, such as Stevenage and Hatfield, need their infrastructure improved and town centre offers revitalised. The council is supporting those ambitions through direct engagement on scheme development, membership of governance boards such as the Stevenage Development Board and as an infrastructure delivery partner or facilitator.

Through the Sustainable Travel Towns initiative, the council has also been encouraging towns to aspire to make changes to encourage active travel modes and design more sustainable high streets and town centres. Schemes are now being developed to form funding bids that if successful can take forward these principles in future.



Opportunity for

Everyone to achieve their potential

We want everyone to have the opportunity to enjoy a happy, fulfilling and independent life.

Where people encounter difficulties or challenges, we want them to be able tackle these issues early on, minimising the impact on their lives, the lives of their families and the communities around them.



In our Corporate Plan, we committed to working with our partners to:

- Bring key services together at our Family Centres to ensure every child is ready to thrive when they begin school.
- Continue to improve educational standards and raise aspirations and attainment, maintaining the provision of good schools including for those with special educational needs and disabilities.
- Increase people's resilience by providing them with the information, tools and services they need to help themselves.
- Ensure everyone can enhance their opportunities through access to lifelong learning.
- Enable independent living by improving the supply and choice of accommodation options available in the county
- Help people to live at home independently for longer by investing in the latest supportive technology.
- Support carers in the invaluable role they play looking after loved ones.



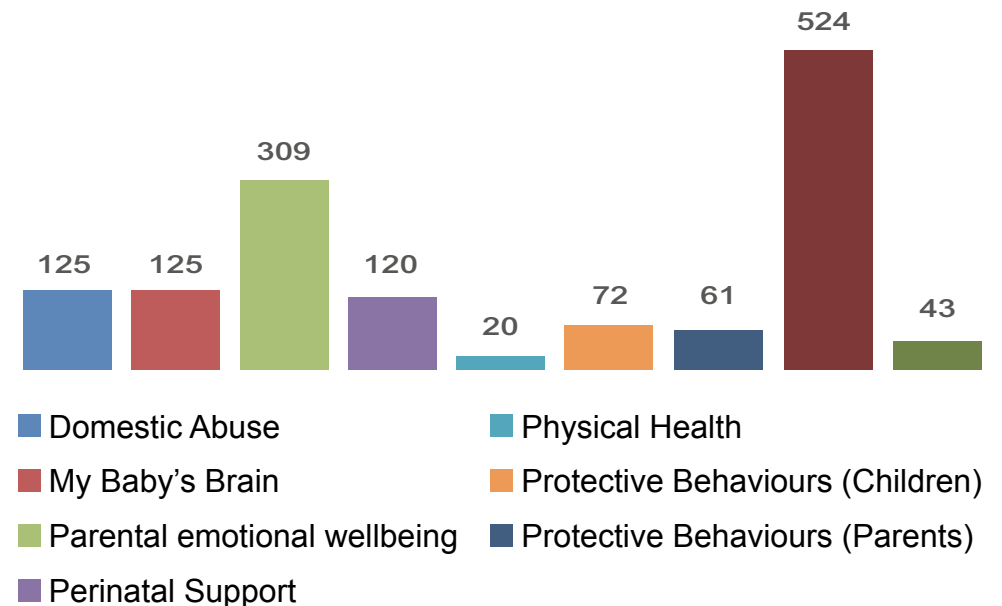
Family Centres – Bringing People Together

The Family Centre Service offer to families in Hertfordshire is clear, integrated and easy to access so that families receive the support they need.

Public Health Nursing and Family Support have effectively delivered a range of joint services over the last year including Baby and Toddler Health Clinics, 2-and-a-half-year-old group reviews, oral health workshops for reception year children and antenatal 'Preparing for Baby' courses. The improved outcomes and success of these is evident in the latest Parent Satisfaction Survey, with over 95% of respondents indicating a positive satisfaction rating for the service.

The Family Support element of the Family Centres has ensured the right package of support is provided to every family that needs it, at the right time. The graph illustrates the wide range of topics covered by staff and shows the support offered to families in Hertfordshire.

Package Of Support Requested - 2019




Delivering high education standards

Signed in April 2019, the 'School Improvement' contract enables the county council to continue to fund Herts for Learning (HfL) to undertake a range of functions in support of maintained schools. They also undertake some statutory services for all schools regardless of status, such as safeguarding support, enabling them to retain an overview of performance of all Hertfordshire pupils.

Key educational performance statistics

67% 

of pupils achieved the expected standard in reading, writing and mathematics at Key Stage 2
– **higher** than 65% nationally

 **88%** Percentage of Hertfordshire schools judged to be **good or outstanding by Ofsted** as of March 2020

2.56% Percentage of **16-17 year olds** not in education, employment or training
– one of the **lowest rates** in the country



Enhancing opportunities through lifelong learning

Affiliated to the county council as a business partner, Hertfordshire Adult and Family Learning Service (HAFLS) runs a wide range of quality and approved courses for adults aged 19+, aimed to help improve people's lives.

In 2019-2020, HAFLS have supported **4,850** people in lifelong learning opportunities. This includes **4,826** adults (19 years old and over) on accredited and non-accredited courses and 24 young people (16-19 year olds) on the Study Plus and Study Pathways provision. Courses were delivered in all 10 districts in Hertfordshire by a direct delivery team of teachers and **15 subcontracted providers** which included **8** volunteer sector organisations, **2** colleges and **5** private providers.

Learners with HAFLS have studied subjects such as English, maths, digital skills, employability, health and wellbeing and arts and crafts with embedded health and wellbeing. Of these people:

93.7% stayed on the course for its **full length**

88.4% passed their course **first time**

135 undertook **English** (including ESOL), with **90.4% passing**

92 undertook **Maths**, with **83.7% passing**

88% of those who attended a course to improve their work skills stating that **the course helped them**

Supporting carers

During the year, the council has worked with strategic partner organisation Carers in Herts to provide information, advice and support to carers across the county.

The Partnership Group has evolved into a Co-Production Board as part of the wider adult social care approach, with the co-chair and a third of its member being carer representatives. Subgroups are working on helping carers feel safe, reducing stress and planning for the future.

Forums, surveys and workshops with carers have provided valuable feedback on how services are impacting on their lives. Carers have also helped to design new carer assessment documentation and guidance, contingency plans, and leaflets for finance, dementia and other subjects.



Young carers

In April 2019, a new integrated young carers support service was launched in the county following an extensive service review and remodelling in consultation with young carers and wider stakeholders to ensure that the council continues to deliver its statutory duty to young carers under 18 in the county.

The new service is delivered by a commissioned provider Carers in Hertfordshire through its Young Carers Service to provide support to young carers on behalf of the Council.

The following support has been provided during 2019/20:

25 young carers have received mentoring support

864 young carers have received support through short term work

381 The total number of young carers registered this year

1199 registered young carers have had a review of their caring role

14 Schools who have been supported through the young carers in schools programme and all have a named young carers lead

Case Study – Young Carers Conference

On 20 February 2020, Carers in Hertfordshire hosted their largest young carers conferences ‘Once Upon a Time...’ bringing together 100 young carers (aged 5 – 18) and 42 professionals. The theme focused on enabling young carers to tell their stories, whilst also reflecting on what has been achieved for young carers since the service was developed 25 years ago.

Young carers and professionals were encouraged to share a significant memory related to caring / young carers on a large timeline that showed the development of support for young carers.

To enable young carers to tell their stories, there were 6 workshops for young carers to choose from; making a radio show, creative writing, comic strips, music, drama and under 8s. One of the young carers’ Council Members said,

“The Conference went well, the young carers had fun and the professionals seemed to listen to what we had to say about our experience of education and other services. I helped out at the radio workshop, which resulted in some short clips to be shared on air.”

Enabling independent living

In October 2019, Cabinet approved a business case to enable the provision of over 3,500 new extra care properties across all tenures over the next ten years. The first of these schemes – a 130-home scheme - is progressing well, and constructive conversations with the relevant borough council and developing housing association are in progress. Further sites have also been identified and are going through feasibility stages.

Baldock – The County Council has promoted land to the north of Baldock for inclusion into the emerging North Herts District Local Plan. In anticipation of a successful allocation, the council has started a procurement exercise to select a long term property development partner to help deliver the 3,300 new homes, 600,000 sq. ft of employment space, three schools, a county park and the wider infrastructure.

Brookfield – the are two major property projects being progressed in Broxbourne. Broxbourne Council has recently adopted its new Local Plan and the 1,250 unit Garden Village and a new retail and leisure development, Brookfield Riverside, are both priorities for delivery. The two councils have selected a development partner for the Riverside project and are working collaboratively to bring forward both projects simultaneously.



Additionally, **Adult Care Services** have been working with Stevenage Borough Council to develop a new, evidence led joint housing strategy for older people with strategic objective of enabling 'healthy ageing for older people in Stevenage through the provision of a new housing offer'.

Conversations with local housing providers are also progressing, with nine potential small size supported living or 'Transforming Care' schemes currently being discussed or in progress across the county. For both older people and adults with disabilities, the council has been working with the county's planning authorities to improve the provision of accessible and older person's housing on all residential housing developments.



Case Study – Social Care Assistive Technology Pilot

During 2019/20 work to pilot Assistive Technology (AT) has successfully shown that AT is an acceptable and feasible complementary solution for creating greater efficiencies in social care in Hertfordshire, providing greater support and reassurance for families and helping improve older people's health and wellbeing.

Key themes drawn from the delivery of the pilot scheme include:

Service Users:



Service Users gave positive feedback on the use of AT, with users describing how they felt the new technology would help them to receive care quicker should anything happen to them.

Family Carers:



84% of informal carers said AT reduced their worry/stress levels (attributable to caring) and 90% of informal carers would recommend AT to a friend.

Council Staff:



Staff highlighted potential benefits of AT, including speedier hospital discharge, and improved evidence-based care packages. They felt that AT would provide an evidence-base for planning future service delivery.

Care Agencies:



Care agencies could articulate clear benefits for SU and family carers including; improved reassurance, prevention of unplanned visits, ability to keep SU's in their own homes for longer, monitoring of environmental temperature and nutrition.

Enabling Hertfordshire's Communities

Over the past year, the council has focused on increasing the resilience of Hertfordshire's communities, providing them with the right information, tools and guidance to enable families and individuals to increase their resilience and achieve their potential.

The council's **Community Protection Directorate** has introduced a number of initiatives to help support people as they encounter difficulties or challenges, providing with the techniques and support to tackle these issues early on and minimise the impact on their lives. These initiatives include:



- **Local Intervention Fire Education (LIFE) courses** – a one-week course for 13 –16 year olds, based at one of the county's fire stations, which uses the skills of fire fighters to build confidence and skills for adulthood; including avoidance of antisocial behaviour or offending behaviour.



- **Older Peoples Active Learning Together (OPALS)** – one day interventions working with older persons within the community to reduce vulnerability to scams, burglaries, fires and falls

- **Fit, Fed and Read** – in collaborative with Herts Sports Partnership, HCC helped to deliver an initiative, developed by Street Games UK, which confronts the growing issues of hunger, isolation and physical inactivity in children from low income families during school holidays.



The council's Cycling Team linked up with the Inclusion 2020 Team and their guides to deliver cycle training to 13 visually impaired young people. Using a range of bikes from trikes to road bikes, the team were able to get all 13 riders to independently cycle during the session. This was a first for the team to work in this field of impairment, having previously worked with people with physical and mental disabilities along with hearing impaired riders.

Over the school holiday, the council's instructors and the newly qualified leaders, delivered "Bikeability" training to nearly 100 children with special educational needs.

Opportunity to **Enjoy healthy and safe lives**

We want everyone to have the opportunity to live healthy lives for as long as possible and to live safely in their communities.

Recognising the significant effect that remaining healthy and safe has on people's happiness and life chances, we want all services to work together to improve the overall wellbeing of our residents, including using effective early intervention measures to help tackle inequalities.



In our Corporate Plan, we committed to working with our partners to:

- Through our Family First approach, work with families to provide support as problems emerge so the challenges they face do not escalate.
- Integrate health and social care services to improve the support that people receive.
- Improve the health of the county's population, employing preventative strategies to help reduce or delay the need for health and care services.
- Reduce the number of accidental deaths by undertaking preventative safety work.
- Address serious violent crime in Hertfordshire, taking a shared approach to tackling knife crime, modern slavery and cross county border drug dealing
- Develop closer working arrangements with our emergency service partners to provide collaborative services in an ever more effective and efficient way.
- Work with communities to ensure they are prepared for emergencies such as flooding, a major fire or an infectious disease outbreak.

Improving the health of the county's population

Public Health, in tandem with the Hertfordshire District Partnership, is working together to create ten healthy hubs across Hertfordshire. Each hub will offer health and wellbeing services and will serve residents across Hertfordshire in easy to access local locations.

Funding of £1million over two years (2019-2021) has been provided by the county council, who are also providing project management resource and support. The hubs will play a major part in the delivery of public health services and addressing health inequalities in Hertfordshire.



Mental health

Every year there will be people who are unfortunately exposed to trauma. How they are supported in the aftermath has a direct result on their recovery to good health. The Local Health Resilience Partnership, which includes every NHS organisation in Hertfordshire, can provide support.

Public Health provided 2 CPD certified training sessions in February 2020 on how to respond effectively and safely to psychosocial and mental health needs following a major incident. Around 60 chaplains, drawn from NHS Hospitals, the East of England Ambulance Service and other organisations such as Hertfordshire Police, Network Rail and Stansted Airport, attended. Further opportunities to establish a peer network of support for the group in 2020 are being explored.

The #JustTalk mental health campaign, led by Public Health, with over 20 agencies working together in partnership, has continued to run in schools, colleges and community settings across Hertfordshire. The most recent campaign week took place in November 2019, with more schools than ever (100+) participating, and over 1 million impressions across social media platforms. Just Talk continues to receive recognition from across the UK, being shortlisted for the 'Mental Health Innovation of the Year' Health Service Journal award.



Integrating health and social care services

Throughout the year, **Adult Care Services** have been working with partners in health to deliver a collaborative works programme, designed to look after the needs of local residents and local communities.

The Integrated Health and Care Strategy, published in 2019 by the Hertfordshire and West Essex Sustainability and Transformation Partnership, highlights this commitment, with health and social care services working together to deliver collective resources to the local areas where they will have the most impact. This will improve the delivery of services as well as the standards of affordable care in Hertfordshire's communities.

During this year, the council's Director of Adult Care Services was seconded to a role designed to support the NHS in establishing the new Integrated Care System in Hertfordshire, providing a significant opportunity to shape arrangements.

This year, the council has made progress on work to deliver collaborative commissioning arrangements for Continuing Health Care nursing care between the county council and East and North Herts Clinical Commissioning Group and Herts Valley Clinical Commissioning Group.

In the Herts Valleys Area, the Central London Community Health Care NHS Trust was appointed lead provider for the provision of multiple primary care services in Hertfordshire and new working relationships have been successfully formed to ensure a smooth transition.

Delivering preventative strategies

Connected Lives

During this year, the council has further embedded its Connected Lives approach to assessing people's care and support needs.

The Connected Lives approach aims to build people's personal resilience and sustain independent living as far as is possible. This has been achieved throughout the course of this year through personalising care packages to meet the needs of individual service users, identifying new models of commissioning and working with other Hertfordshire Providers to ensure an efficient and flexible approach to service delivery. The approach places a strong emphasis on prevention and enablement.

Families First

The council has worked throughout the past year to work with families to provide support as problems emerge, in order to deescalate the challenges they face.

Work completed by Children's Services shows that high-level modelling completed this year indicates a correlation between spend on early help and the reduced cost of late intervention alongside improved outcomes for families and cost avoidance to the public sector. Analysis identified that an average Families First Assessment makes a public sector saving of £16,660 per family and that 72% of cases close due to outcomes achieved or significant progress made.

Statistical Snapshot - Family Services 19/20



1,240 Families First Assessments were completed, relating to a total of **3,143** young people.

461 Children subject to child protection plans. A rate of **17.0 per 10,000** - one of the **lowest rates nationally**



351 Children looked after in Hertfordshire. At a rate of **35.1 per 10,000** is one of the **lowest in the country.**

Delivering a Safer Hertfordshire

Hertfordshire has a long history of collaborating both in preparing for; and responding, to major incidents, underpinned by the work of the Local Resilience Forum chaired by the council's Chief Fire Officer and in local small scale operations where colleagues from the three blue light services meet and work together on a daily basis.

In 2019, the council signed a Memorandum of Understanding with the Hertfordshire Police and Crime Commissioner, signifying a new strategic intent to identify opportunities where emergency service can work collaboratively, improving the safety of Hertfordshire's communities and reducing the cost to the public purse.

The council also continues to work with its public sector partners in the delivery of the Hertfordshire Serious Violence Strategy and Delivery Plan 2018 - 2021.

Case Study: YC Hertfordshire's Positive Alternative Programme

Positive Alternatives (+Alt) is a YC Hertfordshire youth work programme that works with young people to keep themselves safe and find positive alternatives to gangs and knife crime. It combines group work sessions on gangs, knife crime, county lines, alcohol/drugs, emotional wellbeing and relationships, with sports, music and performing arts. It aims to raise awareness, build resilience and reduce young people's risk to child criminal exploitation.

Tim, 15, was referred to Positive Alternatives by Hertfordshire Constabulary's Safer Neighbourhoods Team. He had been targeted for recruitment by local gangs and his vulnerability was increased due to being a looked after child, school exclusion, poor mental health and offending behaviour.

At the outset of the programme Tim found it hard to interact with other young people, whom he saw as different to himself. He kept his hood up and a scarf covered his mouth but with the support of youth workers he began to relax and integrate into the wider group. He participated in sessions around knife crime and county lines, contributing to debates and reflecting on the impact of gang violence for victims, families and communities.

Tim was really enthused about the music workshops, delivered by Hertfordshire Music Service and took a lead role in organising a show case event. He worked hard to produce his own track and perform it in front of an audience, including friends, families and professionals. Tim and his carer were really pleased with the progress he made during Positive Alternatives and were able to reflect.



'I discovered that not all people I'm stereotyped to be hanging around with are the only people I can be friends with.' (Tim)

'I'm so shocked that he got out of bed everyday just to be on time because he didn't want to miss any of it... He needed something interactive like this programme, so he was with his peers doing something positive.' (Carer)

The Drug Test on Arrest (DTOA) scheme which tests offenders entering custody for Class A Drugs was extended between October to December 2019, to include domestic abuse offenders.

All high-risk domestic abuse prisoners were drug tested where Class A drugs use is suspected to be contributing to commission of offence. During this pilot, 30 high risk perpetrators were tested and 21 tested positive for cocaine (70%). Two of the 21 tested for both heroin and cocaine.

Children's Services produced a 'Schools Toolkit' to provide staff with guidance around identifying vulnerable children & young people (criminal and sexual exploitation) and what can be done, as well as providing a list of resources that can be built into curriculum. Since October 2019 this has been delivered to 94 Secondary Schools, 20 Primary Schools and 49 other groups such as at police cadet training, sports coaches and foster placement panels.

Hertfordshire Trading Standards have been working throughout the year to support in the prevention of crime in the county as well as support consumers and local businesses with the application of business rules and regulations within the county.

This year, Trading Standards delivered a programme of test purchasing to tackle the underage sales of knives. As part of this programme, Trading Standards officers conducted 32 test purchases with three premises failing.

The council's Trading Standards' Scams Team also installed an additional 28 call blockers in the homes of vulnerable telephone scam victims and gave 87 scam awareness talks. Over the year, call blockers installed by Trading Standards stopped over 30,000 nuisance calls getting through.



How Are We Delivering Our Vision?

Citizen Focused



The council has worked proactively to shape service delivery **around the needs of all our residents**, providing a platform for everyone to have the opportunity for their views to be listened too. Examples of this include the delivery of the **Young People's Survey 2019/20**, the delivery of **HCC's Stronger Together** inter-faith conference and the Integrated Plan Engagement Survey Hertfordshire County Council is also committed to promoting equality of opportunity and anti-discriminatory practices in our provision of services to local communities and in our role as an employer.

Operational Excellence



The council has continued to encourage a **proactive approach** to service delivery over the past year, identifying opportunities to make the most of our resources and encouraging service efficiency.

2019/20 has seen the continuous embedment of quality assurance initiatives in the delivery of council services, with regular performance monitoring identifying opportunities for consistent improvement. This year has also seen HCC's commitment towards future service delivery with the release of **HCC's Corporate plan 2019 – 2025**.

Collaborative Leadership



Partnership working has been key to the delivery of council services this year, with a focus on **working collaboratively** with our partners across the public and private sector. The **Hertfordshire Growth Board** has formalised a joint working commitment between the council and its public sector partners, to support both residents and businesses in Hertfordshire, making sure that growth in the county is delivered in the best way possible.

Furthermore, the **Hertfordshire Shared Anti-Fraud Service** assisted with delivery of the National Fraud Initiative in 19/20. The council has also work proactively with partners in the health care sector, establishing a joined-up approach to healthcare provision in the county.

Delivering Transformation



The council continues to embed a culture of continuous improvement, recognising that **small changes** and improvements to everyday practice **leads to improved service delivery** across the county.

Examples of Hertfordshire's improved service delivery includes the transformation of our 0-25 care programme, improving our county SEND offer, introducing a new **People's Strategy** to deliver a quality workforce and upholding our commitments to becoming a sustainable organisation.

Developing Our People



The council's Learning and Development team provides development opportunities to all staff within the county council. We commit each year to providing an excellent service now to over **13,000 learners** (**+40% increase** in sessions from last year) across the council's workforce and also supporting learning to partnering agencies. There have been **123,098** online learning sessions undertaken by staff this year. We have also continued to develop our workforce and have **increased SmartWorking** culture across all service areas.

Our Finances

Hertfordshire County Council is committed to delivering strong financial management, ensuring that resources and funding is made available for service delivery, in the face of an uncertain national picture.

Over the past year, the council has continued to respond to the difficult operational challenges it has faced as an organisation including:

- Increasing demand for services from a growing and ageing population.
- Increasing complexity of needs of existing service users, for example within social care related services.
- Significant savings having already been delivered by the council since 2010.

The council once again has been able to manage within the budget available during the year. The improved funding recently announced from central government, along with decisions made by the county council, has helped close the council's anticipated funding gap for 2020/21. However, this funding has only been confirmed for one year and new and emerging pressures have meant a gap remains in place for the 2020/21 financial year.

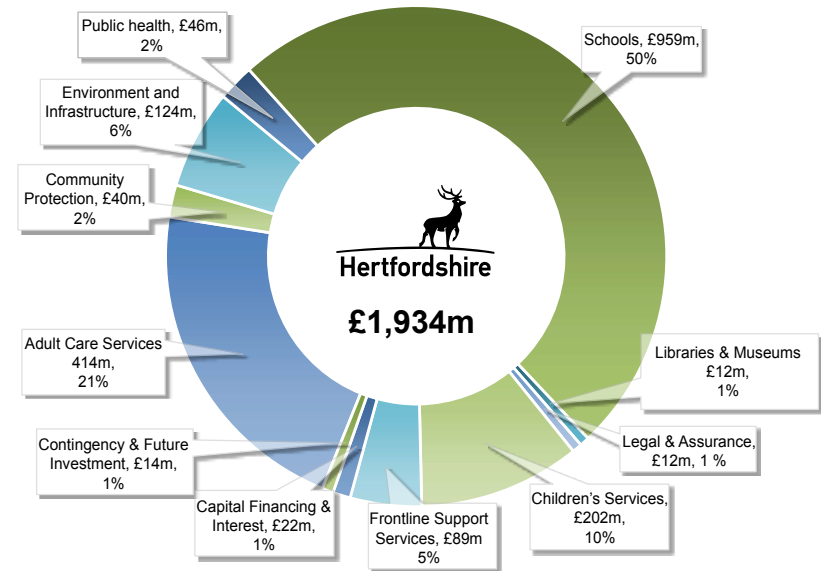
Revenue Spending (Definition)

This is the cost of delivering our services. It includes day to day items, such as salaries, premises costs, and contracts for supplies & service.

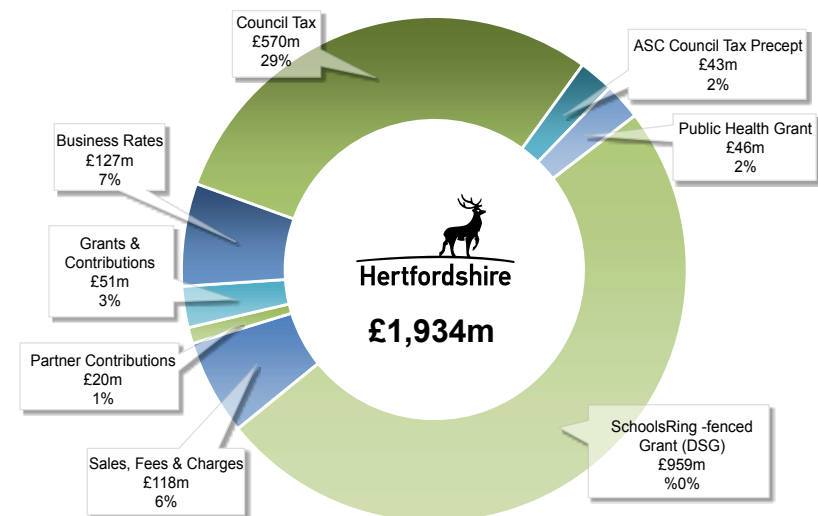
Revenue Funding (Definition)

Council spending on day-to-day items is funded from three main sources: Council tax, non-domestic rates, and government grants.

2019/20 Gross Budget by Spending Area



2019/20 Revenue Funding Breakdown



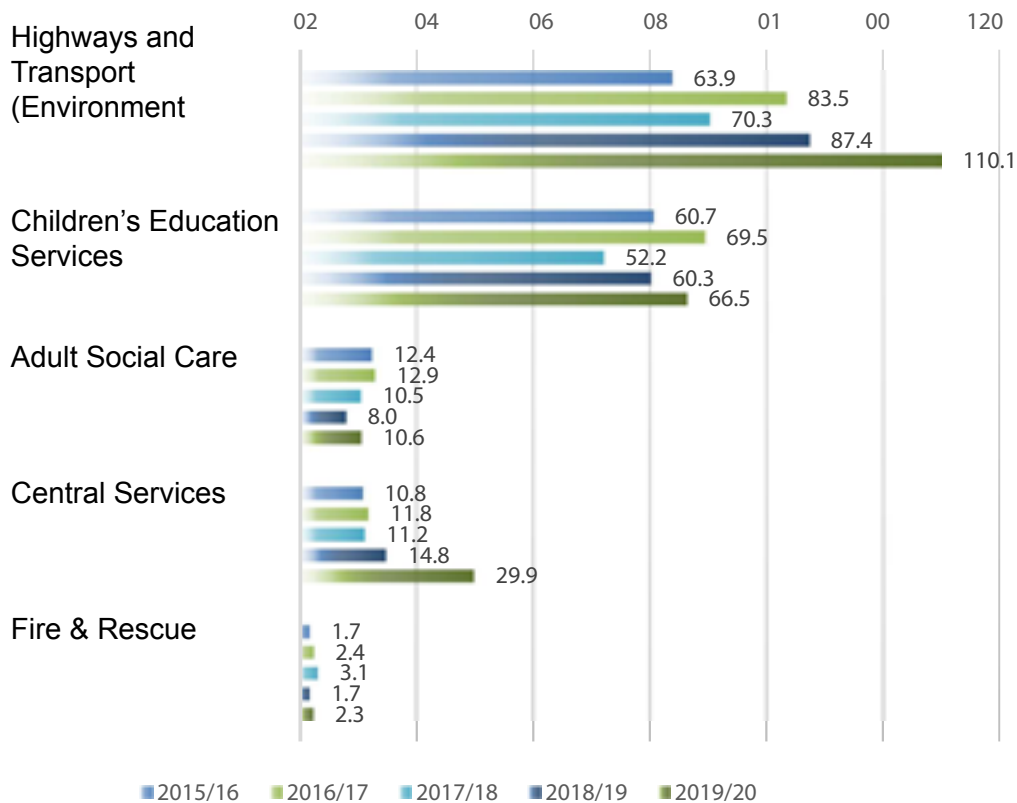
The graph above shows how spending was planned to be funded. The largest contributors to the council's funding are the ring-fenced grant for schools (the Dedicated Schools Grant) and the income arising from council tax receipts.

Capital Investment Programme

The council remains committed to investing in infrastructure across Hertfordshire, with the council's capital programme for the year 2019/20 seeing an investment of £219 million across the county.

Investment was particularly geared towards developing the county's highways infrastructure and delivering school expansion. This marks an increase of £46.8 million compared to capital investment seen last year by the council.

Capital Investment Since 2015 (£m)



Capital Funding

Capital Funding Breakdown	Original Budget £million	Latest Approved Budget £million	Outturn at Year End £million	Outturn at Variance to Budget £million
Capital Receipts	10.000	27.652	6.917	(20.735)
Capital Grants	79.516	106.627	87.681	(18.946)
Revenue Contributions	0.000	5.497	5.497	0.000
Contributions from 3 rd Parties	46.222	33.683	31.419	(2.264)
Specific Reserves	16.168	3.338	1.837	(1.501)
Borrowing	90.877	88.533	85.970	(2.562)
Total	242.783	265.330	219.322	(46.008)

The Year Ahead

The Covid-19 pandemic has placed extraordinary pressures on the way in which the council has been able to deliver its services. Many frontline services have had to change the way they provide services overnight, with Hertfordshire residents and staff having to adapt quickly to a new way of working.

The council continues to work closely with stakeholders and partners. These relationships have become further linked as a result of the close working required in response to the pandemic. It will be vital to maintain this close working as the county restores disrupted services whilst also planning for possible future Covid-19 peaks.

The council has established an internal recovery group to lead and navigate the organisation through the recovery journey with the aim of establishing a new, improved 'normal' capitalising on the positives and learning from the challenges.

The longer-term impacts of the pandemic and the lockdown are expected to be significant for the county. Increased levels of unemployment and financial hardship are expected, alongside accompanying social impacts such as family breakdown, mental health and domestic abuse. Demand for council services and support, especially in relation to social care and health, are expected to rise throughout the year.

This is all also likely to have a knock-on effect on the council's budget, leading to short-term financial costs (such as additional cost and a loss of income) and are likely to pose significant longer-term financial pressures on the council.

At the same time, Hertfordshire continues to have a growing and ageing population. Significant housing growth is expected in the county over the next 10 to 15 years. It is important that these new development projects are well designed from the outset to be healthy, sustainable and thriving places to live and work for our residents.



A number of government reforms are also expected over the course of the year. Finding a sustainable funding solution for adult social care remains vital and a devolution white paper is expected in 2021.

The council continues to prepare for the UK's departure from the EU Single Market at the end of 2020. Key issues include the potential impact on the council's workforce and the impact this will have on Trading Standards both in terms of the support that may need to be provided to businesses on the new regulatory landscape and the significant training of staff that this may require.

Through the delivery of its Sustainability Strategy, the council will need to embed sustainability across all council operations and services throughout the county. There may also be an opportunity to build the county's recovery from the pandemic around the 'green agenda'.

With the council's highways contract due to end in 2024 replacement arrangements will need to be developed to ensure the continued improvement of the service. The Covid-19 restrictions will mean that it is unlikely that it will be possible to deliver the works programme envisaged at the start of the year.

Increases in both the number of children and young people with complex medical and behavioural conditions or affected by intergenerational and societal pressures are placing extraordinary demands on Children's Services. As a result, the council will continue to search for new and innovative ways to ensure it delivers the best services possible with the funding available.

The council will continue to work with health partners to as part of an Integrated Care System in West Essex and Hertfordshire. The council will assist in bringing together local organisations to integrate primary and specialist care, physical and mental health services, and health with social care.

Keeping young people safe in their community remains a priority for Hertfordshire. This means protecting children and young people who are at risk because of factors outside of their family, such as child sexual exploitation, increasing levels of violence or gangs and the threats posed by radicalisation.

Throughout this year and beyond, the county council is determined to take action to ensure that its belief in equality of opportunity, diversity, and inclusion is integral to everything it does. This will inform every area of activity; from the way services are provided to the way it employs staff.



