

# Hertfordshire 2021: a brighter future

This is a draft of Hertfordshire's Sustainable Community Strategy to 2021  
now open for public consultation until: **Friday 26 March 2008**

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Comments will be taken into consideration before  
the final draft is published in Spring 2008.



## Foreword

### Foreword by Robert Gordon, Chairman of Hertfordshire Forward and Leader of Hertfordshire County Council:

We want Hertfordshire to remain a safe and vibrant place, where families and individuals can prosper, enjoy good health and contribute to their communities and where enterprise and innovation can create the wealth to invest in high quality public services serving all sections of our society.

Hertfordshire is a good place to live and work but there are challenges ahead as we seek to enhance quality of life and manage growth during a period of substantial development and change. I believe that good partnerships will be decisive in responding to those challenges.

This strategy identifies the big strategic challenges we face as a county between now and 2021. No one single organisation working in isolation is capable of addressing all of these issues. Hertfordshire Forward is the only partnership in the county which is capable of doing so and for that reason our Core Group has taken the bold step of leading this strategy. I am confident that we will continue to improve the quality of life for our residents, children and grandchildren.

## Hertfordshire Forward

**Hertfordshire Forward is a partnership which brings together all the key agencies in the county which have an interest in improving the quality of life and wellbeing of local people. Its 'Core Group' has led on the production of this strategy, which is designed to address the big strategic challenges faced by the county between now and 2021. Its members are:**

- **Robert Gordon**, Chairman of Hertfordshire Forward and Leader of Hertfordshire County Council;
- **Ann Jansz**, Chief Executive of Stevenage CVS, on behalf of Herts CVS group/Hertfordshire Infrastructure Consortium;
- **Caroline Tapster**, Chief Executive, Hertfordshire County Council;
- **Frank Whiteley**, Chief Constable, Hertfordshire Constabulary;
- **Peter Ollis**, Chief Executive, Stevenage Borough Council;
- **John Harris**, Director of Children, Schools & Families, Hertfordshire County Council;
- **John Stevens**, Chairman, Institute of Directors;
- **Cllr Tony Jackson**, Chairman, East Herts Local Strategic Partnership;
- **Liam Sammon**, Executive Director, Herts Learning & Skills Council;
- **Eeva Leinonen**, Deputy Vice Chancellor, University of Hertfordshire;
- **Jane Halpin**, Director of Public Health;
- **Cllr. F. John Smith**, Leader, North Herts District Council;
- **Mayor Dorothy Thornhill**, Mayor Watford Borough Council;
- **Anne Walker**, Chief Executive of Hertfordshire PCTs;
- **Mark Dawe**, Principal of Oaklands College;
- **Ian Laidlaw-Dickson**, Chair of the Hertfordshire Police Authority;
- **Adam Wood**, Chief Executive of Hertfordshire Prosperity Ltd.

### Website:

[www.hertslink.org/hertfordshireforward](http://www.hertslink.org/hertfordshireforward)

Hertfordshire Forward began the development of the new Sustainable Community Strategy by drawing on a wide range of sources to build a detailed evidence base for Hertfordshire. While not claiming to be a comprehensive profile of Hertfordshire, it helped identify a number of key issues for the county, both on a county-wide and more local basis. It also provided the starting point for stakeholders to explore the key issues for Hertfordshire to 2021 at a series of workshops Hertfordshire Forward held around the county.

These workshops were held alongside a series of one-to-one scoping sessions with partner organisations and further workshops with groups ranging from local councillors to youth advocates. This development work has culminated in our draft Sustainable Community Strategy, now open to consultation between November 2007 to the end of February 2008 before specific targets are set and the strategy published.

### **When Hertfordshire Forward asked people who live and work in Hertfordshire what the best things about Hertfordshire are, they said:**

- **It has a good quality of life**
- **Benefits from being close to London**
- **It is a prosperous, affluent county**
- **It is a good place for families**
- **It has good services**
- **It is a green county**
- **It is a safe county**

### **However they also told us there a number of problems too:**

- **Traffic congestion is bad**
- **The cost of housing is high**
- **There is disadvantage here, despite the overall affluence**
- **People are getting older and living longer (which is great), but that does increase the pressure on our services**
- **We know lots more houses have to be built – this needs to be managed effectively**

So despite this overall picture of Hertfordshire being a good place to live, there are some significant areas of growing concern which need to be tackled so that everyone can benefit from our success and ensure that the county continues to thrive in future.

Hertfordshire stretches from Cambridgeshire and Bedfordshire in the north to the outskirts of London in the south. It borders Buckinghamshire in the west and Essex in the east and is one of six counties in the East of England. There are no major cities or towns, but it is the second most densely populated county in England, with a mix of new towns, market towns and rural

villages. This gives much of Hertfordshire a semi-urban feel without the problems associated with large cities.

Proximity to London is double-edged, with some concerns over urban growth out of London, but the capital provides many employment and leisure opportunities enjoyed by Hertfordshire people. Managing that relationship is critical as the challenges of growth emerge.

The county enjoys a high quality environment, including the Chilterns Area of Outstanding Natural Beauty to the west and north, river valleys in the south and a concentration of nationally important woodlands in the south-east. Historic buildings and landscapes make a significant contribution to the county's character.

Hertfordshire is a prosperous place with a population of just over one million. The high standards of living and low levels of unemployment, coupled with a rich mix of rural and urban environments add to the attraction of living in the county. Our residents are generally well educated, well-paid, healthy and live in safe communities. Nevertheless this prosperity masks areas of relative deprivation and disadvantage and all stakeholders in the county are keen to address the gaps. The following pages expand on the story of Hertfordshire, showing a successful county, and one facing fresh challenges and continued ambition.

### **Our community strategy has identified the following as key areas of concern for improvement:**

- **Jobs, Prosperity and Skills**
- **Safer and Stronger Communities**
- **Children and Young People**
- **An Ageing Population**
- **Health and Wellbeing**
- **Affordable Housing and Quality Neighbourhoods**
- **Transport and Access**
- **Sustaining Hertfordshire's Unique Character and Quality of Life**
- **Promoting Sustainable Development**

## Jobs, Prosperity and Skills

Hertfordshire is a prosperous county, a major driving force behind the regional economy and one of the most productive in the UK. Our economy is built upon several sectors, including financial and business services, biotechnology and pharmaceuticals, electronics, film and media and IT. Our workforce is also highly skilled and well paid – the number of employees with high qualifications is well above the national average, as are average earnings.

However it is important for us to not become complacent. The above masks a number of growing challenges which need to be addressed if Hertfordshire's economy is to remain competitive in the global context. Despite the overall affluence we enjoy, there are pockets of high unemployment (for example in Broxbourne). Despite the high levels of skills amongst our workforce, there are as many residents with no formal qualifications as there are with undergraduate degrees. Indeed, in terms of skills, the people in Broxbourne and Stevenage are amongst the lowest/worst in the region. With a national decline in the number of unskilled jobs available, it is crucial we ensure that there is a close match between local employer needs and the skills of Hertfordshire's workforce. Moreover it is important that everyone is able to participate in the success of Hertfordshire's economy, by providing employment, learning opportunities and encouraging an entrepreneurial culture for young people, older people and vulnerable groups.

We also know that the government expects the county to create a further 68,000 new jobs by 2021. Whatever these jobs may be, we need to ensure that they are filled by local people, and compliment Hertfordshire's existing dynamic and innovative knowledge based economy. However Hertfordshire employers face difficult challenges with London directly to the south of the county attracting many of our more skilled staff to higher wages and opportunities. Maintaining and supporting the strength of our economic base is essential if we want to continue enjoying a good quality of life.

## Long Term Objectives 2008-2021

- **Support the growth and retention of existing businesses and encourage high value inward investment**
- **Ensure the skills of the workforce meet the demands of employers**
- **Provide opportunities for everyone to share in our prosperity**
- **Encourage lifelong learning and an entrepreneurial culture**

## Short Term Actions 2008-2011

- **Encourage people to start their own businesses, particularly:**
  - People living in Stevenage and Broxbourne
  - People from black and minority ethnic communities
  - People over 50
  - Women
- **Support the regeneration of Maylands Avenue Business Park following the Buncefield explosion**
- **Increase targeted learning provision and opportunities for adults to improve their employability**
- **Support more people off incapacity benefit and into work, particularly in:**
  - Broxbourne
- **Get more young people into education, employment and training, particularly in:**
  - Stevenage and
  - Welwyn Hatfield
- **Increase vocational training among young people**
- **Maximise opportunities arising from the 2012 Olympics**

## Safer and Stronger Communities

Overall Hertfordshire is a safe place to live with one of the lowest crime rates in the country and community safety is vital for the future prosperity of Hertfordshire. The biggest contribution to reducing crime is to have strong supportive communities. It is for all bodies to play their part in developing these to ensure that alternatives to crime and disorder are readily available. In addition, tackling problems at their source will pay dividends in overall crime and disorder reduction.

However we also face a number of challenges both now and in the future. Perceptions of crime, anti-social behaviour and drug dealing are higher than would be expected given the relatively safe nature of Hertfordshire. Low level crime such as vandalism and graffiti leaves many people feeling unsafe while anti-social behaviour in our communities including that related to alcohol and the night time economy is also a strong concern for many of our residents.

Our communities are also places where most people consider they get along well with one another, underpinned by a vibrant voluntary and community sector which supports a sense of character and pride in our places. Community cohesion has never been a serious concern in the county although relative deprivation is a growing issue. The gaps between the so called 'haves' and 'have-nots' may cause tensions in our communities in future, as those with wealth and access to good opportunities continue to enjoy a good quality of life whilst those without potentially feel increasingly marginalised.

At 11.1%, the proportion of ethnic minority residents in Hertfordshire is lower than the national average, concentrated particularly in Watford and Hitchin. However a major issue we face over the forthcoming years is the growth in housing and thus new people and new communities. Nationally we are seeing large numbers of economic migrants arriving in the country and a higher than average proportion

settle in Hertfordshire. The number of gypsies and travellers is also set to increase. We welcome the diversity this brings, but also recognise the need to maintain and build community cohesion.

### Long Term Objectives 2008-2021

- **Reduce crime and anti-social behaviour in our neighbourhoods and town centres**
- **Reduce the fear of crime**
- **Develop a strong sense of pride in our communities**
- **Support a vibrant voluntary and community sector which meets the needs of local people**
- **Encourage communities and individuals to have a greater voice and participate in local decision making**

### Short Term Actions 2008-2011

- **Reduce alcohol related crime and disorder in our town centres, particularly in:**
  - Watford
  - Stevenage
- **Reduce anti-social behaviour and disorder**
- **Reduce the fear of crime, in particular:**
  - Anti-social behaviour
  - Drugs dealing
- **Increase confidence in the Police and Criminal Justice System in the County**
- **Encourage more cohesive communities**
- **Increase the levels of volunteering**
- **Increase numbers of people who feel they are able to affect decision making in their local area, especially:**
  - vulnerable people (including children)

## Children and Young People

The high standard and continuing improvement in educational achievement draws people to Hertfordshire as a place to raise their children. Equally our young people do very well: we have the second lowest rate of those not in education, employment or training in the country. Hertfordshire has the highest share of young people qualified to Level 2 (equivalent to 5 GCSEs A\*-C) in the region, with 77% of 19 year olds qualified to Level 2 compared to 72% for the region and 70% for England.

However, despite this high quality environment in which most children and young people do well, this is not the case for all. The attainment of boys compared to girls at GCSE level is a concern, as is achievement of children in some black and minority ethnic groups. Stevenage, Broxbourne and Welwyn Hatfield all have GCSE pass rates below the national average. In addition over 1,500 young people are still not following any structured learning upon leaving statutory education, especially in Welwyn Hatfield, Broxbourne and Stevenage. We want to motivate our young people and inspire them to participate and enjoy the benefits of living in Hertfordshire.

Children and young people are also far more likely to be both the victims and perpetrators of crime and anti-social behaviour than the rest of the population. Their vulnerability in both areas needs to be reduced.

## Long Term Objectives 2008-2021

- **Narrow the gaps between vulnerable children and all children in Hertfordshire whilst improving outcomes for all**
- **Safeguard all children and young people in Hertfordshire**
- **Provide good quality facilities for our young people**
- **Reduce the number of children and young people who are either victims or perpetrators of crime and anti-social behaviour**

## Short Term Actions 2008-2011

- **Close the gap in attainment and development between vulnerable children under 5 and other children, as measured by the Foundation Stage Profile**
- **Continue to close the gap in attainment between looked after children and all other children in Hertfordshire**
- **Improve the attainment of Pakistani, Black Caribbean, Bangladeshi and Black African young people at Key Stage 4 and post-16 level**
- **Improve boys' performance at school**
- **Ensure that all young people have access to an increased range of accredited learning pathways 14-19 and are prepared for adulthood especially:**
  - looked after children
  - children with disabilities and ethnic minority children
- **Ensure our young people remain active and participate in sport and recreation**
- **Improve links between young people and the police through increasing Police Community Support Officers in schools**
- **Provide good quality youth facilities for our young people**

## An Ageing Population

Life expectancy in Hertfordshire is above the national average and people continue to live longer, testament to the high standards of living and good quality of life our residents enjoy. However this presents us with a number of challenges. As people live longer it means both the number and proportion of older people is set to increase over the coming years – by 2025 the number of people aged 75 and over is expected to increase from 82,000 to 116,000. This increase will not be evenly spread across the county and while Welwyn Hatfield can expect to see a 20% rise in the number of over-75s, East Herts and North Herts can expect increases of around 60% suggesting we need locally tailored responses to the challenges such changes bring.

“by 2025 the number of people aged 75 and over is expected to increase from 82,000 to 116,000.”

An increased amount of support will be needed from both the health and social care sectors to support these growing numbers. New levels of service provision will be required and communities will need to adapt to these changing demographics, not least in supporting the high number of people over 75 living alone of whom almost 60% have a limiting long-term illness. Older people will need to be supported in their homes, utilising technological advances that support independence. They will need to have the opportunity to work and enjoy lifelong learning, to volunteer, to be physically active and have access to and enjoy leisure pursuits in the community. Older people and their role in our communities need to be recognised and valued, ensuring they have the opportunity to help shape the communities in which they live.

## Long Term Objectives 2008-2021

- **Focus on the prevention of illnesses**
- **Help older people maintain their independence**
- **Ensure older people have the opportunities to be active members of our communities**

## Short Term Actions 2008-2011

- **Strengthening intermediate care provision**
- **Supporting independent living**
- **Increasing physical activity amongst older people**
- **Ensuring older people have opportunities to work, volunteer and learn**

## Health and Wellbeing

The health of Hertfordshire residents is generally good. However there are some growing areas of concern which need to be addressed. For example life expectancy in Dacorum or East Hertfordshire is higher than in Stevenage. This is an issue replicated at a smaller scale with a 6.2 year gap in the life expectancy between the healthiest and least healthy wards in St Albans.

Seven out of ten premature deaths are caused by cancer, stroke and heart disease – it estimated 2,000 lives per year could be saved if we could curtail these. Smoking is the single greatest cause of premature illness and early death, killing at least 1,580 people per year, and this is most acute in Broxbourne, Stevenage and Three Rivers. Estimates also suggest East Herts, Stevenage and Welwyn Hatfield have the highest levels of binge-drinkers in the county. The majority of our most prolific persistent offenders are drug users and Watford has the highest number of class A drugs offences in Hertfordshire and the second highest class B offences. We need to reduce drug and alcohol abuse through not only effective policing but also expanded rehabilitation facilities.

Encouraging people to be active is an important way to prevent illness in later life, and many people in Hertfordshire are not sufficiently active. In Broxbourne levels of participation in sport or active recreation are among the very lowest in the country. In addition, approximately one in five boys and girls starting school in Hertfordshire is overweight or obese. This varies across Hertfordshire with the highest female rates found in Broxbourne, Hertsmere and Watford and the highest male rates found in Watford, Hertsmere and Welwyn Hatfield. If current trends continue, at least one third of adults, one fifth of boys and one-third of girls will be obese by 2021.

As the population is set to grow between now and 2021 it is vital to ensure that our health and social care sectors are organised appropriately to support the needs of our population. A key challenge is to consider what care can be best delivered at home, in the community or in our

hospitals. Different groups have different health needs and almost half of respondents to a North and East Hertfordshire Gypsy and Traveller Accommodation Assessment reported their household contained at least one member with a long-term health problem. Similarly almost half of all people of retirement-age living alone have a limiting long-term illness.

### Long Term Objectives 2008-2021

- **Improve the health and wellbeing of all our residents (particularly in Broxbourne, Stevenage and Watford)**
- **Improve life chances and access to healthcare for all, especially those in areas of deprivation**

### Short Term Actions 2008-2011

- **Increasing levels of physical activity across all ages, particularly in:**
  - Broxbourne
  - Stevenage
  - Watford
- **Reducing smoking in areas of deprivation, particularly:**
  - Broxbourne
  - Stevenage
  - certain areas in Three Rivers
- **Reducing obesity in areas of deprivation, particularly in:**
  - Broxbourne
  - Stevenage
- **Reducing drug and alcohol abuse in areas of deprivation, particularly:**
  - drugs in Watford
  - alcohol abuse in East Herts, Stevenage and Welwyn Hatfield
- **Improving the sexual health of young people**
- **Giving greater support to carers**

## Housing, Affordable Housing and Quality Neighbourhoods

Hertfordshire is an attractive place to live and work, and consequently house prices are considerably higher than the national average (In October – December of 2006 it was £275,130, compared with a UK average of £207,572).

Although a national issue, the particularly high house prices in Hertfordshire make it difficult to encourage ‘key workers’ to settle in the county (such as social workers, firefighters and teachers). Almost one in five firms say attracting staff to the region hinders growth and providing affordable housing is clearly a key factor in addressing this problem. Poor affordability also makes it harder for young people to move into their own accommodation and access the housing market, potentially to the detriment of young families and Hertfordshire as a whole. Young people can feel forced to look outside the county and commute long distances to work in Hertfordshire, or to move away entirely.

In Hertfordshire each year there are more applications for council or other social housing than there are vacancies. It is not just age that is a factor in having affordability problems, generally the average house is less affordable for women than men. Interviews with migrant workers confirm that rental prices are a key concern for many migrants living within Hertfordshire with survey results suggesting that approximately half of migrants’ monthly gross income will go on rent.

While 83,200 new houses are to be built by 2021, simply increasing supply will not be enough. Public sector organisations and their partners have a vital role in ensuring innovative solutions to problems of housing affordability and neighbourhood design and ensuring new areas of housing are designed in a way that are safe and supports community cohesion and today’s lifestyles.

## Long Term Objectives 2008-2021

- Ensure we have an appropriate mix of housing provision to support local needs
- Ensure a minimum of 30% of new housing will be affordable
- Ensure we provide an appropriate amount of affordable housing and key worker housing

“Hertfordshire is an attractive place to live and work, and consequently house prices are considerably higher than the national average ”

## Short Term Actions 2008-2011

- Ensuring partners work together to understand housing needs and market demands in the county
- Providing for key workers and other key occupational groups
- Ensuring innovative approaches to mixed tenures and supporting the entry of new households into the housing market are pursued

## Transport and Access

As businesses have confirmed, good transport links within and through the county are essential to Hertfordshire's economy. There are several major transport routes running through the county, with more than 4 million car journeys everyday and over 70,000 'knowledge workers' commuting into London everyday. By 2011 it is predicted that around 124,300 people will be commuting into and 167,600 commuting out of Hertfordshire. Five main railway lines provide good access to London and the rest of the country, and the new Eurostar terminal at St. Pancras will put Hertfordshire within hours of Paris, Brussels and Central Europe and Stansted, Luton and Heathrow airports are all close.

This means Hertfordshire is well connected both nationally and internationally, but also brings with it a number of challenges which need to be overcome. Traffic flows in the county are 35% higher than the national average. Congestion is seen by local people as one of the biggest issues facing Hertfordshire and something which has got worse in recent years. Two thirds of people use their car as the main mode of travel to work and Hertfordshire residents travel 65% further by car than the UK average, creating an exceptionally busy road network particularly during rush hour. 44% of journey to work trips and 40% of all trips by Hertfordshire residents are less than 3 miles in length. Moreover, the volume of traffic on our roads is predicted to increase even further between now and 2021.

However, given Hertfordshire's transport network is based largely on routes in and out of London, moving across the county is more problematic with east-to-west travel in particular need of improvement.

We have high levels of car ownership, in East Herts they are amongst the highest in the country, but this is not universal. In 2005 13% of households did not have a car meaning public transport is an important factor in many people's lives, especially for those in rural locations.

Residents in rural parts of East and North Herts in particular find access to many services difficult without a car. If we are to reduce reliance on the car what is needed is a step-change in public transport provision, quality and patronage.

Although numbers are falling, many people continue to be killed or seriously injured on the county's roads each year. These incidents also add to congestion on our roads and even small road traffic collisions can produce massive traffic disruption. There is a need to continue partnership working to reduce these casualties and the associated disruption.

### Long Term Objectives 2008-2021

- **Improve the reliability of journey times and improve East to West travel**
- **Reduce the need to travel and encourage the use of alternatives to the car**
- **Improve road safety**
- **Improve access to services, including education and health, no matter where you live**
- **Bring about a step change in the provision, quality and use of public transport in Hertfordshire**

### Short Term Actions 2008-2011

- **Tackling the worst congestion hot spots**
- **Carrying out further study into East to West travel options**
- **Exploring an innovative approach to all public transport modes in Hertfordshire with Government and public transport providers**
- **Ensure the development and implementation of Business Travel Plans for major employers and initiate programmes for residential and station travel plans**
- **Centring our work on accessibility planning, especially for:**
  - rural communities
  - disadvantaged groups
- **Ensuring the majority of schools in Hertfordshire have School Transport Plans**

## Sustaining Hertfordshire's Unique Character and Quality of Life

When we ask people what makes Hertfordshire special, the unique blend of over 25 distinct settlements, open space and our rural landscape come high on the list. Proximity to London, the strong economy, high standards of public services, shopping, leisure and cultural opportunities are also cited. It makes Hertfordshire a great place for families and a great location for business.

However, that character and uniqueness is potentially under threat from changes in society and significant growth that could see increasing urbanisation and coalescence. A key challenge for the future is to safeguard and strengthen those elements of Hertfordshire that we value most in the face of increasing pressure for change.

### Long Term Objectives 2008-2021

- **Avoiding coalescence between our communities by protecting our green belt wherever possible, and enhancing our urban fringe and open spaces.**
- **Improving access to the countryside and open space for recreation and health.**
- **Supporting the management of our land, particularly local agriculture, which protects our landscape, biodiversity and wildlife, and natural resources.**
- **Enhancing the quality and distinctiveness of our town centres and their range of local facilities.**
- **Improving the efficiency, standard and connectivity of public services in Hertfordshire.**
- **Securing more investment and funding into Hertfordshire for our public services.**

### Short Term Actions 2008-2011

- **Ensuring the principles of maintaining the character and individuality of our communities and avoiding coalescence is reflected in regional and local planning policies.**
- **Ensuring that new neighbourhoods and town centres have a clear sense of place and quality design that reflects the character of our distinct communities and supports cohesive, safe and sustainable lifestyles.**
- **Develop a strategy for the future management of our countryside, in the context of additional development in Hertfordshire.**
- **Exploring opportunities for joint working across the public sector to improve efficiency and customer service.**
- **Lobbying Government for a fairer share of national resources for public services in Hertfordshire.**

“A key challenge for the future is to safeguard and strengthen those elements of Hertfordshire that we value most in the face of increasing pressure for change.”

## Promoting Sustainable Development

By 2021 a further 82,500 new homes and 68,000 new jobs are planned for Hertfordshire. This will put immense pressure on our infrastructure, our services and our environment.

We need to take action to develop a more sustainable approach to future development and how we live in Hertfordshire.

Already Hertfordshire uses 35 times the amount of resources that the county's relative size warrants - 150% higher than the global average. We create 8.5m tonnes of carbon emissions and 538,000 tonnes of household waste a year. The rising cost of waste disposal, the scarcity of waste disposal sites, and statutory carbon reduction targets will present key challenges for the future. We will also need to address the challenges of climate change for the local economy, and local services.

### Long Term Goals 2008-21

- Ensuring sustainability principles are central to future planning and decision making in Hertfordshire.
- Meeting all national and EU targets relating to waste and recycling, minimising waste volumes and ensuring the provision of a range of waste processing facilities to deal with the county's waste locally.
- To ensure the development of properly planned sustainable communities with the necessary social, economic, environmental and transportation infrastructure in place.
- To meet the Government's targets for reducing Hertfordshire's carbon emissions.

“We need to take action to develop a more sustainable approach to future development and how we live in Hertfordshire.”

### Short Term Actions 2008-11

- Drawing up an Infrastructure and Investment Strategy to guide the future development of housing and jobs in the county.
- Making recycling and composting opportunities easier and consistent for residents across Hertfordshire, and agreeing where and how to provide new waste processing facilities.
- Ensuring all new development is built to the principles set out in the Hertfordshire Sustainable Development Guide.
- Developing a Climate Change Strategy for Hertfordshire and encouraging all sectors to reduce their carbon emissions.

## Next Steps

Following the public consultation which closes on Friday 26th March 2008, the formal Sustainable Community Strategy will be published.

The strategy will underpin the county's next Local Area Agreement (LAA) which will run from June 2008-2011. The LAA is the short-term delivery vehicle for the strategy and is a three year contract between central government and partners in Hertfordshire. The LAA's performance will be reviewed every year and both the Sustainable Community Strategy and the LAA will be updated to reflect changing priorities where appropriate.

Ultimately the Sustainable Community Strategy is the county's overarching strategy and all partners will ensure their organisations' strategies are aligned with it and that they work together to help Hertfordshire address the priorities this Strategy identifies.

## How do we know if we have been successful?

### Our key indicators:

- Public satisfaction surveys
- Quality of life surveys
- Performance Indicators for each of the key themes
- Tracking performance over time against an established baseline

## How will we monitor progress?

- Performance Indicators with quarterly monitoring
- Annual report
- Refresh and review
- Communication of progress
- Local Area Agreement

