



**IMPROVING DACORUM:
WHERE DO WE WANT TO BE?**

Our Plans and
Performance 2001/02

Our Plans and Performance 2001/02

Modernisation at Dacorum

Dacorum Borough Council faces several challenges over the next few years in common with all local authorities in the UK. The areas of change are linked together and will help to modernise the Council.

All public services have undergone substantial change over the past ten years: in what they do, in the way they do things, in the partners they work with, in use of technology and in meeting the rising expectations of their customers.

Local authorities have met the challenge of the 'modernisation agenda' through responding to a series of new laws which affect them in fundamental ways. There are numerous items on the 'modernisation agenda' but the main changes are:

1. Power of community well-being, which allows councils to take the community leadership role in the social, environmental and economic interests of their residents;
2. Democratic Renewal: choosing a new political structure: elected Mayor or Leader and Cabinet?
3. Best Value: a regime for improving services through reviewing and managing performance, supported by external inspection and audit of all local authorities;
4. Ethics and standards of behaviour of Councillors and officers;
5. Local government finance: how local authority services are to be financed;
6. Performance Management: using systematic performance information to achieve efficiency and effectiveness;
7. All underpinned by eGovernment and using IT to improve services for users.

All of these major changes in how local authorities do things are linked together. Best Value is the key component of modernisation, and through reviewing all the Council functions against the 4 Cs (challenge, consult, compare, compete) and planning for improvement, all the other priorities can be met. For example, one objective of Best Value is to seek efficiency savings of at least 2% across the Council. Planning for improvement can include services being delivered in quite different ways, or by different organisations, freeing up finance for investment in other areas, for example in IT to make customer access easier.

Local authorities will be more involved in leading their communities, representing the communities' views to Government and in working in partnerships to help secure good public services. It may be that local authorities will have less of a role in direct service provision.

Best Value also helps Dacorum Borough Council to ensure that its own priorities are met: planning to carry forward the work in anti-poverty, equal opportunities, economic development, community safety and so on, and checking that we are achieving our targets.

The following pages detail some of the ways we are delivering the modernisation agenda.

Our Plans and Performance 2001/02

Planning for the future

Community planning

The Local Government Act 2000 placed upon all Councils a new duty to promote the environmental, economic and social well-being of their residents and to produce a local strategy or "Community Plan" to set out how it intends to do so, in partnership with other local public, private, voluntary and community organisations.

Dacorum Vision

This Council has already recognised these wider responsibilities and has been consulting to find out the issues that you, the community, feel are important. Some of these issues relate to services the Council directly provides, like housing and play facilities but some, such as reducing crime and developing safer communities, cut across the Council's departments and need the active involvement of a number of local organisations such as the Police, Town and Parish Council, Local Community organisations and active citizens.

The Council is most likely to be effective in tackling the needs that you have identified if:

- It groups the issues raised into manageable 'chunks' or themes
- Works with other organisations to tackle those 'chunks' or themes
- Sets clear targets for achieving community aspirations or moving towards their achievement
- Develops plans to achieve those targets

A new framework and key aims

We have taken all the issues raised in the 'Dacorum Vision' consultation and compared them with the Council's key aims and objectives as shown in last year's plan and reorganised them.

They have all been reorganised in such a way that no issues have been lost and the 'big issues' and their main components match the plans that the Council and other public organisations have to produce and work together on.

The issues raised in the 'Dacorum Vision' consultation have been grouped under these headings and form the framework for the remainder of the Best Value Performance Plan. This framework will also be used for the Community Plan, which will be produced by March 2002, and the Council's Service Plans. It may even form the basis for the portfolios of the Council's new Cabinet, when it is formed.

Our Plans and Performance 2001/02

Dacorum Borough Council's five key aims

1. ECONOMIC PROSPERITY - For Prosperity



• Accessible local employment

There will be a broader range of job opportunities and training to enable local people to work in the local area, making for a vibrant rural and urban economy, further alleviating the transport issue. Employers will give young people the opportunity to develop the experience that is often required before they are able to secure a job. Developments in ICT and working practices will facilitate these ambitions and affordable local housing will also provide a local workforce.

• Access to life long learning

Accessible and affordable opportunities will be available to everyone to improve their knowledge and skills and to adapt to a changing world. Local providers of education will work together to provide as wide a range of education as possible and to ensure that everyone has easy access to information and to guidance on what is right for them.

2. SUSTAINABLE DEVELOPMENT - For the Future



• A Cleaner and Healthier Environment

Less waste will be produced through reduction in consumption, re-use of materials and recycling. Initiatives to promote improved air and water quality and to reduce litter will be taken and everyone will know the importance of their contribution in achieving this end.

• Access to Local Green Space

This will be sympathetically protected and managed to promote wildlife and informal recreation. Local people will know why protecting such space is important.

• Responsibility For and Pride in your Area

There will be fostered, through education programmes and empowerment, a pride in the local community area. This will substantially reduce litter, dog fouling and vandalism.

• Effective and Affordable Transport to Employment and Leisure

Effective and affordable public transport links servicing the locations people want at the times that people want will be developed. Transport to and from rural areas and within urban areas is a current concern. The community transport service will be extended to cater for a wider clientele.

3. QUALITY OF LIFE - For Living



• Cultural Services - Access to local Leisure Opportunities

The pace of life will require a full range of Leisure facilities to encourage people of all ages to relax. Every effort will be made to provide some basic facilities in each neighbourhood, if the demand warrants it, but where a journey is required to a major centre, affordable transport links will be available wherever practical. Leisure, in this context, includes youth organisations and local service providers working together, involving young people and residents, to provide local facilities where they are needed.

• Health Improvement - Easy access to whatever you need to lead a full and independent life

For everyone to lead a full and independent life they need easy access to all services. Some vulnerable sectors of the community will be targeted with increased access to health and social services. Access to these services will be simplified and rationalised so that a seamless one-stop approach is taken, for example Local Health Centres, improved hospital facilities, self-help, etc.

• Community Safety - Confidence in your own safety and security and that of your families

The fear of petty crime and anti-social behaviour will be overcome by the presence of a visible representation of authority e.g. neighbourhood warden, access to local available police, video links etc. Traffic speeds and driving habits in built up areas including rural areas will be addressed.

Our Plans and Performance 2001/02

4. SOCIAL INCLUSION – For Everyone



- **Affordable Housing Close to your Family Network** for everyone

There will be affordable local housing to rent or buy for local people, particularly those seeking a first home near to their family. Affordable local housing will also help the local transport situation.

- **Access to local goods and services and new and emerging technologies**

- *Anti-Poverty*

Ensuring that people on low incomes have access to services and facilities, including information, that will help to alleviate the worst effects of poverty.

- *The opportunity to be part of a fully inclusive society with a sense of community ownership and the fundamental right to have your say*

There will be mutual understanding and respect for different cultural communities and interaction between the generations. Each geographical community has its own focus and identity, this will be fostered by the way they are served. Community responsibility, spirit and goals will be encouraged.

- *The opportunity to fulfil your potential through helping others*

The voluntary and community sector is recognised as an important part of Dacorum's lifeblood. It will be properly and adequately resourced and managed and will adapt to emerging technologies. Individuals within the community will be encouraged to participate.

5. COMMUNITY LEADERSHIP – Making It Happen

- **Achieving the Vision**

This will be achieved through a network of partnerships between the statutory, public and private sectors, voluntary and community organisations and individuals.

- **Providing Efficient And Effective Public Services**

Ensuring that public services and support services are performing to Best Value, the highest standards of quality and cost effectiveness within the resources available.

Our Plans and Performance 2001/02

SERVICE OBJECTIVES, PERFORMANCE INDICATORS AND TARGETS

Services delivering the Council's key aims

In common with every other Best Value authority Dacorum Borough Council is seeking to improve its services for the benefit of its residents, while seeking to maximise efficiency. The way that Council members and managers are recommended to do this is through measuring the level of performance and setting targets to improve. The Government has for some years set Performance Indicators which allow us to compare our performance against other councils, Dacorum's performance is set out in Appendix 1.

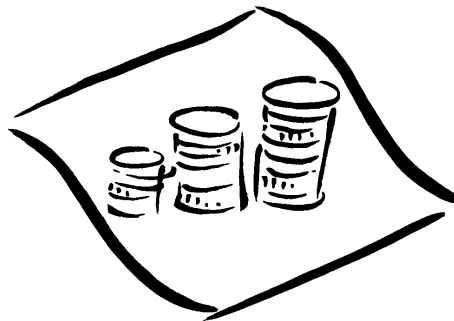
However the national Performance Indicators cover only some of Dacorum's services, and we have decided to try to measure and improve all of the functions carried out by the Council, whether they are services for residents, or internal services like Personnel or Information and Communication Technology. We have developed a series of plans to ensure that we do achieve the targets that are set out under each of the Performance Indicators.

In the tables that follow you will find some detailed information about what we are aiming to achieve under each of the Council's key aims and what level of service we have set ourselves.

Our Plans and Performance 2001/02

Key Aim: Economic Prosperity

Dacorum's Economic Development Strategy supports Dacorum's vision by working with local businesses to help them grow and prosper and by encouraging residents to reach their full potential. The Council's training and business centre, The Bridge, has been successfully meeting the objectives of this Council priority for three years. Dacorum Borough Council takes a broad view of Lifelong Learning, to include all forms of education, skills training, cultural opportunities and participation in recreation which allow individuals to fulfil their potential. The Council plays a role in all these areas, but in some, other organisations are main providers, with whom Dacorum Borough Council works in partnership.



for prosperity

- **Town Centres Management**
- **Commercial and Industrial Management**
- **Economic Development**
- **Dacorum Information Centre**

Our Plans and Performance 2001/02

Town Centres Management

Objective: Work in partnerships to create prosperous town centres in Hemel Hempstead, Berkhamsted and Tring and enable each to offer convenience, safety and a rewarding experience for the local community and visitors.

Performance indicator	Performance 1998/9	Performance 1999/00	Estimated Performance 2000/01	Target 2001/2	Target 2004/5
Number of pedestrians in town centre area per hour on average	Tring 458 Berk'd 855 HH Old Town 205 HH Town Centre 3,592	Year on Year Tring +12.0% Berk'd +8.2% HH OT +13.7% HH TC -6.3%	Year on Year Tring +8.2% Berk'd +4.59% HH OT +40.8% HH TC +19.79%	Increase by 5% 5% 10% 10%	Increase by 5% 5% 10% 10%
Proportion of empty retail premises in each town centre	Hemel Hempstead Town Centre 4.8% Hemel Hempstead Old Town 15.2% Berkhamsted 6.2% Tring 10.9%	Hemel Hempstead Town Centre 4.4% Hemel Hempstead Old Town 13% Berkhamsted 5.5% Tring 4.3%	Hemel Hempstead Town Centre 2.27% Hemel Hempstead Old Town 10% Berkhamsted 2.7% Tring 4.3%	HHTC – maintain at same level HHOT – reduce by 2% Berkhamsted and Tring – maintain at same level	No target set
Incidence of crime in town centres	1998 Hemel Hempstead 694 Berkhamsted 234 Tring 45	In 1999: Hemel Hempstead 777 Berkhamsted 216 Tring 54	In 2000: Hemel Hempstead 692 Berkhamsted 219 Tring 53	To reduce the incidence of crime in town centres by 2%	To reduce the incidence of crime in town centres by 2%
Incidence of shop lifting as a proportion of all town centre crimes	1998 Hemel Hempstead 38.2% Berkhamsted 12.4% Tring 6.7%	1999 Hemel Hempstead 29.1% Berkhamsted 12.5% Tring 7.4%	2000 Hemel Hempstead 28.6% Berkhamsted 11.0% Tring 17%		
Violent crime as a proportion of all crime in town centres	1998 Hemel Hempstead 4% Berkhamsted 5% Tring 4%	1999 Hemel Hempstead 9% Berkhamsted 7% Tring 2%	2000 Hemel Hempstead 8% Berkhamsted 8% Tring 1%	To reduce crime in town centres by 2%	To reduce crime in town centres by 2%
Quality of customer service	Not available	Hemel Hempstead 83.6% Tring 70.7% Very good or good	Market Research conducted in Berkhamsted to provide base information	Market Research to be continued. Increase quality customer service by 2%	Market Research to be continued. Increase rating of quality of customer service by 2%

We will investigate and report on the future direction of town centre management by 30 September 2001.

If you wish to know more please contact David Wass on 01442 228309, e-mail david.wass@dacorum.gov.uk

Our Plans and Performance 2001/02

Commercial and Industrial Management

The Council owns shops, offices, small factory units, markets, stores and garages and a range of community buildings. It lets out these premises to local businesses and therefore supports the development of the local economy.

The **Objectives** of the service are:

- To provide a fully comprehensive management service of the Council's Neighbourhood Shopping Centres, Markets and other commercial and industrial holdings.
- To ensure that all of the properties and centres are kept in a good state of repair and cleanliness and improve and modernise as appropriate, including improving security arrangements.
- To ensure a good relationship is established with and between all of the Council's tenants, traders within the neighbourhood or industrial centres and other properties and provide help and advice where appropriate.

Economic Development

Objective: To respond to the needs of the local community to ensure the development of a healthy, prosperous local economy for the people that live and work in Dacorum.

Performance indicator	Performance 1998/9	Performance 1999/00	Estimated Performance 2000/01	Target 2001/2
Number of Learndirect clients	Not applicable	Not applicable	600	1,400
Intermediate Labour Market: Number of clients who took up subsequent employment	18	32	3	23
% of Intermediate Labour Market clients from ethnic minorities or with disabilities	3%	17%	6%	17%
% of all bids made for external funding that were successful	84%	16%	92%	75%
Number of small and medium-sized enterprises helped	362	252	251	350

If you wish to know more please contact **Anna Jarratt** on 01442 867831, e-mail anna.jarratt@dacorum.gov.uk

Dacorum Information Centre

Objective: To stock and disseminate relevant and accurate information to visitors in person, on the telephone or by letter.

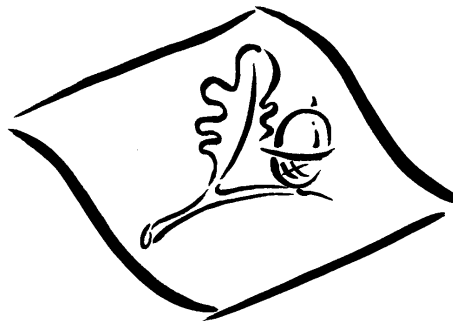
Performance indicator	Performance 1998/9	Performance 1999/00	Estimated Performance 2000/01	Target 2001/2	Target 2004/5
Customers helped with enquiries	89,035	90,204	92,510	Increase customers helped by 2%	Increase customers helped by 2%

If you wish to know more please contact **Stephanie Canadas** 01442 228166, e-mail stephanie.canadas@dacorum.gov.uk

Our Plans and Performance 2001/02

Key Aim: Sustainable Development

Dacorum Borough Council's Environmental Action Strategy, based on local and national priorities, was established to protect and enhance the natural and built environment through the exercise of the Council's statutory powers and the provision of services in a manner designed to achieve sustainability in accordance with Local Agenda 21. The Council is also prioritising work to its own environmental performance through the development of environmental management systems.



for the future

- **Development Plans**
- **Development Control**
- **Building Control**
- **Waste and Operational Services**
- **Highways Agency**
- **Cemeteries Service**
- **Public Conveniences**

Our Plans and Performance 2001/02

Development Plans

Objective: To maintain an up-to-date local plan for Dacorum and provide information and advice on planning policy affecting land use and development in the Borough.

	1991-1999 Performance	1991-2011 Target	1995-2016 Target
Percentage of new homes built on previously developed land	52.1%	62.9%	To be established

Targets for the Service

- To adopt the Dacorum Borough Local Plan 1991 - 2011 as soon as possible by:
 - considering the Inspector's report within six months of receiving it;
 - advertising the Council's modifications on the Inspector's recommendations within three months;
 - considering representations on the modifications within three months of the advertised period.
- Publish an engagement strategy for the next review of the Local Plan by the end of 2001.

If you wish to know more, please contact **Graham Winwright on 01442 228584**, e-mail graham.winwright@dacorum.gov.uk

Development Control

Objectives

- To handle all the statutory development control functions of the Borough Council as local planning authority which are set out in the Planning Acts and related secondary legislation.
- To further the Borough Council's environmental aims and objectives and to ensure that all planning proposals that are permitted have a minimum adverse impact and maximum positive impact on the environment.

Performance Indicator	1998/9 Performance	1999/00 Performance	2000/01 Estimate	2001/2 Target	2004/5 Target
The number of advertised departures from the statutory plan approved by the Council as a % of total permissions granted	0.56%	0.25%	Less than 1%	Less than 1%	Less than 1%
The % of applications determined within 8 weeks	66%	60%	45%	60%	80%
Average time (in days) taken to determine all applications	All Not Measured	All Not Measured	All HH 80 Major 60 Minor 115	All HH 75 Major 55 Minor 105	All HH 65 Major 45 Minor 90
% of householder applications determined within 8 weeks	79.6%	72.2%	75%	80%	90%

If you wish to know more please contact **David Noble on 01442 228580**, e-mail david.noble@dacorum.gov.uk

Our Plans and Performance 2001/02

Building Control

Objective: To protect the health and safety of occupants and users of buildings and to provide a safe built environment, including supervising demolition, dangerous structures and the promotion of disabled access.

Performance Indicator	1998/9 Performance	1999/00 Performance	2000/01 Estimate	2001/2 Target	2004/5 Target
Examinations of submissions and comments made to applicants or agents are within 15 days	95%	95%	95%	100%	100%
Regular inspection of 75% of works in progress 6 weeks	61%	62%	60%	75%	75%
100% of all works inspected in 3 months	91%	92%	90%	100%	100%
Inspection requests made by 10 am are carried out the same day	100%	100%	100%	100%	100%

In 2001 we aim to start cross-boundary checking of Building Regulation Applications within Hertfordshire with a view to forming partnerships with local architects.

If you would like to know more please contact **John Gavin** on 01442 228578, e-mail john.gavin@dacorum.gov.uk

Waste and Operational Services

Refuse Collection:

- To provide a convenient, reliable and efficient refuse collection service to all customers, including commercial customers.
- To minimise the environmental impact of the refuse collection service and of the wastes collected.

Performance Indicator	1998/9 Actual	1999/00 Actual	2000/01 Estimate	2001/2 Target	2002/3 Target
Refuse					
Number of collections missed per 100,000	216	132	135	90	70

Recycling:

- To provide a convenient, reliable and efficient recycling collection service to all residents.
- To minimise the environmental impact of the recycling collection service and of the wastes collected.

Dacorum Borough Council has achieved a performance level in recycling which is better than average for English district councils, and estimated to be reaching the performance of the best. However the need to recycle more and throw away less is growing. To encourage Councils to make progress the Government has suggested demanding targets for future years. This could mean that the amount of waste that is thrown away in landfill sites will reduce from 75% in 2010 to 35% in 2020. Hertfordshire County's Waste Strategy proposes that local authorities in Hertfordshire double their current household waste recycling rate by 2003 and treble it by 2005. For Dacorum this would mean: 9% recycled in 1998/99; 18% in 2002/03; 27% in 2004/05.

Performance Indicator	1998/9 Actual	1999/00 Actual	2000/01 Estimate	2001/2 Target	2002/3 Target
Recycling					
% household waste recycled	6.91%	7.86%	9.26%	9.5%	17%

If you wish to know more please contact **Rosemary Stevens** 01442 228042, e-mail rosemary.stevens@dacorum.gov.uk

Our Plans and Performance 2001/02

Street Cleansing:

- To ensure that the standards of cleanliness for the Borough as specified in the Street Cleansing Contract are maintained.
- To encourage the public to dispose of litter responsibly by managing campaigns of litter awareness.

Description	1998/99 Performance	1999/00 Performance	2000/01 Estimate	2001/2 Target	2002/3 Target
The percentage of highways that are: Of a high standard of cleanliness	44.0%	42.0%	43.0%	44.0%	45.0%
Of an acceptable standard of cleanliness	55.0%	56.0%	53.0%	56.0%	55.0%
The average time taken to remove fly-tips (in days)	1.9	1.9	2	2	2

Note: Due to the continued huge increases in fly tipping, targets will in fact be improvements when the year-on-year volumes are taken into consideration.

If you wish to know more please contact **Andrew Bowman** on 01442 228033,
e-mail andrew.bowmann@dacorum.gov.uk

Highways Agency: Highway Repairs and Maintenance

Objective: To provide a safe and satisfactory highway network in the areas for which the Council has responsibility under its Agency Agreement.

Note: The standards of maintenance of highways is set by the Hertfordshire County Council and the Borough Council has little discretion on the levels set.

Performance Indicator	1998/9 Performance	1999/00 Performance	2000/01 Estimated Performance	2001/2 Target	2004/5 Target
% of publicly reported legally hazardous potholes repaired within 24 hours	Not available	100%	100%	100%	100%
% of publicly reported legally hazardous footway defects repaired within 24 hours	Not available	100%	100%	100%	100%

If you wish to know more please contact **Mike Bishop** on 01442 228354,
e-mail mike.bishop@dacorum.gov.uk

Our Plans and Performance 2001/02

Cemeteries Service Unit

Objectives:

- To provide a comprehensive burial service to the public which is sensitive, calm, responsive and incorporating a high degree of personal discretion.
- To create an environment within the Cemeteries which gives a quiet atmosphere with a layout of lawns, trees, roses and flowerbeds maintained to a high standard.

Performance Indicator	1998/9 Performance	1999/00 Performance	2000/01 Estimated Performance	2001/2 Target	2004/5 Target
% of graves excavated and prepared for burial within two clear working days notice	99%	99%	99%	100%	100%
% of burials of cremated remains carried out within one day's notice	100%	100%	100%	100%	100%
% of grave spaces and cremated remains mown at weekly intervals from March to October	90%	90%	95%	100%	100%

If you would like to know more please contact **Bill Kynaston** on 01442 252856.

Public Conveniences

Objective: To provide a high standard of public conveniences for use by the general public ensuring that the facilities are kept in a good, safe and clean state of repair and to continue to monitor and modernise and ensure access for all types of user.

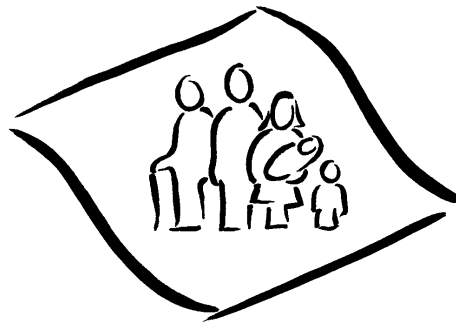
Performance Indicator	1998/9 Performance	1999/00 Performance	2000/01 Estimated Performance	2001/2 Target	2004/5 Target
Number of public conveniences provided	19	19	19	19	19
Number of public conveniences with facilities for people with disabilities	8	8	8	9	13
Number of public conveniences with baby changing facilities	4	9	9	9	9

If you would like to know more please contact **Stuart Waller** on 01442 228435, e-mail stuart.waller@dacorum.gov.uk

Our Plans and Performance 2001/02

Key Aim: Social Inclusion

The Council's work to develop Equal Opportunities has two impacts: in its employment policies and practices and in its approach to service delivery. All the Council's services should be accessible for all sections of the community.



for everyone

- **Equal Opportunities**
- **Work with Cultural Communities**
- **Anti-Poverty**
- **Paying Housing and Council Tax Benefits**
- **Dacorum Card**
- **Children and Young People's Services**
- **Housing**
- **Services for Older People**

Our Plans and Performance 2001/02

Equal Opportunities

Objective: The service aims to provide the Council and its departments with support and advice on all aspects of equal opportunities in relation to service delivery and employment and the implementation of equality legislation.

Dacorum Borough Council meets the following national standards:

- It has a comprehensive published policy to provide services fairly to all sections of the community;
- It monitors formally how it carries out this policy;
- The Council follows the Commission for Racial Equality, the Equal Opportunities Commission and the Disability Discrimination Act 1995 Codes of Practice on employment.
- The Council carries out formal monitoring of its employees with respect to Equal Opportunities;
- The Council has adopted the Commission for Racial Equality's "Standard for Local Government."

Performance Indicator	Performance 1998/9	Performance 1999/00	Estimated Performance 2000/01	Target 2001/2	Target 2004/5
The percentage of senior management posts filled by women	31%	24%	26%	28%	33%
The number of staff declaring that they meet the Disability Discrimination Act disability definition as a percentage of the total workforce	3.5%	3%	3.3%	5%	5%
Minority ethnic community staff as a percentage of the total workforce	2%	2.4%	2.3%		3%
The number of racial incidents recorded by the authority per 100,000 population	Not available	Not available	10	10	Not predictable
The percentage of racial incidents that resulted in further action	Not available	Not available	100%	100%	100%
Number of employees attending Equal Opportunities awareness training per year	131	172	144	144	144
The number of the Council's buildings open to the public	63	64	63	63	63
The number of such buildings in which all public areas are suitable for accessible to disabled people	27	26	27	27	27

If you would like to know more please contact Christine Joseph on 01442 228258, e-mail christine.joseph@dacorum.gov.uk

Our Plans and Performance 2001/02

Work with Cultural Communities

Objective: To develop specific services, events and activities that have an inclusive and positive effect on people from different ethnic backgrounds. To improve the understanding of factors affecting those from minority ethnic communities among the wider Dacorum community

From 1 April 2001, we shall be monitoring the following:

Number of new activity groups, and we hope to increase them over the current baseline.

Number of different black and ethnic groups supported, and we hope to increase them by 2% over the baseline.

Number of public multicultural events staged, and we hope to arrange a minimum of two over the year.

If you would like to know more please contact **Santoshni Perera** on 01442 228493, e-mail santoshni.perera@dacorum.gov.uk

Anti-Poverty

Dacorum Borough Council's Anti-Poverty Strategy seeks to reduce residents' exclusion from what is regarded as an acceptable way of life. It does this through a number of specific projects and through mainstream services which increase income for the poorest residents, allow access to Council and other services and enable people to gain discounts from a range of businesses in the community.

Paying Housing and Council Tax Benefits

Objectives: To provide an efficient service to customers claiming Housing and Council Tax Benefits and to ensure that Benefit is paid on time and that full entitlement to all welfare benefits are claimed, thus improving the quality of life for those most in need.

Performance indicator	Performance 1999/00	Estimated Performance 2000/01	Target 2001/02	Target 2004/5
Speed of processing a) average time for processing new claims for HB and CTB	Not monitored	32.89	31 days	30 days
Speed of processing c) percentage of renewal claims processed on time	94%	98.78%	98.00%	99%
Accuracy of processing a) percentage of cases for which the calculation of the amount of benefit due was correct on the basis of the information available to the determination, for a sample of cases checked	Not monitored	93.87	94%	95%
The cost of administration per claimant	£89.80	£49.11	£49.20	£49.30
The total number of claimants	8,530	8,247	Not set	Not set

If you wish to know more please contact **Graham Cox** on 01442 228288, e-mail graham.cox@dacorum.gov.uk

Our Plans and Performance 2001/02

Dacorum Card

Objective: To foster social inclusion by making services and facilities more accessible to residents irrespective of their income levels.

Performance indicator	Performance 1998/9	Performance 1999/00	Estimated Performance 2000/01	Target 2001/2
Number of Dacorum Card-holders	10,000	11,300	11,300	Increase the percentage take up from the eligible population by 2% each year

From 1 April 2001 we will be researching the number of households which hold Dacorum Cards who are gaining access to services and facilities otherwise unavailable to them.

If you wish to know more please contact **Claire McKnight** on 01442 228619, e-mail claire.mcknight@dacorum.gov.uk

Children and Young People's Services

Dacorum Borough Council provides a range of services for young people, including sports activities, arts and recreational opportunities and play facilities for young people of all abilities. As a result of the childcare opportunities we provide, parents have been able to retrain, participate in recreation and return to work.

The Council also supports a number of ways of helping young people to have their points of view heard and taken into account, so that young people's own priorities help to shape what the Council and other organisations provide.

Over the next year we expect to do some more work to plan services for young people, with a focus on working closely with the County Council and other organisations, and listening to young people consistently.

Objectives:

To have a positive impact on the quality of life, health and well being of children, young people and families within the Borough.

To provide opportunities for children and young people to develop their social, creative and recreational skills in a safe and friendly environment.

We have set ourselves some targets for this work which we will be monitoring over the next few years.

Performance Indicator	Target 2001/2	Target 2004/5
Level of children and young people's satisfaction with the opportunities available	To be set	+5%
Number of visits/contacts with young people	212,550	250,550
Subsidy per visit/contact with young people	£3.74	£3.17
Number of parents who are able to return to work, remain in work, or develop their careers as a result of our schemes	250	275
Number of schemes that have achieved a quality assurance mark	8	15

If you would like to know more please contact **Jonathan Lee** on 01442 216035, e-mail jonathan.lee@dacorum.gov.uk

Our Plans and Performance 2001/02

Housing

The Council has for many years been required to submit to DETR a Housing Strategy which is all-embracing and covers the Council's proposals relating to the delivery of its strategic housing function and the management of its housing stock. The current strategy for 2000-03 sets out clear objectives and action plans for various elements of the housing service.

In delivering the various elements of the Housing Service it is necessary to meet the Council's key corporate strategies and Government objectives. The Service Plan, therefore, reflects influence at both local and national level.

The Council still owns and manages 11,436 dwellings (approximately 20% of the dwellings in Dacorum). The importance of tenant involvement is recognised and the Council has recently finalised its Tenants Compact which was agreed after consultation and involvement of tenants, Councillors and staff. The Compact sets out clear criteria for agreeing tenant involvement and an action plan which consists of services tenants wished to see reviewed. The Council continues to encourage the development of Tenants and Residents Associations and the Tenants Advisory Panel who will be responsible for monitoring the success of the compact. In addition to this, a Leaseholders panel is being developed to consider issues which specifically relate to Leaseholder Services.

The housing stock is generally in good condition, much of it being traditionally built and either two-story housing or low-rise flats. The need to continue investing heavily in the repair and improvement of the stock is fully accepted. A stock condition survey is ongoing and the results feed into a 30-year maintenance plan ensuring priorities and financial resources needed are highlighted. In recent years the Council has invested heavily in providing replacement double-glazed windows and subject to financial resources, a start will soon be made on improving the remaining 87 pre-cast concrete (PRC) homes. In managing its housing stock the Council seeks to ensure support is provided for vulnerable tenants to enable them to reside within the Community and to receive the support they need, whether provided directly or via another organisation.

The cost of home ownership and privately rented housing are out of the reach of many local people on low incomes or reliant on benefit. Therefore the Council has a key role to play in identifying the need for affordable housing and enabling provision. It works closely with Housing Associations and developers to identify opportunities for new housing to rent, often making land or finances available to enable development to take place. Accommodation provided may be for families or people who need special accommodation due to their age or ill health.

Homelessness continues to be a problem with the Council dealing with individual cases whilst trying to secure longer-term solutions. An impartial housing advice and information service is provided to all residents on housing issues via the Housing Advice Centre in The Marlowes, Hemel Hempstead. A wide range of information is available from trained staff.

The Housing Green Paper was issued by the Government in April 2000. Its recent response setting out how it seeks to take items forward will influence service development over the next few years, in particular it is likely to impact upon strengthening the Council's strategic role, development of allocations policies along the lines of a choice-based approach and a review of the current rent-setting policy.

In providing a comprehensive and effective housing advice service it is essential to retain and recruit a well-trained staff. Opportunities are taken to assess ongoing training needs and to meet these needs so that the service can continue to develop to meet changing needs.

The Council also enforces legislation, controlling standards and management of housing in the private sector. In particular help is given to tenants suffering disrepair, harassment and poor management (especially in Houses in Multiple Occupation). In all housing sectors Dacorum Borough Council works closely with Hertfordshire County Council's Social Services Department to provide and find adaptations for people with disabilities of all ages.

Our Plans and Performance 2001/02

Objective: The Council is committed in its Housing Strategy to promoting opportunities within vibrant and safe communities for residents to live in good quality affordable homes and to achieve this by working in partnership with statutory, voluntary and private sector organisations alongside local communities, tenants and residents.

Performance Indicator	Performance 1998/9	Performance 1999/00	Estimated Performance 2000/01	Target 2001/2	Target 2004/5
Energy efficiency the average SAP rating of local authority owned dwellings (which relates to total energy consumption per dwelling)	N/A	45 SAP	48 SAP	54 SAP	60 SAP
Local authority rent collection and arrears proportions of rent collected	99.8%	100.5%	99.8%	99.9%	100%
Proportion of homelessness applications on which the authority makes a decision and issues written notification to the applicant within 33 working days	N/A	N/A	70%	75%	90%
Average relet times for local authority dwellings let in the financial year	51.7 days	61.6 days	45.3 days	35 days	25 days
Percentage of rent lost through local authority dwellings becoming vacant	N/A	1.5%	1.22%	1.1%	1.1%
The percentage of urgent repairs completed within government time limits as set out in the Right to Buy Regulations	86.3%	90.4%	90%	93%	95%
Satisfaction of tenants with overall service	N/A	N/A	77%	80%	84%
The percentage of repair jobs for which an appointment was both made and kept by the authority	96.1%	97.1%	95%	96%	96%
The percentage of current tenants owing over 13 weeks rent (net of Housing Benefit) at 31 March 2001 excluding those owing less than £250)	3%	3.2%	3.1%	2.75%	2.5%
Provision of additional affordable housing	84	77	89	100	100
Response rate for Community Alarm service to meet ASAP code of practice which is 98.5% within 60 seconds and 80% within 30 seconds	81% within 30 seconds, 92% within 60 seconds	71% within 30 seconds, 85.5% within 60 seconds	76% within 30 seconds, 88% within 60 seconds	75% within 30 seconds, 95% within 60 seconds	80% within 30 seconds, 98.5% within 60 seconds

If you would like to know more please contact Colin Farrar on 01442 228427, e-mail colin.farrar@dacorum.gov.uk

Our Plans and Performance 2001/02

Services for Older People

Dacorum Borough Council has a record of providing broad and well-regarded services for people over 50, whether as part of the Leisure 50-plus service, or by meals on wheels or for people of state retirement age in the sheltered accommodation provided across the Borough.

We aim to:

Provide high quality independent housing which incorporates routine and emergency support provided by resident and mobile wardens;

Positively encourage residents' participation in social activities, involving the wider community where possible;

Recognise and respond to the changing needs of a variety of vulnerable groups in the community;

Respond to referring agencies by providing high quality Meals on Wheels seven days per week to the frail and vulnerable in their own homes and encourage a degree of continuing independence;

Support and develop Lunch Clubs throughout the Borough which offer and encourage social interaction amongst the over 60's which might not otherwise take place;

Enable people with disabilities to obtain adaptations to their homes;

Promote home energy conservation schemes to reduce fuel poverty and improve health;

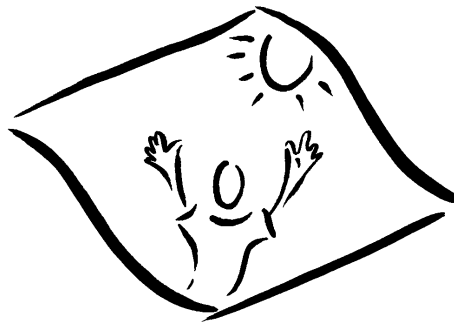
During 2001/02 we will be working on more integrated direction for these services, as well as trying to maintain their existing high standards. At the same time we will work out measures to demonstrate how we compare with other Councils and organisations providing similar services.

Offer a community alarm service to people in their own homes which provides reassurance and assistance in the case of an emergency.

If you would like to know more please contact **Lou Wilson** on 01442 228615, e-mail lou.wilson@dacorum.gov.uk

Our Plans and Performance 2001/02

Key Aim: Quality of Life



for living

- **Community Safety**
- **Closed Circuit Television**
- **Sports Centres**
- **Environmental Health**
- **Cultural Services**
- **Arts and Entertainments**
 - Dacorum Pavilion
 - Old Town Hall
- **Heritage**

Our Plans and Performance 2001/02

Community Safety

Crime and Disorder

The Crime and Disorder Act 1998, adopted in July 1998, led to the development of the Dacorum Community Safety Strategy. This has the aim of reducing crime and disorder in Dacorum. The Dacorum Community Safety Partnership was set up to achieve the objectives of the Strategy. Dacorum Borough Council aims to support actively the Dacorum Community Safety Partnership in its strategy objectives.

It also aims to mainstream community safety through the Council's services, to contribute to a reduction of crime and disorder.

Besides being a partner in the Dacorum Community Safety Partnership Dacorum Borough Council has to take responsibility for reducing crime and disorder through its own services and activities.

Performance Indicator	Dacorum 1998/99	Dacorum 1999/00	Herts. 1999/00	UK 1999/00	Dacorum Estimated 2000/01	Dacorum Target 2001/02	Herts. 2006/7
Domestic burglary per 1,000 households	11.37	8.45	9.8	5.99	5.5	9.20	
Violent crime per 1,000 population	Not available	Not available	5.1	10.87	4.53	4.0	Not available
Vehicle crime per 1,000 population	19	16.53	-	-	15.41	14.5	13.68
Total crime per 1,000 population	66	63.45	59.8	90.45	60.87	Reduce by 2%	Not available

In addition the Government has set national targets for crime reduction as follows:

Reduce the recorded crimes in:

- vehicle crime by 30% by 2004;
- domestic burglary by 25%, with no local authority having more than three times the national rate, by 2005;
- robbery in our principle cities by 14% by 2005

Reduce the rate of reconvictions

- of all offenders punished by imprisonment or by community supervision by 5% by 2004; and
- of all young offenders by 5% occupied to the predicted rate

If you would like to know more please contact Catherine Symes on 01442 228782, e-mail catherine.symes@dacorum.gov.uk

Our Plans and Performance 2001/02

Closed Circuit Television

One of the major contributions to reducing crime and disorder in the Borough has been the installation of CCTV cameras in a number of towns and neighbourhoods.

Objectives: To inspire public confidence through CCTV in a manner that secures the civil liberty of law abiding citizens at all times whilst reducing crime.

As a result of CCTV, arrests were made as follows

1998 - 141 arrests,
1999 - 234 arrests,
2000 - 268 arrests.

With the completion of a new installation in Tring, all town centres now have 24-hour CCTV surveillance.

From 1 April 2001 we intend to raise the profile of the CCTV service. We will aim to publish four publicity items in 2001/02. We also intend to gauge satisfaction with the CCTV service through a public survey.

If you would like to know more please contact Gerda Round on 01442 228776,
e-mail gerda.round@dacorum.gov.uk

Many of the Council's services contribute to better health and help to prevent illness. In addition the Council now has a role in contributing to the development and implementation of the West Hertfordshire Health Improvement Programme.

Sports Centres

Objective: To provide high quality sporting opportunities and activities for the residents of and visitors to the borough.

Performance indicator	Performance 1998/9	Performance 1999/00	Estimated Performance 2000/01 *	Target 2001/2
Number of Dacorum Card users as a % of overall users	Not available	3%	1.3%	To increase to 3%
Visits per 1,000 population	6,662	8,890	11,359	11,500
Customer Satisfaction rating	Not available	Not available	76.6%	77%

*A new Management Information System was introduced in 2000, which provides more accurate information.

If you would like to know more please contact Sue Kinghorn on 01442 228796,
e-mail sue.kinghorn@dacorum.gov.uk

Our Plans and Performance 2001/02

Environmental Health

Objective: To protect and to improve the health and the environment of those who live, work and take their leisure in Dacorum, whilst also providing allied services.

Performance Indicator	Performance 1998/9	Performance 1999/00	Estimated Performance 2000/01	Target 2001/2	Target 2004/5
Response to all Environmental Health Service requests within three working days. (Immediate response to all issues requiring very urgent action, regardless of time of day)	99.5%	99.4%	99.6%	99.8%	100%
Customer Feedback Survey Results	94%	94%	New Method of Measuring	(subject to review 1.4.2001)	(subject to review 1.4.2001)
Programmed Food Hygiene Inspections (Split into 2 categories: A-C High Risk D-F Lower Risk)	A-C 90.6% D-F 96.1%	A-C 98.9% D-F 91.8%	A-C 86% D-F 55%	A-C 86.0% D-F 99.0%	A-C 100% D-F 99.0%

The Council's Environmental Health Division has considered its enforcement practice against a new best practice checklist. Coinciding with preparation for the Best Value Review of Environmental Health services, starting in April 2001, the process of reviewing policies, procedures and practices against those in the list has already started.

If you would like to know more please contact Peter Ablett on 01442 228470, e-mail peter.ablett@dacorum.gov.uk

Cultural Services

The Community Services Directorate has provided a wide range of services for many years, including heritage, arts and entertainment, recreation for women and older people, and young people's projects in the community.

Over the next year we shall be developing our cultural strategy, which will include elements of lifelong learning, and we will set ourselves targets to ensure that we can achieve our priorities.

This division encapsulates services and activities that are considered to be beneficial to the community, including Sports, Leisure, Arts, Environment, Heritage and Life Long Learning.

These services and others are to be outlined in the Local Cultural Strategy, which will include targets to ensure that we meet our priorities and deliver high quality cultural activities that meet the needs and expectations of the residents and visitors in Dacorum.

Our Plans and Performance 2001/02

Arts & Entertainment

This comprises the work of the Old Town Hall, Dacorum Pavilion, Boxmoor Arts Centre for Young People and the Arts Education Service.

Dacorum Pavilion

Objective: To encourage wider availability of and access to the arts for the people of the Borough.

Performance Indicator	Performance 1998/9	Performance 1999/00	Estimated Performance 2000/01	Target 2001/2	Target 2004/5
* Average number of users per year as a % of total capacity	51.9%	42.6%	32.6%	Increase by 3%	60%
Number of Dacorum Card users as a % of overall users	1.1%	1.8%	1.9%	Increase by 2%	5%
% of programmes targeted at specific groups	47%	50%	33.7%	Increase by 2%	50%

* excluding private hire events. Considerable effort is being put into addressing the attendances through a range of activities and marketing .

We shall be monitoring the customer satisfaction levels and publicising functions to encourage new customers from 1 April 2001.

Old Town Hall Arts Centre

Performance Indicator	Performance 1998/9	Performance 1999/00	Estimated Performance 2000/01	Target 2001/2	Target 2004/5
* Average number of users per year as a % of total capacity	69%	62%	63%	Increase by 3%	70%
Number of Dacorum Card users as a % of overall users	1.1%	2.4%	1.7%	Increase by 2%	5%
Overall customer satisfaction rating of service	95%	97%	95%	Achieve 75%	95%
Develop new attenders as a percentage of current audience	N/A	11%	13%	Achieve 5%	15%
% of programmes targeted at specific groups	25%	26%	23.5%	Increase by 2%	28%

* excluding private hire events.

If you would like to know more please contact Sara Railson 01442 229093,
e-mail sara.railson@dacorum.gov.uk

Our Plans and Performance 2001/02

Heritage

Objective: To increase public awareness of the Heritage of the Borough, both within and beyond Dacorum.

Performance Indicator	Performance 1998/9	Performance 1999/00	Estimated Performance 2000/01	Target 2001/2	Target 2004/5
The number of museums operated or supported by the authority and the number of those museums registered under the Museums and Galleries Commission	1	1	1	1 (this includes visitors to the museum website)	1
The number of visits/usage of museums per 1,000 population (AC 14)	12	15	100	Increase the number of visits usage of museum* by 3% each year	120

* this includes the museum website.

If you would like to know more please contact **Mike Stanyon** on 01442 228794, e-mail mike.stanyon@dacorum.gov.uk

Our Plans and Performance 2001/02

Key Aim: Community Leadership

Dacorum Borough Council has maintained a high level of involvement with its local communities over the past twenty years through a network of community associations and neighbourhood centres. More recently it has been developing closer links through other means including community forums and working with interest groups in the community. The Council has had a significant part to play in supporting the voluntary sector in the Borough, and this support has enabled a very wide network of community-based facilities and help for local people who need it.

As the next few years progress, however, the Council will be involved in more high-profile activities throughout the Borough to involve and engage the public, in developing a Community Strategy for Dacorum in partnership with other organisations, such as the County Council, the Health Authority and the Police.

Making it Happen

- **Voluntary Sector Support**
- **Support to Community Associations**
- **Community Development**
- **Support Services**
 - Financial Services
 - Internal Audit
 - Information and Communication Technology
 - Call Centre
 - Personnel Services

Our Plans and Performance 2001/02

The main areas of the Council working to involve the community are presently:

Voluntary Sector Support

Objective: To provide support and contribute to the associated development of the voluntary sector across the Borough to enable it to meet the expressed needs of local people.

If you would like to know more please contact **Mike Kember** on 01442 228640, e-mail mike.kember@dacorum.gov.uk

Support to Community Associations

Objective: To provide professional advice, information and support to members and volunteers on Community Associations in order to ensure an efficient, responsive, diverse and effective community centres service.

Community Development

Objective: To develop community activity, volunteering and capacity building initiatives in Highfield and Grovehill. To develop partnerships and multi-agency working to develop events and activities to improve the local area and involve as many of the local community as possible

If you would like to know more please contact **David Gill** on 01442 228511, e-mail david.gill@dacorum.gov.uk

Our Plans and Performance 2001/02

Support Services

There is a group of services which deliver key functions to other parts of the Council, as well as to residents of the Borough. Without these support services the front line services would be less effective and efficient. So Dacorum Borough Council has to check that its own systems and internal services are run properly. Therefore the Council monitors the performance of services to 'internal customers', and this is an area that we shall be developing further. A review of support services is being undertaken in 2000/01 and is due to report in June 2001. The outcomes of the review will allow the Council to meet its objectives in improving efficiency and effectiveness.

Financial Services

Objectives:

Performance Indicator	Performance 1998/9	Performance 1999/00	Estimated Performance 2000/01	Target 2001/2	Target 2004/5
Annual reports and accounts completed 30/9 and reported to Policy Committee: yes/no	Yes	Yes	Yes	Yes	Yes
Final accounts audited by 31 December yes/no	No*	Yes	Yes	Yes	Yes
How much Council Tax did the Council collect?	97.8%	97.9%	98%	98.1%	98.4%
How much Business Rates did the Council collect?	99.3%	98.9%	98%	98.3%	98.6%
Cost per dwelling of collecting Council Tax?	£12.88	£13.62	£14.05	£14.05	To be in top quartile
% direct debit payments by those customers who are eligible to pay council tax or business rates	Council Tax 58.5% Business Rates 51.1%	Council Tax 60.7% Business Rates 56.1%	Council Tax 63% Business Rates 58%	Council Tax 65% Business Rates 60%	70% 65% 65%
% of all payments made over the internet to actively develop the use of the internet to promote a greater take up of benefits and payment of council tax over the internet	Not available	Not available	Not available	0.5% (300)	1.0% (600)
% of council tax payers satisfied with Revenues service	Not available	Not available	Not available	80%	95%
% of users of Berkhamsted and Tring cash offices satisfied with service	Not available	Not available	95%	96%	98%

* The Council decided to delay completion of the Final Accounts pending the announcement of the Government's decision on Negative Housing Subsidy.

If you would like to know more please contact Dave Kirk on 01442 228318, e-mail dave.kirk@dacorum.gov.uk

Our Plans and Performance 2001/02

Internal Audit

Objective: To provide an internal audit and corporate anti-fraud service to the Borough Council.

Performance Indicator	Performance 1998/9	Performance 1999/00	Estimated Performance 2000/01	Target 2001/2	Target 2004/5
To ensure the Internal Audit Service is compliant with the Code of Practice for Internal Audit	N/A	N/A	100%	100%	100%
To ensure that the percentage of programmed audit projects are completed within the financial year	95%	85%	65%	85%	90%
To ensure that a final audit report is issued to the Director within 10 working day of the completion of the project	100%	100%	100%	100%	100%
To ensure the work of the Corporate Anti-Fraud Team is compliant with the DSS Fraud Code	100%	100%	100%	100%	100%
To achieve the DSS WBS threshold	N/A	145%	160%	165%	170%
To identify fraudulent overpayments of housing benefit and council tax benefit	£133,067	£170,000	£175,000	£180,000	Not predictable

If you would like to know more please contact **Bob Miller** on 01442 228312, e-mail bob.miller@dacorum.gov.uk

Information and Communication Technology

Objective: To provide a comprehensive ICT service to all staff and Members.

To ensure the ICT is used to its full capacity in delivering the Council's service performance from 1 April 2000, we shall be monitoring the following Performance Indicators which have been developed by the Society of Information Technology changes and will allow us to compare Dacorum Borough Council's performance with other local authorities and organisations. Areas covered include:

- Customer satisfaction
- Percentage calls resolved within agreed timescale
- Percentage of successful projects
- Procurement cost of workstation
- Total cost of connection to voice network
- Cost of connection to the data network
- Support costs per workstation
- Workstations supported per support specialist
- Ratio of workstations to employees
- Number of training hours received per employee
- Availability of the ICT service
- Accessibility of information to the general public

If you would like to know more please contact **Anton Heyworth-Dunn** on 01442 228300, e-mail anton.heyworth-dunn@dacorum.gov.uk

Our Plans and Performance 2001/02

Call Centre

Objective: To deliver a prompt, effective and extended telephone response to Dacorum Borough Council customers in respect of a variety of services.

To achieve a minimum monthly average of 87% satisfaction on customer feedback.

Performance indicator	Performance 1998/9	Performance 1999/00	Estimated Performance 2000/01	Target 2001/2
Speed of response to callers	–	9 seconds	5 seconds	12 seconds
Customer satisfaction with service of Call Centre	–	99.6%	100%	97%

If you would like to know more please contact Karen Tarbox on 01442 867857, e-mail karen.tarbox@dacorum.gov.uk

Personnel Services

Objectives: To ensure the Council maintains its position as a good employer, applying good practice and meeting its legal obligations in relation to employment and equal opportunities.

Performance Indicator	Performance 1998/9	Performance 1999/00	Estimated Performance 2000/01	Target 2001/2	Target 2004/5
Training budget	£47,800	£36,810	£29,720	£96,500	£100,000
Number of participants on corporate training	933	1,230	750	1,500	1,800
Number of training courses on corporate training programme	109	154	141	180	200
Number of working days/shifts lost to sickness absence	11.5 days	11.88 days	9.04 days	8.5 days	6.8 days
The average number of occasions of sickness absence per employee	Not available	Not available	1.8	1.7	1.6
% of employees with nil sickness – financial year, by head count	Not available	Not available	29%	35%	40%
Number of leavers as a percentage of staff in post (annual turnover)	11.4%	7.3%	17.3%	Not set	15%
Average recruitment advertising costs for each employee successfully recruited	Not available	Not available	£441	No increase	£400

If you would like to know more please contact Ron Down on 01442 228510, e-mail ron.down@dacorum.gov.uk