

Pathfinder Progress

Theme: Customer Access and Engagement

Leaders have agreed that this theme remains a priority and that further work on exploring how we can jointly improve customer access arrangements is key to the progress of Pathfinder and to improving services to the public.

Lead	Current position – January 2010
<p>John Sellgren/Bob Breakey</p>	<p>Customer Access/Engagement</p> <p>Two high-demand training courses aimed at all the partners' customer service are being offered during the autumn and early new year. The courses are open for bookings now and will be run in several locations across the county to ensure they are fully accessible for all the partners. If these two courses are a success, further joint courses will be developed. The cost per delegate is very reasonable and is all-inclusive of location booking and refreshments.</p> <p>Courses – “Managing difficult situations” has been run three times and has proved so popular that more courses are being arranged to satisfy demand. The courses have been attended by a mix of staff from the partner authorities and feedback has been positive. “Advanced call handling” has been run twice with good feedback from participants. A third course – “Training for team managers” will be offered shortly.</p> <p>Work is almost complete on agreement over common standards of customer care.</p> <p>Common standards – the partners are close to agreeing a minimum common standard of customer care. Standards for email and telephone have been agreed and a minimum standard for face to face service has been agreed in principle and is currently being worked on to ensure that this can operate in different operational settings.</p> <p>A half-day workshop analysing face to face opportunities for joined up customer service will take place on the 30th September. The outputs from the workshop will identify a blueprint for improved customer access through our extended network of community-based service points as well as “quick wins” in specific locations where council outlets, libraries, parish and town council offices and children’s centres can work more effectively together.</p> <p>Face to face opportunities – the workshop was very positive and has resulted in a number of work streams with assigned lead officers from the county, district and town and parish councils and the Police.</p> <p>The group is working with Karyn Jones to support the implementation of the community agent project.</p> <p>Preliminary discussion has taken place regarding a more joined-up web presence that will make it easier for residents to identify a range of local</p>



	<p>public sector services more quickly and easily. More detail on the preferred method for achieving this will be provided in the next update.</p> <p>Joined-up web presence – a prototype is being developed by a sub-group, led by East Herts and consisting of representatives from the county, Watford and the Parish councils. NB The intention is not to set up a separate web site that requires maintenance but rather to operate this as a common facility accessible on all Hertfordshire council websites.</p> <p>With the support of its Chief Executive sponsor, Daniel Goodwin, the group will be developing a paper to consider the potential for shared services in relation to customer access. This has been requested by the Chief Executives' Coordinating Group.</p>
<p>CA Group</p> <p>Sue Bottomley</p>	<p>NI 14</p> <p>An e-form was developed by Hertsmere Borough Council to capture the necessary information for the new national indicator 14 (NI14). This was distributed to all Hertfordshire authorities and a number (not sure which) used it either as a stand alone form or integrated into a CRM system to collect data for NI14.</p> <p>Hertsmere BC have made a submission based on the development of this form for consideration by the Intellect, Socitm and SOLACE Local Government IT Excellence Award 2009.</p>
<p>Stewart Martin</p>	<p>Community Engagement</p> <p>Take Part Pathfinder</p> <ul style="list-style-type: none"> • The Hertsmere element of the project saw participants visit County Hall, Hertford on 14th January to learn more about the County Council. Similar visits have been arranged for Hertsmere Borough Council (5th March) and Hertsmere LSP (23rd March). Participants are receiving confidence training and a six-week community leadership course, together with a range of other opportunities to empower them to feel more able to influence decisions. • The Stevenage element of the project has seen the recent appointment of a part-time project worker, and a launch event is being held at North Herts College (19th January) – to establish the training opportunities participants need to enable them to better influence decision-making. <p>Targeted Support Funding</p> <ul style="list-style-type: none"> • Owing to its relatively poor NI4 scores (people's ability to influence decisions in their locality) Hertfordshire has been awarded Targeted Support Funding over two years, The funding will be used in part this financial year to commission a Local Improvement Advisor to work with the eleven councils and partner organisations to obtain a comprehensive overview of current engagement work, identify areas for improvement and make key recommendations (leading to a dissemination event on 24th March). • The funding will also be used to train Members in the use of social media, to commission detailed NI4 analysis, to support proposed



	<p>Participatory Budgeting pilot work in Dacorum, and to support locality working in Hertfordshire.</p> <p>Hertfordshire will be holding an Empowerment Event on 25th March 2010 at the Fielder Centre (subject to cancellation should the date of a General Election impact on the date). The event will provide the business case for engagement and empowerment and showcase work already underway in Hertfordshire.</p>
<p>Karyn Jones</p>	<p>Health and Wellbeing (50 Plus)</p> <p>£1 million has been secured to deliver the strategy. The Healthier Communities and Older People Programme Manager is now in the process of commissioning a variety of services to promote health and wellbeing which include a county wide information and signposting scheme, inter-generational physical activities and cardiac rehabilitation services.</p> <p>Key Activities Completed</p> <p>First Contact Checklist, Community Agents and health trainers tendering completed and the contract has been awarded. An Intergenerational Physical Activity project has been procured for young people between 16-25 and for older people aged 50 plus, which will run countywide from January 2010. An engagement opportunity database is being developed and a Health and Wellbeing Commissioning Manager, commencing in January 2010, has been recruited. An older people's 'champions' structure has been developed and implementation will begin in February 2010. Work with strand leads has taken place to disaggregate LAA targets NI8 (Physical Activity) and NI 123 (Smoking Cessation) and there is now work happening with LSPs and health to help ensure targets are met.</p> <p>Key Activities Planned</p> <p>Contract management of new services funded through the Social Care Reform Grant is due to commence; first reviews will be completed by March 2010. An Information, Advice and Advocacy Strategy will be produced by April 2010. There will be formulation of a structure for a countywide board and local commissioning for health and wellbeing by April 2010. The Health and Wellbeing Action Plan is due to be refreshed and the aim is to develop and implement Health and Wellbeing engagement plan by April 2010. A feasibility study will be initiated for a social enterprise in Herts which provides a single point of access for services which help to keep older and disabled people independent at home e.g. shopping, housework, pet care, gardening, repairs, equipment, community meals etc. by April 2010</p>
<p>Andrew Burt</p>	<p><u>Migration Impact Fund</u></p> <p>The Migration Impact Fund programme is now underway with different strands progressing well.</p> <ul style="list-style-type: none"> • Recruitment is currently underway for an advice worker in Broxbourne to offer tailored advice on accessing services. • Specialist ESOL software has been received by Hertford Regional College with ESOL delivery planned for January in three centres



	<ul style="list-style-type: none"> • Discussion begun with Polish and Portuguese communities in East Herts and Broxbourne to develop Community Associations. • A staff member has started in Dacorum to begin the 'Knowing Public Services' strand • The child trafficking de-brief team has been established and begun operations. Bed space has been provided for trafficked children, Preventative operations have begun such as engaging with LGV drivers. <p><u>Green Hearts Partnership (GHP) Research</u></p> <p>The GHP research project into Community Cohesion has now been completed. The work focussed on 4 geographical areas: North Herts (rural areas), Broxbourne (leafy commuter area), Stevenage (focussing on white working class) and Watford (focussing on Ethnic minority communities. The product has also been used to feed into the draft Community Cohesion strategy and a report outlining the main findings of this research are currently being shared with partners. Main points to note are:</p> <ol style="list-style-type: none"> 1. Listening: The issue of being listened to and having the opportunity to be heard was expressed time and again during the research 2. Movement: The importance of feeling welcomed to an area and the need to develop a sense of belonging irrespective of native background. 3. Transport: How the planning of infrastructure and availability of transport can act as a barrier to neighborhood interaction. 4. Community: The importance of friendliness and knowing those around you. 5. Getting Involved: People spoke about willingness to contribute and participate but lack of time is an issue. 6. Perceptions: Many people feel the media propagate negative stereotypes and perceptions of certain communities. <p><u>Community Cohesion Strategy</u></p> <p>The first draft of the Hertfordshire Forward Community Cohesion strategy has been written and is now out for consultation until mid March. The strategy will be signed off at Hertfordshire Forward Core group at the end of March.</p>
<p>Chris Badger</p>	<p><u>Hertfordshire Equality Council</u></p> <p>The Project Development Group for establishing an independent equality council for the county is now in place and consists of community representatives from across different equality areas. Their early work has focussed on the vision and mission statement for Hertfordshire Equality Council and agreeing branding. A website will soon be up and running to provide regular information on progress. An event - <i>Hertfordshire Equality Council: "Roadmap to a fairer Hertfordshire"</i> will be held on the 3rd March 2010 at the Focolare Centre in Welwyn Garden City. This event is open to interested individuals and organisations from across the private, public and voluntary sectors and will mark the first public event for the emerging HEC. It will provide an opportunity to contribute to the vision of HEC and determine the important issues that HEC will need to address in its first two years of operation. Information about roles on the HEC's Governance Board will also be provided on the day.</p>



Martin South	<p>Public Engagement Partnership strategic review</p> <p>Since April 2009, the PEP has been divided into an Operational and Strategic groups. The Strategic group is leading on the NI 21 survey, a ground breaking new approach to joint surveying, whereby LAA themes and council priorities can be surveyed for the refresh of the SCS, via a Police -led survey that is going live in October 2009.</p> <p>Further update to be provided in next report.</p>
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Theme: Shared Services / Support Services

Leaders have agreed that this theme remains a priority and that further work on exploring the sharing of back office arrangements is key to the progress of Pathfinder and to generating efficiencies.

A more detailed account of models of shared services can be found in the main Pathfinder report.

Lead	Current Position - January 2010
<p>Tricia Taylor, <i>Watford CD</i></p> <p>Dave Gardner, <i>TRDC CD</i></p> <p>Steven Halls, <i>CE Three Rivers</i></p>	<p>Flagship Project Watford, Three Rivers - Sharing Services</p> <p>The implementation of a variety of projects to enable sharing of HR, ICT Finance and Revenues and Benefits services between Watford and Three Rivers remains on track to deliver £1.6m operational savings.</p> <p>All four Shared Services(Finance, IT,HR and Revenues and Benefits) have now been established and are operating from their new locations for both Councils, Finance and IT are based at Three Rivers and HR and Revenues and Benefits at Watford, with hot desk facilities and arrangements set up so that each service can operate effectively for both Councils.</p> <p>Service plans and budgets were approved by the Joint Committee meeting in November, for ratification by both Councils as part of the budget process in January and February 2010. Overall the implementation costs were within budget and the savings will be delivered as per the business case.</p> <p>Communication links are now in place between the two authorities and servers are currently being moved from Watford to Herts County Councils server rooms in Apsley in a phased manner. Three Rivers is implementing thin client technology so both authorities are utilising thin client in order to realise IT benefits.</p> <p>Each of the services has made significant progress on transforming their processes and systems.</p> <ul style="list-style-type: none"> HR have procured Resourcelink as an integrated HR & payroll system and outsourced payroll provision to NorthgateArinso. The first phase of payroll for Three Rivers was successfully completed in July 09 and the second phase to migrate Watford was successfully achieved in Sep 09 and the self-service aspects of the system will be rolled out

	<p>during the rest of this financial year.</p> <ul style="list-style-type: none"> • Revenues & Benefits are on track to harmonise their systems to Academy which is due for go-live in February 2010. • Finance have procured Cedar Open Accounts and the project is on track for go-live in April 2010. The provision of internal audit to Three Rivers will be delivered in-house from April 2010 when the current external contract ends, delivering a further £29K savings. • IT will bring back in-house the provision of infrastructure and help desk services which Three Rivers currently outsource from April 2010. <p>The latest budget updates indicate that overall the implementation costs will remain within budget and the savings will be delivered as per the business case.</p> <p>Milestones are as follows:</p> <ul style="list-style-type: none"> - Watford payroll go-live Sep 2009 - Finance, HR and ICT restructured – Nov 2009 - R&B restructured and harmonised systems – Dec 2009 - Finance system harmonised – April 2010
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Theme: People

Leaders have agreed that this theme remains a priority.

Lead	Current Position – January 2010
John Boulter	<p>Occupational Health HCC/Dacorum Borough Council</p> <p>Following a successful 6 month pilot, HCC and Dacorum BC have agreed to extend their arrangement for the provision of Occupational Health support to DBC for a further 2 years. Occupational Health may also be considered as part of HR shared services.</p>
Barry Fearon	<p>Telecare</p> <p>Educational sessions for the public, carer groups, PCT, HPfT, Sheltered Housing Schemes and staff groups have been provided jointly by County and District/Borough Staff. Joint purchasing continues to realise savings. Information about HCC provided telecare has been included in District/Borough community alarm literature and websites, and visa-versa. Joint working with District/Borough HPfT staff has resulted in a new model for telecare provision which is being phased in over the next 12 months whereby all ACS front line staff will be trained to assess for telecare equipment as part of the care assessment. This new strategy aims to ensure that more people remain independent and safe in their own homes for longer with the reduction of residential care and hospitalisation.</p>



<p>T Anfilogoff</p>	<p>Carers</p> <p>The multi-agency carers' strategy has been revised to focus on 7 key outcomes following an event with 40 stakeholders in October at which District Councils were represented. Work will now be monitored in relation to the real differences made to carers' lives in relation to work, the sustainability of their caring role, information, access to benefits, respect and dignity, health and wellbeing, leisure (breaks, training, education).</p> <p>N Herts held its Listening to Carers Day in November in partnership with Carers in Hertfordshire and Stevenage will have one in February (Watford, Three Rivers, Broxbourne, E Herts have already held their). Others are under negotiation with relevant LSPs. An annual summary of these 10 local events will feed into the six-monthly county wide Carers Forum (county councillors meeting with carers) supporting delivery of the LAA Carers' target and demonstrating to CAA the engagement of local people. The network of DC carers' champions will be reconvened in the new year.</p> <p>HCC has adopted a mandatory consideration of carers in its Equalities Impact Assessments in preparation for implementation of the Equalities Act, and can provide support to DCs in relation to theirs.</p> <p>DCs have been involved in the new Carers' Passport – a sign-posting tool designed to deliver the 'core information offer' for carers alongside the Health and Wellbeing Information Strategy (community agents and first contact checklist). A plan to spend £39k of DH monies is being pulled together and DCs and other local partners are invited to put 'front of house staff and those who visit people's homes forward for a two hour training session on the Carers Passport and how to help carers access the support they need from partners.</p> <p>The Making A Difference project (referrals to Carers in Herts via primary care and small bursaries to buy short term support) is yielding interesting case studies and will offer the possibility of some cost benefit analysis of preventive work with carers.</p>
<p>Jane Rouse</p>	<p>Adult and Family Learning</p> <p>Informal Adult Learning</p> <p>Earlier this year the government published its new vision for informal adult learning, <i>The Learning Revolution</i>, which places a responsibility on LA's to coordinate a broad and innovative local offer for informal learning, including aligning funding for adult learning across different funding stream. In October 2009 a letter was sent jointly from the Department of Business Innovation and Skills and the Learning and Skills Council, to local authorities, outlining the next steps in the implementation of the Learning Revolution. The letter indicated that local authorities will be asked to become Lead Accountable Bodies responsible for leading and coordinating informal adult learning.</p> <p>Hertfordshire Adult and Family Learning Service(HAFLS), in anticipating the publication of the white paper, had already begun to work towards implementing the vision through the development of an on line data base of informal adult learning opportunities and the development of a local planning framework which was piloted in Hertsmere. The on-line database, which has</p>



	<p>been named “Learn in Herts” is a publicly accessible website that enables learners to search for courses by subject, area and time. Learn in Herts was launched at a public event in Borehamwood Library in October promoting adult learning on on-line information and learning available in libraries. Two further events in libraries are planned for the spring.</p> <p>In January HAFLS will launch the first meeting of the Hertfordshire Informal Adult Learning Planning Group to create and oversee the implementation of a county wide strategy for informal adult learning. The group will be composed of representative from a range of organisations including district councils, colleges, voluntary and community organisations and the PCT’s. Four local consultation groups will also be established in the new year.</p> <p>A new Approach to ESOL HAFLS has taking on lead responsibility for implementing the New Approach to English for Speakers of Other Languages (ESOL), the new government policy to ensure that ESOL plays a more effective role in supporting community cohesion. The first Local Area ESOL Action Plan will be completed by the end of December 2009. A briefing and consultation event will be held in February 2010 to begin the process for developing the next plan which is to be completed by September 2010.</p>
<p>Gill Gibson /Dorothy Blatcher/Steven Halls</p>	<p>District Children’s Trust Partnerships (DCTPs) are accountable to LSPs for delivery of the children’s part of each District’s Sustainable Community Plan, having regard to the Hertfordshire Children and Young People’s Plan and Local Area Agreement (LAA2). DCTPs link into HCTP through the Strategic Stakeholder Group and the county-wide DCTP Chairs Group and can align their planning cycle to the District Community Plan.</p> <p>DCTPs hold partners to account for improving outcomes to children, young people and families at a local level. They identify gaps and local priorities for children and young people through effective needs analysis, joint planning, partnership working, pooling of resources, sharing of information and bringing together partners from all sectors. This includes needs reporting from the District Multi Agency Support Teams for Integrated Practice. Outcome-based Accountability is being implemented throughout the District Children’s Trust Partnerships. A report will be made on the outcomes of innovation funding after this ends in March 2010.</p> <p>DCTP Chairs meetings share examples of effective practice and initiatives which have been tested by DCTPs. Recent themes are:</p> <p>Making a positive contribution – reducing anti-social behaviour e.g Broxbourne: A variety of activities was made available for young people between Halloween and 5th November. There was a 16% drop in crime. Hertsmere: During October half-term the DCTP worked with the police and put on 29 activities for young people. Results suggest that anti-social behaviour was halved.</p> <p>Joint planning and provision of Summer activities and things to do e.g St Albans: The evaluation of summer activities has shown that this year was more successful and they are now planning for next year</p>



	<p>Dacorum: The summer brochure designed by young people – covers many agencies and activities and feedback from young people. Watford: Provision of youth activities 7 evenings a week</p> <p>Influencing decision making e.g North Herts: LSP annual conference – schools and young people put their views across, setting a good baseline. Hertsmere: Youth Conference: 11 -19 year olds, promoting a positive image of young people and capturing their views.</p> <p>Integrated working and learning e.g Stevenage: Integrated working and trust between agencies means working to support vulnerable children and families is quicker and more effective – such as the re-alignment of Health Visitors’ work through the partnership. Welwyn Hatfield: ‘Crucial Crew’ – multi-agency working educating year 6s on social issues, to which the feedback has been very positive.</p> <p>The DCTP Chairs County Group has scheduled a session in January 2010 to review progress, consider current issues/challenges, and determine priorities and a joint work programme for the coming year.</p>
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Theme: Safer Cleaner Greener

Leaders have agreed that this theme remains a priority.

Lead	Current position – January 2010
Christopher Miller	<p>Safer</p> <p>Agreement has been reached between Hertfordshire County Council and Hertfordshire Constabulary to develop a joint unit to be known as the Hertfordshire Community Safety Unit. This new unit will absorb the functions that were previously undertaken the County Council Crime and Drug Strategy Unit and functions carried out in a number of different areas of the constabulary relating to the management of offenders, support for the vulnerable and the delivery of alcohol and drug services where they relate to community safety. This new unit will reduce duplication, provide greater coherence and release funds which can in part be redistributed to front line services. The unit is due to begin operations within a few months depending on formal sign off and agreement by Chief Officers of both organisations.</p> <p>This unit will continue to develop the ground breaking partnership work that is taking place in the county in the management of offenders, support for vulnerable victims and delivery of Domestic Violence and other services to the vulnerable. Against the national trend house burglary and other forms of serious acquisitive crime continue to fall. General levels of confidence in the police and council working together to solve community crime and Anti Social Behaviour problems also continue to rise as demonstrated from the British Crime Survey and early indications from the first return of the countywide Safer Stronger Community Survey would support that.</p>



<p>John Boulter</p>	<p>Disaster Recovery</p> <p>Fear of crime sub-group within LAA, chaired by Sally Patient of Police Authority with key partners developing understanding of factors affecting reassurance and action plan developed to improve.</p> <p>HCC ICT professionals have held talks with St Albans DC to consider enhanced joint working including proposals to consolidate servers, some of which could be housed at Farnham House, Stevenage, (thus strengthening disaster recovery / resilience arrangements). A project has been commissioned to develop this proposal.</p> <p>HCC has met recently with St Albans City & DC to discuss a number of ICT initiatives including:</p> <ul style="list-style-type: none"> • Provision of a managed voice service to St Albans DC • Assistance to design and deliver flexible working solutions similar to HCC's own "The Way We Work" programme • Assistance to review St Albans DC's data network • HCC locating one of it's data network "nodes" in the Civic Offices, St Albans
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Theme: Waste

Leaders have agreed that this theme remains a priority.

Lead	Current Position – January 2010
<p>Richard Brown</p>	<p>Waste Management</p> <p>The Outline Business Case for PFI credits was submitted to Defra on 31st October 2008. The OBC has since been commended to HM Treasury who are expected to make a decision on the award of credits by the end of March. In the meantime, preparation for procurement is underway. Publication of an OJEU notice is scheduled for April.</p> <p>Accompanying the procurement phase is an Intermediate Inter-Authority Agreement, agreed in principle by the Hertfordshire Waste Partnership's Member Group and currently going through the approvals process in each of the eleven authorities.</p> <p>Following submission of an Outline Business Case HCC was awarded £115m of PFI credits for its long term residual waste treatment solution. Procurement is underway. By November the shortlist of prospective suppliers will be reduced to 3-4 bidders. A preferred bidder will be selected by April 2011.</p> <p>The eleven authorities which make up the Hertfordshire Waste Partnership signed an Intermediate Inter-Authority Agreement which sets out the scope of commitments needed to help ensure a successful long term solution. The HWP will shortly begin preparation of a final Inter-Authority Agreement which will support the long term contract.</p>



	<p>Following HM Treasury approval of £115m PFI credits, an OJEU notice was published in April 2009 and 13 companies submitted completed Pre-Qualification Questionnaires. In June 2009 six companies were invited to propose outline solutions for the treatment of residual municipal waste, calculated to be 270,000 tonnes per annum by 2040.</p> <p>In November HCC's Cabinet approved the shortlisting of four companies to be invited to submit detailed solutions, the deadline for which is April 2010. Two companies will subsequently be shortlisted to provide final tenders, with a preferred bidder selected in early 2011. The eleven authorities which make up the Hertfordshire Waste Partnership have already signed an intermediate agreement setting out the scope of commitments needed to help ensure a successful long term solution for waste treatment. The HWP will in 2010 begin preparation of a final Inter-Authority Agreement which will support the long term contract.</p>
<p>Richard Brown</p> <p>Duncan Jones</p>	<p>The Waste Partnership</p> <p>The Partnership Development Manager started work in September 2008. He is co-ordinating activities such as implementation of selected projects funded by the Waste Infrastructure Capital Grant, all aimed at sustaining and improving waste reduction / recycling targets.</p> <p>The HWP has recently entered a contract for the recycling of newspaper. This will bring significant benefits including assured income for the eleven participating councils.</p> <p>Watford, Three Rivers and Hertsmere have had discussions about joint waste collection And have had a discussion with Defra about this but no further action is being taken at present</p> <p>Building upon the establishment in 2008 of the paper consortium, the Hertfordshire Waste Partnership is now working on joint arrangements for cans, glass and plastics. This will involve 25,000 – 30,000 tonnes of material and, when let, the HWP will be obtaining competitive prices for 70,000 – 80,000 tonnes on a consortia basis.</p> <p>Under new joint purchasing arrangements the HWP is securing various products to make collections more effective, including kitchen caddies for 6 district councils which have led to nearly £160,000 of cash savings.</p> <p>Work has started on a collective approach to dealing with fly-tipping across Hertfordshire. Other organisations will get involved, including the Herts Constabulary, Environment Agency and land owners / managers.</p>



Theme: Economic Development/Sustainability

Leaders have agreed that this theme remains a priority.

Lead	Current Position – January 2010
Jan Hayes-Griffin	<p>Economic Development</p> <p>Hertfordshire Works – the new Economic Partnership for Hertfordshire was established in April 2009. Led by the County Council, the Board comprises representatives from nine District Councils, the Hertfordshire Chamber of Commerce, University of Hertfordshire, Colleges of Further Education, the voluntary sector, Inward Investment agencies, EEDA & Go East.</p> <p>The new Partnership was created in response to the need for Hertfordshire to collectively ‘up its game’ in relation to Economic Development given concerns about the impact of the recession, the recent ‘flat lining’ of the Hertfordshire economy and loss of competitive edge. It was agreed the best approach would be to create strategic capacity to drive this. All partners are contributing towards the costs and work of the Partnership either in terms of financial contribution or support in kind.</p> <p>The Partnership also hosted a very successful “Recession to Recovery” Conference in November, attended by 200 delegates. The Partnership has also agreed a ‘Recession to Recovery’ Programme using £4m PRG Funding allocated by Hertfordshire Forward.</p> <p>A network of Business Advisory Groups has also been established across the county to improve links and dialogue with the business community.</p> <p>The Partnership has established five themed groups to take forward the work and priorities of the Partnership.</p> <ul style="list-style-type: none"> – Strategy & Economic Intelligence <p>This group has led on the development of the Economic Development Strategy. All partners were involved in a workshop in the summer to agree the overarching vision and key priorities for the Strategy. The draft Strategy was launched at the Hertfordshire Works Conference in November and is currently out for consultation. The group is now agreeing the approach, scope and timescale for the new Statutory Local Economic Assessment for Hertfordshire.</p> <p>The group is preparing monthly bulletins on the impact of the recession and monitoring economic trends. This is being disseminated to all partners and includes disaggregated data for each District.</p> <ul style="list-style-type: none"> – Recession Task Force <p>This group has overseen the partnership response to the impact of the recession in Hertfordshire. It has shared information and best practice between District authorities to support local recession initiatives. The group</p>



	<p>includes Job Centre + who are responsible for the new 'Response to Redundancy' Programme. The group also oversees the £500K contract with Hertfordshire Citizens Advice Bureau in support the provision of additional specialist debt advisers across Hertfordshire.</p> <p style="text-align: center;">- Inward Investment & Business Retention</p> <p>A dedicated Inward Investment Manager for Hertfordshire started in September – a jointly funded post with East of England International, the Regional Inward Investment Agency. The group is in the process of developing an Inward Investment website to promote Hertfordshire as an excellent business location internationally and nationally – this will be completed in March 2010. Two additional Economic Development posts are being created using PRG funding to support District Councils in their Inward Investment and business retention work. A sub-group is developing a coordinated advocacy and lobbying campaign to ensure Hertfordshire secures national and regional support and funding for the Partnership's priorities and objectives.</p> <p style="text-align: center;">- Skills and Economic Participation</p> <p>The group secured £1.3m from the Futures Job Fund in September and together with (£800K)PRG funding, this will create 565 apprenticeships for young people in Hertfordshire over the next 18 months.</p> <p>The group has also overseen the implementation of £2m of economic participation funding across Hertfordshire to support most vulnerable and disadvantaged groups access employment.</p> <p>The group are exploring the possibility of establishing an Employment & Skills Board for the county and have received some financial support for consultancy from EEDA.</p> <p style="text-align: center;">- Vibrant Towns and Vibrant Communities</p> <p>This group has established a £500K fund to support town centres cope with the impact of the recession. Bids are currently being independently assessed. The group is also looking at marketing Hertfordshire's diverse towns as retail, leisure and cultural destinations and promoting a 'Shop Local' campaign.</p> <p>The County Council has appointed a Head of Economic Development and an External Funding Officer to provide additional capacity for the Partnership and to support the economic development work of the District Councils.</p> <p>The new Partnership has established itself quickly and is working collaboratively on a wide range of initiatives/projects linked to agreed priorities and the emerging Economic Development Strategy.</p>
<p>Guy Pratt</p>	<p>Regulatory Services</p> <p>Hertfordshire Trading Services are actively looking at new and innovative ways to secure effective partnerships to respond to regulatory challenges such as The Regulatory Enforcement and Sanctions Act (RES Act) 2008:</p>



	<p>Primary Authority Agreements.</p> <p>A further update will be provided in the next report.</p>
Roy Evans/Patrick Wray	<p>Asset Management</p> <p>A draft strategy - "Changing Places" Strategic Intervention for Managing Property and Assets, is being worked up. The strategy will consider the proposal to create a Joint Asset Management Vehicle. This would deliver return on investment and capital receipt. It would also create a consistent strategic response to policy issues such as climate change and the economic down turn, as well as providing a consistent response to developers and other agencies.</p> <p>Understanding what asset management data is held by each authority is key to understanding how easy a Joint Asset Management Vehicle would be to implement. An investigation into the types of data sets held by each authority is due to begin in October 2009.</p> <p>The vehicle would build on the existing networks and relationships between officers and politicians in each local authority.</p> <p>To help bring some of these networks together an online Pathfinder Asset Management website has been created:</p> <p>http://www.communities.idea.gov.uk/c/1301913/home.do</p> <p>The online forum provides a means for sharing information and best practice. However, the website needs to be championed by senior management if it is to become a key tool in developing ideas and building networks.</p> <p>One big area of activity is that FM services have been included within the scope of the Managed Services Contract. This contract allows for the consolidation of back-office services for HCC and for all the other public authorities within the scope of Pathfinder.</p>

Theme: Planning and Development

Leaders have agreed that this theme remains a priority.

Lead	Current Position – January 2010
Jon Tiley	<p>Planning and Development</p> <p>Further work on potential models for infrastructure funding and delivery in the County are currently being worked on following the receipt of the Hertfordshire Infrastructure and Investment Strategy. This work will be reported back via the Hertfordshire Infrastructure and Planning Partnership(HIIP) in the Spring..</p> <p>At its last meeting HIIP also formally reviewed its Terms of Refernces to make clearer its links and role in relation to the Better Places to Live Partnership and</p>

	<p>its Action Plan and targets.</p> <p>HIIIP also agreed a joint response to the latest consultation on Growth scenarios which forms part of the preparation of the Review of the Regional Plan to 2031, and further joint work regarding the evidence base of the Plan on economic matters is also being progressed.</p> <p>Building Futures, the County wide guide to sustainable development, held its first awards ceremony in December. This very successful event was extremely well attended and highlighted the good practice already being followed in the County. One of the next steps for the Building Futures initiative will be formally developing a Supplementary Planning Document to give weight to Building Futures in the development control process.</p> <p>Finally procurement the new monitoring and information system which should allow for more efficient data handling across the County is progressing, which will eventually bring benefits to all planning authorities in terms of more efficiently collecting spatial planning data and thereby freeing up time for more analysis. This system will be implemented during 2010.</p>
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Theme: Areas for future work

Lead	Current Position – January 2010
EW/HS	<p>Chief Executives have prioritised further work in:</p> <ul style="list-style-type: none"> • climate change • economic development • planning/building control • regulatory services • adult care and vulnerable families • children’s welfare • community empowerment agendas • partnerships linked to our LAA framework and LSP ambitions in these issues • regulatory services • property and asset management • integrated approaches to street scene management and related services • transport Services • cultural services (including Libraries and Heritage) • voluntary sector/parish and town • community assets (including schools) • emergency Planning
EW/HS	Involvement/Communications



	<p>The first edition of a new case studies series – “Management of Change” was produced for showcase at the SOLACE conference in October and the booklet received positive feedback.</p> <p>A new ePathfinder format booklet has been released. The edition is focussed towards a stock take theme and the work of the Customer Access Group as a best practice case study.</p> <p>The Stock Take Event planned for 12th February has been postponed. Your availability for a whole day event with Buckinghamshire colleagues in March/April time is to be requested. More details will follow shortly.</p> <p>Website (URL) development continues and information on the programme including ePathfinder can be found at: www.hertsdirect.org/pathfinder</p>
Keith Shephard	<p>Links to LAA</p> <p>Discussions have been underway to ensure linkages between Pathfinder and LAA 2 as it develops. Links have been reported to CEs.</p>

