HERTFORDSHIRE FIT FOR THE FUTURE

A collaborative ambition for sustainable growth and thriving communities

INTRODUCTION

Hertfordshire is at a potential turning point in its history. Traditionally viewed as a prosperous county which can stand on its own two feet, Hertfordshire faces significant and increasing pressures which are only set to accelerate with unprecedented growth in and around the county's borders.

Through stronger collaborative leadership, and with the development of a Local Industrial Strategy, we have a once-in-a-lifetime opportunity to ensure growth plans benefit all current and future residents. Not growth at any cost, but planned growth in partnership with the public sector, Government, businesses, the voluntary sector and other partners, to maximise opportunities and ensure the most vulnerable in our society are protected.

Hertfordshire's public sector is already working in close partnership across many services to drive improvements and tackle key challenges. However, we recognise the need to step up our commitment to collaboration. Together with our strategic partners, we are not only developing solutions to current and local issues, we are looking beyond our borders and exploring innovative responses to major trends and the Grand Challenges identified in the Government's Industrial Strategy (Artificial Intelligence and Data Economy; Clean Growth; Future of Mobility; Ageing Society).

This prospectus outlines this new approach involving Hertfordshire County Council, the ten district and borough councils, health services, the county's Police and Crime Commissioner, Hertfordshire Constabulary, Hertfordshire Local Enterprise Partnership (LEP), the University of Hertfordshire and further education colleges.

We set out our ambitions, key successes and challenges, and highlight some examples of the innovative joint working already taking place. It is designed to open a conversation with Government and other partners to explore innovative funding mechanisms, freedoms and flexibilities that will enable us to create a Hertfordshire that's **Fit for the Future**.

OUR AMBITION

Our shared ambition is to create a **Hertfordshire that's Fit for the Future**. Fit for life, fit for work and fit for business, with:

Well-connected, good quality homes for all

With the right balance of quality housing to suit residents' needs and to bridge the affordability gap

With easy access to services, education, employment, amenities and green spaces

With the right transport, technological and wider infrastructure to support modern, sustainable, living and working

Delivered at pace using new construction technologies, with an agreed industry standard quality mark for excellence in sustainable design and build

### Healthy, independent and safe communities

With confident, healthy, independent and responsible citizens

With good quality integrated health and care services close to home

Where crime is prevented, victims are protected, and communities and businesses feel safe

With technology-enabled solutions to enhance communities and support people to live independently

Where clean and healthy environments are protected and enhanced, including reducing air pollution
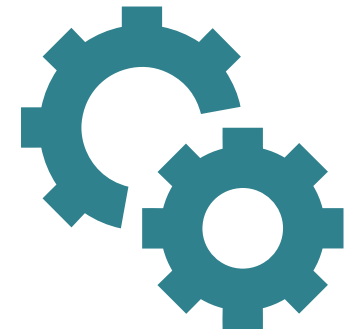
A thriving, productive workforce and economy

With the right environment for businesses to grow and thrive

Where the potential and skills of Hertfordshire residents are maximised

Where technology opportunities are harnessed to support growth, cut costs and create a better quality of life

Where we realise the full economic potential of our assets, raise productivity, and strengthen our contribution to the UK economy

We are enhancing collaborative leadership with a new, strategic approach to shared ambitions, challenges and activities. We are breaking down barriers and silo working so that we can tackle the challenges of today and develop new and innovative ways to create thriving, sustainable communities of the future.

Our intention is to shift to a position where early intervention and prevention across the system, and the harnessing of advances in technology, improves outcomes for all, reduces demand on vital public services, and provides solutions to the Grand Challenges for Hertfordshire.

EXECUTIVE SUMMARY

Hertfordshire today

Hertfordshire is an attractive place to live and work. We have some of the best schools in the country, low crime levels, and a high proportion of our residents are healthy and well. Our businesses compete with some of the best in the world and our university has excellent progression rates to employment.

Critical to the UK economy

Hertfordshire punches well above its weight, contributing £35.9 billion to the UK economy with high Gross Value Added (GVA) per head. Hertfordshire's economy is defined by its connectivity to London as a world city with associated benefits and costs in relation to jobs, housing and transport infrastructure. And our leading scientific industries and research capabilities are right at the heart of the 'Golden Research Triangle' (Oxford, London, Cambridge).

We have outstanding credentials in life sciences, film and television, sustainable construction and advanced engineering/manufacturing. Our specialist science and technology businesses and institutions are driving some of the most advanced developments in pharmaceutical and cell and gene therapy medicine; aerospace, satellite, robotic and defence technology; and sustainable construction and agriculture. Here in Hertfordshire there is an opportunity to do things differently. For example, Hertfordshire's Enterprise Zone is a unique consortium of local partners led by the LEP. It aims to attract businesses from the agri-tech and construction sectors, through partnerships with world leading building science centre Building Research Establishment (BRE) and agricultural experts Rothamsted Research.

Hertfordshire also has substantial and wide-ranging assets in relation to the Grand Challenges. In Artificial Intelligence and Big Data we are harnessing technological advantage, with businesses at the forefront of innovation and development. We are home to a group of businesses, such as Ocado and Tesco Labs, which are using data to transform the future of logistics, warehousing and retail.

Exceptional partnership working and innovation

Our public sector has a proud history of partnership working to improve the quality of life for residents and to help businesses thrive. Hertfordshire is already at the forefront of delivering some of the most innovative examples of joint working and our LEP is successfully driving economic growth.

> **Highlights include:**
>
> - securing over £309 million of Government and European Union funding to support economic growth, as well as attracting significant private investment
>
> - creating an Enterprise Zone targeting the offsite construction sector and setting standards for sustainable growth through the use of environmentally sound methods and materials
>
> - progressing town centre regeneration programmes both in our major and smaller towns, such as Stevenage, Hatfield, Watford, Bishop's Stortford and Hertford
>
> - delivering an ambitious health and social care integration programme to improve health and wellbeing across the county
>
> - countywide approaches to tackling skills requirements, boosting apprenticeships, supporting victims and preventing crime
>
> - harnessing technology to revolutionise ways of working across the public and private sectors
>
> - Harlow and Gilston area designated a Garden Town in January 2017 with significant developments coming forward in East and North Hemel Hempstead

The scale of the growth challenge

Hertfordshire is already the second most densely populated county in the country, but it faces unprecedented growth over the next decade. Over 100,000 new homes and 100,000 jobs are planned by 2031 – in terms of housing, that's equivalent to at least two Watfords or five Welwyn Garden Cities. This includes 30 major housing locations across the county, each with over 500 new homes. The scale of growth expected beyond 2031 is at least the same again.

Furthermore, there are a number of sub-regional growth proposals and transport developments requiring greater strategic collaboration across borders to ensure Hertfordshire's needs and interests are taken into account, while enhancing opportunities in the South East.

Hertfordshire's relationship with London is critical. As a growing global city, London's population is predicted to rise by 1.5 million extra people by 2030, taking the total population to 10.1 million. There is a careful balance to strike between enhancing the benefits of our proximity to the capital city and protecting Hertfordshire's unique identity.

At the same time, we need to consider the big, global trends such as growing urbanisation, migration patterns, technological innovation and climate change.

A catalyst for change

Even without the level of growth required, there are already significant pressures in Hertfordshire – from a straining infrastructure system to a huge gap between wages and house prices. We simply cannot afford to stand still.

Hertfordshire's public sector and strategic partners are responding positively by stepping up our approach to collaborative leadership so we can tackle key challenges, plan for the long term and shape the future of our county.

In partnership with our local businesses, we are building on the Government's Industrial Strategy to enhance Hertfordshire's assets and develop the skills, innovation and infrastructure required for business growth. We are broadening the concept of being '**Fit for the Future**', with a collective ambition to lead the way in delivering thriving, sustainable communities.
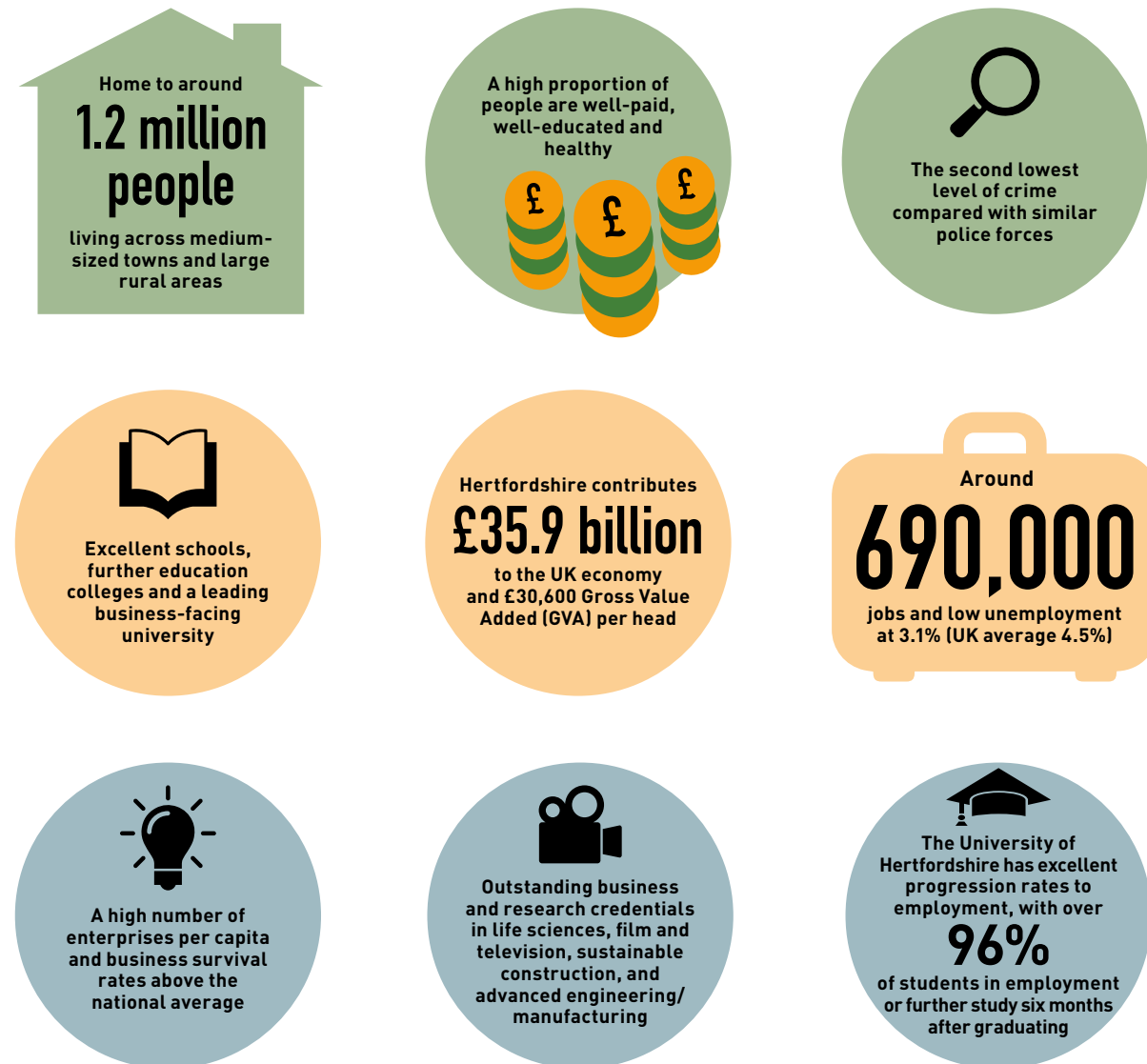
While increased partnership working underpins our approach, there is a limit to what we can achieve without the support and assistance of Government. We want to explore new ways of working in Hertfordshire, capitalising on our existing strengths and assets, and our ambition to deliver growth well.

> **Technology and the Grand Challenges**
>
> As Hertfordshire LEP develops a Local Industrial Strategy, we are also working with the private sector to review opportunities presented by mega trends such as technology development (Virtual Reality, Artificial Intelligence (AI), mobile, video and the Internet of Things) as well as the explosion of data generation and analytics.
>
> AI and the Internet of Things offer opportunities for greater efficiency and use of resources, but there are potential risks in relation to job displacement and future skills gaps. Our ability to adapt to the changing landscape will be critical if we are to grasp these opportunities and tackle the Grand Challenges. For example, in the **Future of Mobility** we can encourage greater forms of smart connectivity to reduce congestion; in **Clean Growth**, in order to address the scale and pace of house building delivery required, we must embrace new construction technologies and ensure that our new settlements meet a quality mark for excellent sustainable design; and in meeting the needs of our **Ageing Society**, there is an opportunity to capitalise on our life sciences assets and put Hertfordshire on the map for precision medicine, leading to better health outcomes.

HERTFORDSHIRE TODAY

A good place to live, study and work

Home to around 1.2 million people
living across medium-sized towns and large rural areas

A high proportion of people are well-paid, well-educated and healthy

The second lowest level of crime compared with similar police forces

Excellent schools, further education colleges and a leading business-facing university

Hertfordshire contributes £35.9 billion
to the UK economy and £30,600 Gross Value Added (GVA) per head

Around 690,000 jobs and low unemployment at 3.1% (UK average 4.5%)

A high number of enterprises per capita and business survival rates above the national average

Outstanding business and research credentials in life sciences, film and television, sustainable construction, and advanced engineering/ manufacturing

The University of Hertfordshire has excellent progression rates to employment, with over 96% of students in employment or further study six months after graduating

Cutting edge scientific research and development

Situated at the heart of the 'Golden Research Triangle' (Oxford, London, Cambridge), Hertfordshire is a hub for scientific research, with world-leading businesses and institutions including GlaxoSmithKline, Airbus, MBDA, Roche, Johnson Matthey, Eisai, Pharmaron, Stevenage Bioscience Catalyst, Building Research Establishment (BRE), Rothamsted Research, and the Cell and Gene Therapy Catapult manufacturing centre. Together, they are driving some of the most advanced developments in pharmaceutical and cell and gene therapy medicine; aerospace, satellite, robotic and defence technology; and sustainable construction and agriculture. The developments in AI, robotics and big data could model a Hertfordshire of the future and have widespread applications across the Grand Challenges, such as the use of health-related data in preventative medicine.

KEY OPPORTUNITIES

A prosperous economy with high potential to grow

A heritage of strong partnership working and innovation, with ambition to do more
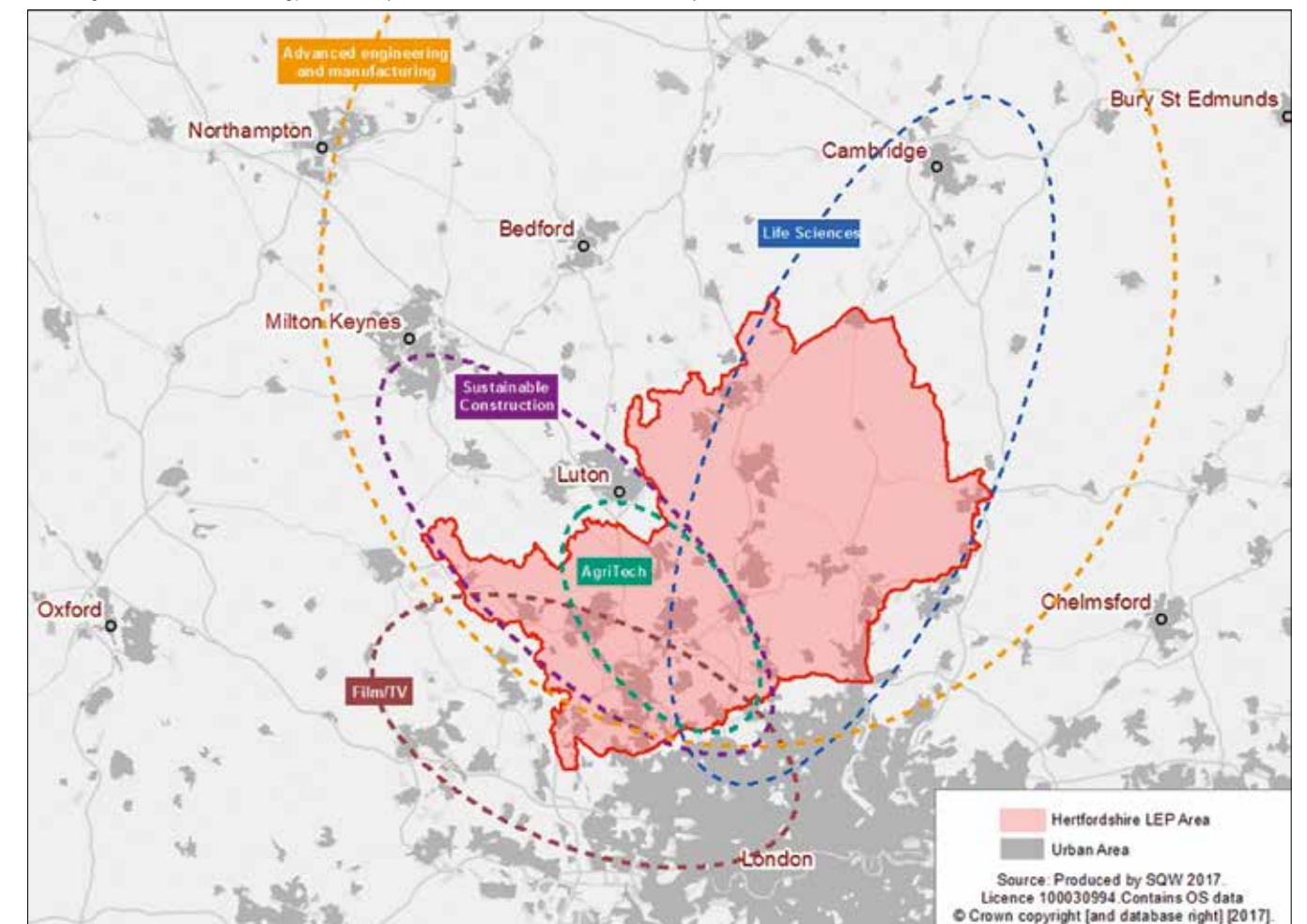
Strong support from the business community resulting in significant private investment

World-leading scientific and technological assets and capabilities

Existing and developing Garden Towns, providing potential kitemarks for sustainable, holistic development

Enterprise Zone potential to support the building of 100k new homes through new construction technologies and fostering clean growth

Major innovation ecosystems within and beyond Hertfordshire
Building our Industrial Strategy – our response to the Government Green Paper: Hertfordshire LEP

Hertfordshire LEP Area
Urban Area

Source: Produced by SQW 2017.
Licence 100030994 Contains OS data
© Crown copyright [and database right] [2017].

SIGNIFICANT AND GROWING PRESSURES

Hertfordshire's performance to date is no guarantee of continued success and prosperity. While the economy continues to grow, productivity performance is weakening. We share the challenges of an ageing population, a rise in obesity, and uncertainty of Brexit with the rest of the country, but we also experience unique pressures which are only set to increase as growth accelerates.

THE SCALE OF THE GROWTH CHALLENGE

Hertfordshire is already the second most densely populated county in the country, but it faces unprecedented growth over the next decade.

**OVER
100,000
NEW HOMES
100,000
JOBS**

are planned in Hertfordshire up to 2031. In terms of housing – that's equivalent to at least two Watfords or five Welwyn Garden Cities

**BY 2031 THERE WILL BE
175,000**

more people living in Hertfordshire using the transport system and public services

Lack of existing employment sites creates a huge challenge for the delivery of new jobs in Hertfordshire and the ability to attract new businesses

Local authorities are struggling to recruit and retain professional planning staff to move from local plan-making to implementation

The number of over-75s in Hertfordshire is expected to increase by 37% in the next 10 years

The scale of growth expected beyond 2031 is at least the same again

INFRASTRUCTURE FUNDING SHORTFALL

The total infrastructure bill to support growth up to 2031 in Hertfordshire is estimated to be at least £5bn.

The current system of developer contributions makes it difficult to secure adequate funding for strategic infrastructure such as schools and transport, and only four local planning authorities have the Community Infrastructure Levy (CIL) in place.

The Government CIL Review Team has recognised that CIL only covers between 5-20% of infrastructure costs to support growth. There is a significant funding shortfall in Hertfordshire that will need to be bridged if we are to deliver growth with the right infrastructure to support it.

BEYOND OUR BORDERS

A number of regional and sub-regional growth and transport proposals will have a direct impact on Hertfordshire. These include:

- London growth plans, particularly in terms of increased traffic, capacity on public transport, and demand on local services
- the Oxford-Milton Keynes-Cambridge growth corridor and the development of a new Expressway and rail route
- a number of rail issues including the new Govia Thameslink rolling stock and timetable, the future of the East Coast Main Line, the development of HS2, Network Rail reviews, new franchises, the imperative of four tracking the West Anglia Mainline, Cross Rail 2 and the development of East-West rail between Oxford, Milton Keynes, Bedford and Cambridge
- the London-Stansted-Cambridge growth corridor: an area characterised by above average incomes, job growth, growing population and lower than average unemployment, but poorly served by transport infrastructure to support the growth of Stansted Airport and commuter flows
- the expansion of Luton and Stansted airports and other aviation changes, balancing the economic benefits with minimising negative environmental and infrastructure impacts

OTHER KEY ISSUES INCLUDE:

Housing

Hertfordshire is one of the most expensive places to buy a property outside London, with average house prices at £441,791. There is a significant affordability gap between house prices and income, and a lack of balance in the housing mix to accommodate different needs and budgets – with a particular shortage of affordable homes.

The affordability issue is also keenly felt across the private rented sector, and we are seeing a rise in homelessness in the county. With high demand for more affordable options, there are serious concerns about a potential increase in poor living accommodation (damp/disrepair/overcrowding) with a strong link to associated health problems.

Average house price	£441,791
Average monthly rent (private)	£1,107
Average earnings pa	£33,847
House prices to incomes	13:01
Income required for 80% mortgage	£101,000

Workers, skills and employment

Many workers, particularly in lower paid jobs, are unable to afford to live in the county but commute into Hertfordshire for employment. Conversely, many of our skilled workers commute to London to access better paid work, which is increasingly leading to 'dormitory' neighbourhoods. This has a significant impact on local employers who struggle to attract and retain the right level of skills across a range of sectors.

Furthermore, the premium value of residential land and the current national focus on housing provision allowing the automatic conversion of office space into residential through permitted development rights, has resulted in an imbalance in land use, particularly for employment.

There is a need for greater emphasis on the vital link between housing growth, employment opportunities and skills.

And with the rise of automation, AI and robotics, we must accelerate workforce reskilling to adapt to potential employment disruption and changing skills requirements.

Fragmented infrastructure system under pressure

Hertfordshire's road and rail infrastructure is under enormous pressure. There are a number of key arterial routes that run through the county and local infrastructure is vertically orientated, with poor links from east to west. These factors, along with the polycentric nature of our county, mean there is a reliance on cars with complex patterns of movement and significant congestion. Hotspots include the A1(M) (particularly junctions 6 to 8), A10, A602, M1 and M25; approaches to most of Hertfordshire's towns; overcrowding on rail routes into London; and all forms of east-west connectivity. A number of our key A roads, such as the A414, A4008 and A41, carry traffic volumes well in excess of national averages.

Hertfordshire is served by five key rail lines; East Coast, West Coast, Midland, West Anglia and Chiltern main lines. Most of Hertfordshire's rail network already suffers from an unreliable service, overcrowding and constraints such as service frequencies or platform length. The predicted growth of London will only accentuate this trend.

Pressures on health and care services

The health and social care bill in Hertfordshire and west Essex is around £3.1 billion a year. The funding gap is forecast to reach more than £550 million a year by 2020/21 if things continue as they are.

Although the health of Hertfordshire's population is generally better than the national average, there are areas and communities where obesity, smoking, alcohol consumption and insufficient exercise cause serious but avoidable health problems. At the same time, more people are living into old age, with long-term conditions like heart disease, diabetes and high blood pressure resulting in higher care costs and demands on the system.

Against this backdrop of increasing need, 34% of our GPs are planning to retire in the next five years and all of our health and care provider organisations are engaged in a daily struggle to recruit the staff they need.

A number of our community health and care buildings, vital for supporting people close to home, are no longer fit for purpose. Some of our acute hospitals need significant investment to be able to function well and provide the right environment to deliver high quality care.

The number of over-75s in Hertfordshire is expected to increase by 37% in the next 10 years. According to Government estimates, supported housing may need to grow by 30% to meet future needs by 2031.

For Hertfordshire that is likely to include:

- 600 residential care home beds
- 1,000 nursing home beds
- at least 3,000 additional Flexicare Housing units
- 500 additional supported living units for younger people

The changing nature of crime

While crime rates remain low in Hertfordshire, the nature of criminality appears to be changing (or being reported more), with an increase in 'hidden' offences such as child sexual exploitation, domestic abuse, and cyber enabled crime.

The number of incidents attended by police that are linked to mental health almost doubled between 2015-2017. Responding to mental health challenges takes up an estimated 40% of police time.

Certain communities are adversely affected by the misuse of drugs and alcohol, and our border with London is no barrier to the growing threat of violent crime, such as knife crime and gang-related violence.

Pockets of deprivation and inequality of opportunities

There are areas of deprivation, disadvantage and social exclusion. In more deprived parts of the county people have poorer health and wellbeing, living on average 7.4 years less than elsewhere. Some vulnerable and minority groups have significantly worse health outcomes than the majority of the population, particularly people with mental health problems and learning disabilities.

While a large proportion of Hertfordshire residents are well qualified, over 40,000 working-people in Hertfordshire have no qualifications at all (e.g. over 9% in Stevenage, above the average for England).

A quarter of Hertfordshire's population lives in our New Towns, which also accommodate 1,000 hectares of employment land. But the fabric of most of these towns is decaying and in urgent need of regeneration and renewal. Some of our rural communities experience issues such as a lack of suitable transport infrastructure and poor digital connectivity.

Meeting the challenges of Brexit

The uncertainty surrounding Brexit is a concern, particularly for our specialist industries as large exporters in key sectors such as medicinal and pharmaceutical products, power generating machinery and other transport.

Workforce shortages may be further compounded, particularly where we struggle to attract and retain vital skills in sectors such as construction, service industries and healthcare.

EMBRACING OPPORTUNITIES
CREATING A HERTFORDSHIRE THAT'S FIT FOR THE FUTURE

Old River Lane site, Bishop's Stortford: East Herts Council

Over the past few years, the public sector in Hertfordshire has increasingly been working in partnership to improve outcomes for residents and businesses. We recognise that many of the key challenges we face today are interconnected, cutting across organisations and boundaries. Issues for our residents can have a negative impact on all areas of their life and work; while positive opportunities, good health, happiness and prosperity have the power to reduce demand on vital public services. It is in all our interests to take a more holistic approach to our people and our places.

Growth is a catalyst for far greater joint working across the public sector. Without a cohesive approach, we face a reactive and fragmented response, which could undermine the quality of life in Hertfordshire. If we change the way we work, we have the opportunity to shape the future of the county to get the best outcomes for our communities and enhance our contribution to the UK economy.

Our collective ambition to create a Hertfordshire that is **Fit for the Future**, is an important step forward in our approach to collaborative leadership.

Fundamental to this is:

- a new countywide Growth Board for Hertfordshire, to bring together spatial, economic and infrastructure planning issues, and agree infrastructure priorities and funding mechanisms

- the development of the Local Industrial Strategy to ensure the public sector and businesses are working together to create the right conditions for sustainable growth and enhanced productivity

- a focus on prevention and early intervention, making the most of technology and opportunities for innovation across services and all the Grand Challenges for Hertfordshire

KEY AREAS OF FOCUS

Creating a stronger, more cohesive approach to spatial planning and housing

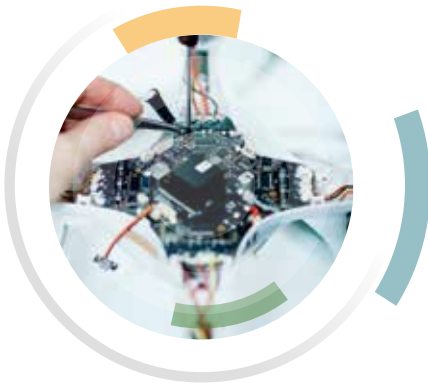Enhancing our workforce and economic potential

Driving forward a fully collaborative health and social care system

Creating safe and cohesive communities

Maximising the value and the potential of the public sector estate

Maximising the benefits and opportunities of rapidly changing technology

1. A MORE STRATEGIC APPROACH TO SPATIAL PLANNING AND HOUSING

We need to plan for the long term – tackling housing issues and delivering the future infrastructure that will support growth and more effectively meet the transport needs of Hertfordshire residents.

We are working together to address the current, fragmented approach to strategic planning. District and borough councils continue to progress sound local plans that aim to balance housing requirements with protecting Hertfordshire's unique character and quality of life.

Some Hertfordshire authorities are already developing joint planning approaches, and, through a new Growth Board, we aim to align strategic planning across the county, with an agreed pipeline of infrastructure projects to support the county's priorities.

We are:

- moving forward with the new **countywide Growth Board** for Hertfordshire

- pressing for **cross-border collaboration** and better engagement with relevant bodies and growth boards to ensure effective coordination of issues, decisions and infrastructure needs – we have recently joined the emerging England's Economic Heartland Sub National Transport Board

- developing a **Strategic Infrastructure and Funding Prospectus** pulling together infrastructure requirements to 2031, including transport, education, social and community, waste, health, utilities and affordable housing

- taking forward a coordinated response to **future pressures across the A414**

- accelerating delivery of affordable housing using **sustainable methods of construction** and new technologies, bringing high levels of job creation and skills development

- exploring **innovative joint financial models** and **external funding** opportunities to address strategic infrastructure priorities, including making best use of the CIL and other funds

- investigating practical measures to enable **better resourcing of planning** across the county

- coordinating our approach to **tackling key housing issues**, including the supply and demand gap; the housing tenure mix; supported housing needs; improving housing quality; and addressing health-related housing issues

- developing a strategic long-term plan for the **enhancement of digital investment** and applications across organisations and boundaries

- assessing the impact and opportunities of major trends, especially **rapidly changing technology** such as AI, the Internet of Things, mobile, video and data analytics and the practical applications to skills development and training in a digital age

Case study:
Harlow and Gilston Garden Town

East Herts, Epping Forest and Harlow district councils, along with Essex and Hertfordshire county councils, are working together on the Harlow and Gilston Garden Town. Plans are being developed for new neighbourhoods to the east, west and south of Harlow, along with seven new villages to the north, with major investment in transport, jobs and community infrastructure to support new and existing residents in the Harlow area.

The Garden Town will include:

- around 23,000 new homes to cater for all, including those most in need

- easy access to a wide range of jobs

- integrated transport, including attractive routes for walking and cycling

- supermarkets, convenience stores and independent shops

- leisure and sports facilities, as well as hubs for community activities and events

- restaurants, pubs and cafes

- new nursery, primary and secondary schools to ensure there is a school place for every child

- new high-quality health centres

- scenic parklands, woodland and gardens (including outdoor sports facilities)

East Herts District Council is working with BRE to develop a quality mark for good sustainable housing. Hertfordshire LEP is investigating ways it can influence the development of the new Harlow and Gilston Garden Town by building on the strategic advantages linked to its location and driving the mix of enterprise and housing provision. This could effectively translate into a micro-Local Industrial Strategy for the Garden Town and act as an exemplar for future developments.

In the west of the county, manufacturers in the offsite construction sector are being invited to set up a base in the county's Enterprise Zone in Hemel Hempstead, meeting the need for homes and providing new jobs.

Case study:
Future-proof housing

There is a great deal of research and best practice in Hertfordshire relating to future-proof housing design. We have an opportunity to use this knowledge to shape sustainable communities of the future.

Hertfordshire Constabulary's Crime Reduction and Community Safety Team is working with planners, architects and partners to incorporate crime prevention features in new developments – to make houses **Secured By Design** (SBD). More than 7,700 new homes have been built to SBD standards in Hertfordshire and we are seeing reductions in crime as a result. Academic studies have proven that accreditation under SBD can reduce burglaries by more than 70%.

BRE, based in Watford, has developed a **dementia-friendly home** to inform the design of future buildings and help people with dementia live independently for longer. The aim is to share knowledge between the healthcare system and construction industry around improving physical and mental health and wellness. Furthermore, to address the impact of climate change, BRE is exploring the flood resilience of buildings through innovation in new technologies, retrofitting and repair, and new build construction.

Other innovative design solutions at BRE include ZEDpod, a low-cost micro home that can sit on an elevated platform above existing outdoor car parks, and KODA, an energy efficient and movable concrete house designed for small brownfield developments.

The University of Hertfordshire is investing in research and development of care and therapy **robotic technology** to support people with differing needs, enabling them to lead more independent lives.

2. ENHANCING OUR WORKFORCE AND ECONOMIC POTENTIAL

We are bringing businesses and the public sector together to target investment in order to ensure our enterprises, communities and people thrive.

Hertfordshire LEP is delivering its Strategic Economic Plan by investing in science, research and innovation, developing skills, cultivating world-leading sectors and supporting businesses to start up and grow. The LEP is working with the business community to develop the Local Industrial Strategy, focusing on our assets and opportunities both within Hertfordshire and across the East of England, and harnessing the potential to tackle the Grand Challenges. These are cross-cutting and set out where developments in technology will transform industries and the way our people live, work, move and learn.

We are:

- **enhancing key sectors, assets and opportunities** to drive economic growth
- harnessing our **relationship with London** and elsewhere to maximise opportunities, including actively shaping planning discussions around employment land, growth and infrastructure
- maintaining our **global excellence in science and technology**, positioning Hertfordshire at the functional core of the Golden Triangle
- progressing the **regeneration of New Towns**, including Stevenage, Hemel Hempstead and Hatfield, and smaller towns such as Bishop's Stortford and the growth of South Oxhey; and influencing the holistic mix of housing, leisure and employment provision in new settlements
- **engaging with small and medium-sized enterprises** through the Hertfordshire Growth Hub and the Better Business for All initiative, and supporting the rural economy through Visit Herts and improved digital connectivity for home workers
- delivering the Hertfordshire Skills Strategy to **increase and develop the skills of our workforce**

- developing a **workforce strategy** for the specific needs of the Hertfordshire and west Essex Sustainability and Transformation Partnership and delivering **collaborative careers events** to encourage the next generation of health and care staff
- **boosting apprenticeships** through the Apprenticeship Strategy for Hertfordshire, to increase employer participation and promote apprenticeships, as well as maximising the apprenticeship levy through the Hertfordshire Apprenticeship Alliance
- inspiring the next generation to engage in **STEM-based learning**, working with major corporates and scientific expertise in the county
- working alongside the University of Hertfordshire and further education colleges to **align training and skills** with local employment needs and equipping younger generations for highly digitalised workplaces

Case study:
Hertfordshire Skills Strategy

Hertfordshire LEP, in partnership with Hertfordshire County Council and the Department for Work and Pensions, produced a detailed Skills Strategy to help increase and develop both our existing and future workforce by:

- helping young people aged 16-24 into training and employment by building greater links between employers and schools/colleges, and increasing the number of apprenticeships and traineeships
- providing a package of measures to support the unemployed, vulnerable adults and those aged 50+ back into the jobs market
- enhancing opportunities through lifelong learning by improving adult English and maths skills and encouraging greater focus on training in areas where there are high numbers of low qualified residents
- helping to deliver higher level skills to meet skills gaps in key sector areas such as advanced manufacturing, life sciences and the creative industries
- providing targeted skills training support for small to medium-sized businesses
- helping to ensure that we are future-proofing skills provision to meet the changing world of work in highly digitalised, automated environments

Case study:
University of Hertfordshire – key to the local economy

As one of the region's largest employers, the University of Hertfordshire has more than 2,900 staff and a turnover of over £256 million. It makes an annual contribution of more than £1bn to the local economy, in addition to supporting more than 11,000 jobs in the region, and has secured more than £11m income through collaborative knowledge partnerships.

The University has 100 partners worldwide and is part of a global network of over 210,000 alumni as well as having leading relationships with industry across the world. It is a leading provider of Degree Apprenticeships; approximately 350 qualified nurses graduate from the University each year; and most babies in the county are delivered by a University of Hertfordshire educated midwife.

The pioneering Hertfordshire Science Partnership was launched in March 2018, an innovative collaboration between the University of Hertfordshire and the LEP to leverage state-of-the-art science facilities and academic expertise at the University to boost the dynamic pharmaceutical, life sciences and agri-technology sectors in the East of England.

Case study:
Enterprise Zone

Hertfordshire Local Enterprise Partnership led a partnership team to bid successfully for an Enterprise Zone in Hertfordshire, with a focus on attracting inward investment, driving economic growth and job creation. As a result, with its close proximity to London and major transport routes, the Enterprise Zone is expected to deliver up to 8,000 new jobs, 800 new businesses and an uplift in land values of £120m.

Its aim is to attract businesses from the agri-tech and construction sectors, through partnerships with world leading building science centre Building Research Establishment (BRE) and agricultural experts Rothamsted Research. The offer is supported by a strong skills and education base with the University of Hertfordshire and access to an existing network of green and digital tech business through the Green Triangle.

Along with the Enterprise Zone's excellent transport links, these partnerships will help deliver clusters of built and green environmental tech companies and their supply chains, plus provide space for growing businesses already in the area.

Hertfordshire is in a house building hotspot and demand for new homes isn't confined to the county borders. The Mayor of London's office estimates that 60,000 homes are needed every year on the edge of London and the Government has indicated that 1 million homes will be built in the Oxford/Cambridge corridor, creating huge potential for the offsite construction sector. Manufacturers in the offsite construction sector are being invited to set up a base in the Enterprise Zone in Hemel Hempstead, accelerating housing delivery and providing new jobs.

3. DRIVING FORWARD A FULLY COLLABORATIVE HEALTH AND SOCIAL CARE SYSTEM

We are working together to ensure people receive the care they need and the support to live well, to make the right choices and to stay independent.

We continue to build on excellent partnership working across health and social care in Hertfordshire. Through the Hertfordshire Health and Wellbeing Board and the Hertfordshire and west Essex Sustainability and Transformation Partnership – A Healthier Future, we aim to reduce health inequalities; improve the health and wellbeing of people in Hertfordshire; improve the quality of health and care services; and provide efficient and affordable care, enabling the system to cope with the impact of an ageing population and other health trends.

We are:

- working to help residents of all ages to live as **healthily and independently** as possible

- developing **local health and wellbeing centres**, bringing together the expertise of health and care professionals and the voluntary sector to cater for residents' physical, social and mental health needs

- working to ensure hospitals can focus on **delivering specialist treatments** for serious or complex conditions, and supporting patients to recover at home

- exploring the **benefits of medical technology**, such as online consultations and electronic health monitoring devices, to support frail people and those with long term health conditions to live independently

- mapping the **wider determinates of health** to take a more coordinated, collaborative and targeted approach to commissioning

- developing a **collaborative prevention plan** across the public, voluntary and community sector

- exploring **integrated health and care organisations**, bringing together budgets from across NHS organisations in Hertfordshire and west Essex, to reward providers according to the health benefits they bring about for patients

Case study:
A multi-agency approach to helping people remain safely at home following a fall

East and North Hertfordshire Clinical Commissioning Group and Hertfordshire County Council were the first to develop 'Early Intervention Vehicle' teams, which provide an immediate response, via carefully triaged 999 calls, to residents who have fallen either at home or in a care home.

Staffed by a senior paramedic and an occupational health professional, physiotherapist or social worker, the crew assesses the patient and their circumstances to see if they are well enough to remain at home with the support of community-based help, resources and assistive equipment.

Early Intervention Vehicles are packed full of equipment – medical, occupational and physiotherapy – which can be put into use without delay. As a result, about 80% of patients who would previously have been admitted to hospital are now able to stay safely and happily at home.

Case study:
Addressing health and wellbeing issues through 'social prescribing'

GPs spend an estimated 20% of their time with patients whose loneliness, lifestyle, or worries about housing or debt are making them ill. Through 'social prescribing', Hertfordshire GPs are connecting patients in need with the non-medical support they require.

Using the 'HertsHelp' telephone advice and referral service and with the support of teams of specialist 'community navigators', it's now easier than ever for Hertfordshire health professionals to 'prescribe' advice, help, or exercise, supported by the 12,000 community groups registered on the county's database.

Community navigators are now embedded in the county's hospitals too – helping to support people as they are discharged home from hospital. Help can range from a volunteer getting some food shopping in and turning on the heating, to organising befriending visits or meals on wheels.

4. CREATING SAFE AND COHESIVE COMMUNITIES

We are focusing on preventing crime, supporting victims and safeguarding the vulnerable to create a county in which people, communities and businesses can feel safe and contribute to a better society.

Through the Community Safety and Criminal Justice Plan for Hertfordshire, we are working to keep crime low and protect local policing, with a focus on early intervention and prevention and putting victims at the heart of the criminal justice system. We are increasingly applying 'business sense' to policing, working differently with public and private agencies, going beyond police-only solutions to achieve improved business benefits and local solutions.

We are:

- progressing **closer collaboration between police and fire services**, including better use of estates, potentially co-locating police and fire headquarters, a joint control room and training base, shared use of drones and a better response structure in cases where both services are needed

- developing a countywide approach to current threats of **serious violence, and serious and organised crime**

- taking a coordinated approach to understanding and **tackling fraud, scams** and **cybercrime**

- developing and implementing a **Modern Slavery Strategy** across the county

- working through the Strategic Road Safety Partnership to develop multi-agency **solutions to road safety problems**; and taking a coordinated approach to **dealing with fly-tipping**

- implementing a new **countywide drug and alcohol strategy** to reduce the harm caused by drugs and alcohol misuse

- **managing and reducing offending** in the county's most complex offenders and those that cause the most harm; and developing multi-agency working around **offender health**

- implementing a **Domestic Abuse Strategy**; enhancing the **safeguarding of adults and children**; and improving the response to **vulnerable people in mental health crisis**

- working with technology giants such as Ocado, Tesco Labs and Sopra Steria to **maximise the benefit of big data and data security/analytics and AI/machine learning**

Case study:
A proactive approach to preventing violent crime

Hertfordshire's Police and Crime Commissioner and Hertfordshire Constabulary are working with partners to combat violent crime in the county. Funding is being targeted at initiatives which focus on early intervention to help prevent vulnerable young people from getting caught up in criminal activity. For example, the Broxbourne Community Safety Partnership successfully secured £256,000 for its Youth Violence Intervention Project, which has been designed to safeguard young people and tackle emerging crime issues such as gang activity, knife crime and reducing youth violence.

Case study:
Tackling 'hidden crime'

The Hertfordshire Modern Slavery Partnership was formed in April 2017, a multi-agency approach to tackling modern slavery in the county. A dedicated police unit coordinates the policing response to trafficking and slavery and manages the flow of intelligence with national and international law enforcement agencies.

The unit provides training to investigating officers and partner agencies, meaning crimes are more likely to be spotted and intelligence shared.

5. MAXIMISING THE VALUE AND THE POTENTIAL OF THE PUBLIC SECTOR ESTATE

We are maximising the value and potential of Hertfordshire's public sector estate, including generating revenue and helping to address the public sector's housing needs.

By increasing joint working, we are exploring ways to save money, reduce deficits and achieve balanced budgets across the system. Shared services have been developed in local government areas such as audit and fraud and we are making better use of public sector property through a successful bid to the Cabinet Office's One Public Estate programme.

We are:

- unlocking **public sector assets** to help deliver major growth schemes

- progressing **regeneration initiatives** such as Bishop's Stortford and Hatfield town centres, Hemel Hempstead Hospital, Stevenage Central

- integrating **customer-focused services** in key public sector sites, such as Watford Dome and the South Oxhey Community Health Hub

- establishing **property companies** to generate revenue and address housing needs

- undertaking locality reviews to **identify further joint working opportunities**

- exploring further opportunities for **collaboration across emergency services**

Case study:
Local authority housing companies

Several Hertfordshire councils have set up property companies to generate revenue and address housing needs, an approach pioneered locally by Broxbourne Borough Council with Badger BC Investments Ltd.

Hertfordshire County Council recently established a new property company, Herts Living Ltd. which will deliver over 6,000 new homes for Hertfordshire over the next 15 years. Working with a joint venture partner to set up Chalkdene Developments, work is focusing on an initial tranche of 12 sites to deliver around 500 homes. Its future pipeline includes some 40 sites, ranging from smaller sites to large urban extensions, with a total gross development value of up to £2bn.

Case study:
Creating thriving communities

The Watford Riverwell project is transforming a large area of land to the south of Watford Hospital and Watford Football Club. Watford Borough Council and Kier Property are delivering the plans, working closely with West Hertfordshire Hospitals NHS Trust to ensure the Hospital can bring forward its plans to improve health facilities. The site is a major mixed-use regeneration scheme comprising housing of mixed tenure including affordable homes; a 250-person care home facility; a new primary school; new businesses; community facilities; a public square adjacent to the hospital and other public open space; as well as a new major road to improve access, including access for ambulances.

As part of the development of Bishop's Stortford, East Herts Council successfully bid for funding from the LEP to deliver bold ambitions for the Old River Lane site. These include a vibrant new pedestrianised leisure quarter comprising restaurants, bars and cafes; a new arts centre encompassing the town's library, two theatres and five cinema screens; a new public square and green spaces. Managed workspaces will also provide much needed hot-desking facilities for start-ups and SMEs. By investing in the town centre, it has effectively safeguarded the future spending power of its growing population.

6. MAXIMISING THE BENEFITS AND OPPORTUNITIES OF RAPIDLY CHANGING TECHNOLOGY

We are increasingly using technology to enhance efficiency and services. With the fast pace of change, we need to keep up with new developments and harness further opportunities for innovation. For example:

- Hertfordshire is very well placed to grow the sector, building on its existing assets and generating new jobs and prosperity
- Artificial Intelligence and machine learning should be key 'enablers' for sectors of global significance – for example, this could play a substantial role in relation to drug discovery processes, further galvanising the strengths of our world-leading life sciences sector
- Advances in technology can help tackle major resource constraints, not least our highly congested transport infrastructure and our over-stretched public services

We are:

Through the development of a Local Industrial Strategy the Hertfordshire LEP is investigating how new and emerging technologies can apply across all four Grand Challenges in Hertfordshire. These include:

- fostering greater public sector collaboration through **Multi Agency Service Hubs** (MASH), shifting the long term focus from service delivery to shared service planning. Suggested guiding principles for collaboration include maximising shared data collection and analysis (manual and automated); increasing efficiency by sharing resources and ensuring solutions are easily accessible, including for those people who may not be tech-literate
- supporting our globally significant **life sciences sector** to grow and develop. Stevenage Bioscience Catalyst and the Cell and Gene Therapy Catapult manufacturing centre are unlocking the range of possibilities linked to precision medicine, leading to improved health outcomes for older people and more generally
- helping position Hertfordshire as a leader in **immersive technologies** such as virtual, augmented and mixed reality by building on our current assets in creative industries and at the University of Hertfordshire, and encouraging further cross-fertilisation of ideas between creative businesses, researchers and technologists

- through the delivery of the Skills Strategy and the development of a Local Industrial Strategy, ensuring citizens are best **equipped for the digital workplace**

Case study:
IT enabled Grand Challenge Workshop

Hertfordshire Local Enterprise Partnership's Envoy Programme teamed up with world-leading building science centre BRE Group to host a one day workshop, to explore how innovative ways of working can be applied to the Local Industrial Strategy's four Grand Challenges for Hertfordshire.

Its purpose was to share IT best practice models and facilitate greater collaboration between the private and public sector. It was attended by Chief Technology Officers and Chief Information Officers across the majority of public sector groups, including representatives from the county, borough and district councils; the Office of the Police and Crime Commissioner; NHS services; the University of Hertfordshire; and private businesses.

Following the workshop, a number of key actions are to be taken forward with the aim of applying technology to one of the Grand Challenges. The first one to be explored will look at tech solutions to age-related issues such as tackling loneliness, isolation and security.

CONCLUSION

Hertfordshire faces growing and complex pressures which require a new approach to leadership in the county. We are moving forward with greater collaboration across the public sector so we can achieve more effective, efficient and sustainable solutions to tackling some of the key challenges.

We are boosting productivity in our economy. We have a greater focus on intervening early to enable the most vulnerable to live independent and fulfilling lives, whilst at the same time we are developing a county where the behaviours and the actions of responsible citizens continue to reduce unnecessary demand on vital services.

To create a Hertfordshire that's **Fit for the Future**, we need further engagement and support from Government and partners, including exploring greater freedoms and flexibilities that would enable us to take a more ambitious approach and create longer-term benefits. There are opportunities to try new ways of working in Hertfordshire, with a strong and reliable public sector that is geared up for innovation. Hertfordshire's consistent delivery of growth, homes and jobs is vital to the prosperity of the South East and the UK – Government backing is crucial if we are to continue to play this role.

There is no denying that delivering the planned levels of growth in Hertfordshire is an enormous challenge that will require innovative solutions harnessing the best of emerging technologies. But we are committed to securing the best possible outcomes for Hertfordshire and believe that we have a once-in-a-lifetime opportunity to shape the future of our county for the benefit of our current and future generations.

Key partners

Hertfordshire County Council

Hertfordshire Local Enterprise
Partnership

Broxbourne Borough Council

Dacorum Borough Council

East Herts Council

Hertsmere Borough Council

North Hertfordshire District Council

St Albans City and District Council

Stevenage Borough Council

Three Rivers District Council

Watford Borough Council

Welwyn Hatfield Borough Council

Police and Crime Commissioner
for Hertfordshire

Hertfordshire Constabulary

NHS East and North Hertfordshire
Clinical Commissioning Group

NHS Herts Valleys Clinical
Commissioning Group

East and North Hertfordshire NHS Trust

West Hertfordshire Hospitals NHS Trust

Hertfordshire Community NHS Trust

Hertfordshire Partnership University
NHS Foundation Trust

University of Hertfordshire

Hertford Regional College

North Hertfordshire College

Oaklands College

West Herts College

The Department for Work and Pensions