



Public Document Pack  
**FINANCE AND RESOURCES  
OVERVIEW AND SCRUTINY  
AGENDA**

*Scrutiny making a positive difference: Member led and independent, Overview & Scrutiny Committees promote service improvements, influence policy development & hold Executive to account for the benefit of the Community of Dacorum.*

**TUESDAY 3 DECEMBER 2019 AT 7.30 PM**

**DBC COUNCIL CHAMBER - THE FORUM**

The Councillors listed below are requested to attend the above meeting, on the day and at the time and place stated, to consider the business set out in this agenda.

Membership

Councillor Chapman  
Councillor Guest  
Councillor Tindall  
Councillor Adeleke  
Councillor Barrett  
Councillor Arslan  
Councillor Mahmood

Councillor Mahmood (Chairman)  
Councillor Sinha  
Councillor Townsend  
Councillor Claughton  
Councillor Symington  
Councillor Taylor

For further information, please contact Corporate and Democratic Support

**AGENDA**

**9. CORPORATE PLAN (Pages 2 - 25)**

# Agenda Item 9



<b>Report for:</b>	<b>Joint Overview and Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>3 December 2019</b>
<b>Part:</b>	<b>1</b>
If Part II, reason:	

Title of report:	
Contact:	Andrew Williams, Leader of the Council Author/Responsible Officer: Sally Marshall, Chief Executive
Purpose of report:	To seek feedback to Cabinet on the Council's new Corporate Plan 2020-2025.
Recommendations	For Scrutiny Committee to provide feedback to Cabinet on the Corporate Plan
Corporate objectives:	The Corporate Plan will support all five of the Council's corporate objectives:  <ol style="list-style-type: none"> <li>1. A Clean and safe environment</li> <li>2. Building strong vibrant communities</li> <li>3. Ensuring economic growth and prosperity</li> <li>4. Providing good quality affordable homes, in particular to those most in need</li> <li>5. Ensuring efficient, effective and modern service delivery</li> </ol> <p>It sets out the updated priorities for the Council.</p>
Implications:	<u>Financial</u>
'Value for money' implications	The plan sets out the priorities and vision for the organisation over the next five years. As a result it will inform and shape the strategic and financial decision making process of the organisation, including our Medium Term Financial Strategy (MTFS).  <u>Value for money</u>  A key priority within the plan is 'Delivering efficient, effective and modern service delivery'.  This will ensure that we focus on achieving the Council's savings and priorities while maintaining quality and protecting frontline services.

Risk implications	<p>Risk assessment reviewed</p> <p><u>Risk 1</u></p> <p>The plan sets out the priorities and vision for the Council over the next five years and frames the operational and financial planning.</p> <p>Without a clear and considered document, there is a risk that we will start to work in a way that does not meet the expectations and needs of residents or Members.</p> <p><u>Risk 2</u></p> <p>The lack of a plan would increase uncertainty and makes it difficult for teams focus their attention and resources in the right area.</p> <p>One of the key elements within a plan is to set out the priorities that the Council needs to address.</p> <p><u>Risk 3</u></p> <p>The plan also provides a series of key performance indicators enabling us to chart our progress.</p> <p>Without an effective plan it is possible that we may be working in a way that causes duplication, waste or poor performance.</p>
Community Impact Assessment	Community Impact Assessment will be undertaken on the annual Corporate Action Plan
Health and safety Implications	None
Consultees:	<ul style="list-style-type: none"> <li>• Corporate Management Team</li> <li>• Dacorum Borough Council Officers</li> <li>• Overview and Scrutiny Committees</li> </ul>
Background papers:	Corporate Plan – 2020 - 2025 - PDF
Historical background <i>(please give a brief background to this report to enable it to be considered in the right context).</i>	The Council's current Corporate Plan was adopted by the Council in 2016, following the election of a new administration in May 2019 the draft Corporate Plan attached to this report has been prepared based on the existing Corporate Plan 2015 to 2020, the administrations' manifesto and facilitated workshop undertaken attended by Cabinet and Corporate Management Team.

Glossary of acronyms and any other abbreviations used in this report:	<p>DBC – Dacorum Borough Council</p> <p>CAP – Corporate Action Plan</p>
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## Background

The Corporate Plan is a key element of the Council's strategic decision making process. The Council needs to ensure that it has an up-to-date plan that is robust, forward thinking and responsive to the current and future challenges and opportunities facing the organisation.

The existing plan covered the period 2015 to 2020 and therefore needs to be updated to provide the direction and vision for the next five years.

## The Corporate Plan – The Approach

This update of the Corporate Plan builds on the positive aspects in the previous document.

A review of the existing Corporate Plan has been undertaken by officers in consultation with Cabinet members based on the administration's manifesto commitments, current performance indicators, project plans and a facilitated workshop attended by Cabinet and Corporate Management Team. The existing priorities remain relevant and address the key issues of focus for the Council.

The priorities are:

- **A clean, safe and enjoyable environment**
- **Building strong and vibrant communities**
- **Ensuring economic growth and prosperity**
- **Providing good quality affordable homes, in particular to those most in need**
- **Ensuring efficient, effective and modern service delivery**

The wording of the last priority has been changed from "A modern and efficient Council", which was considered more internally focused to "Ensuring efficient, effective and modern service delivery", which is more externally focused taking account of the expectations of our customers and communities.

In addition, this plan also **provides a focus on addressing climate change** by adopting all reasonable steps, which will cut across the delivery of each of the Council's priorities.

To ensure the plan drives improvement and achieves its ambitions there is also a commitment to produce an annual Corporate Action Plan (CAP) as part of the Council's Budget and Service Planning programme. This plan will set out the major projects and activities that we are introducing for each priority as well as setting out the performance indicators for measuring success.

The first CAP will be produced during 2020 to ensure it reflects the targets and indicators for the new financial year.

## **The Corporate Plan – Summary**

### *Page 4 – 5: ‘About Dacorum’ and ‘What is the Corporate Plan*

- These sections offer statistics and explanations to set the work of the Borough Council into context. These pages also provide more information about the Corporate Plan and how it fits in with the Council’s other strategies and plans.

### *P 6 – 7: ‘Our Vision, Priorities and Values’*

- This section sets out the Council’s vision and priorities and it shows the links between them. It also reaffirms the Council’s commitment to an evidence-based approach and highlights organisational values and behaviours.

### *P 8 – 9: ‘Looking Forward: Dacorum over the next five years’*

- This section provides some narrative summarising the nature of changes and developments can be expected as a result of the delivery of this plan.

### *P 10 – 19: Priorities*

These sections show:

- What has happened so far – a summary of the Council’s key achievements during the cycle of the last Corporate Plan
- Over the next five years – a summary of the key areas of focus which will be incorporated into the more detailed Corporate Action Plan
- What difference will this make to you? – a summary of the key outcomes that our customers and communities can expect to be achieved

## **Corporate Plan – Publication**

To support the Council’s ongoing commitment to be a “paper-lite” organisation the plan will primarily be available on the website; however a small print run can be undertaken as required for distribution at exhibitions and events.

Officers will also communicate the key elements of the plan using Social Media and the Council’s Digital Dacorum programme.

## **Summary**

The Council’s existing Corporate Plan covered the period 2015 to 2020. A review of the Council’s existing Corporate Plan has been undertaken to produce an updated Corporate Plan for the Period 2020 to 2025.

The combined Overview and Scrutiny Committees are recommended to provide feedback to Cabinet on the updated Corporate Plan (2020 to 2025).



# Delivering for Dacorum

Corporate Plan 2020-2025

[www.dacorum.gov.uk](http://www.dacorum.gov.uk)

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# Foreword

Over the last the five years we've seen real progress across Dacorum. Our £30 million regeneration programme has transformed the Old Town High Street, the Marlowes shopping area, Bank Court and bus interchange, and reinstated the Jellicoe Water Gardens to its original glory. There has also been significant investment to the Maylands Business Park and other facilities throughout the borough such as the Tring Swimming Pool and the provision of a new multi-storey car park in Berkhamsted, due for completion in spring 2020.

We are escalating our house building programme, providing additional affordable and social housing to the residents of Dacorum. Additionally, we are committed to spending around £20m per year on making sure our existing properties are as good as they can be.

We've also continued to improve the quality and efficiency of our services. In the last 10 years the Council has faced a 70% reduction in Government funding, while also increasing performance and satisfaction across key services.

However, while much has been achieved, we know that more needs to be done.

Dacorum is already a great place to be but we are ambitious to make it even better.

This plan clearly sets how we will deliver our key priorities:

- A clean, safe and enjoyable environment
- Building strong and vibrant communities
- Ensuring economic growth and prosperity
- Providing good quality affordable homes, in particular for those most in need
- Ensuring efficient, effective and modern service delivery

With greater pressures on services and a decreasing pot of funding we know that some tough decisions will have to be made. In summer 2019 the Council recognised the importance of Climate Change Emergency. This will be a key consideration in the delivery of each of our key priorities.

But with challenge comes opportunity. Through innovation and the use of technology we can create services that are more effective and tailored to the needs of residents. We will also continue to reduce costs and improve standards by ensuring our approach is always underpinned by the latest research and evidence.

The next five years will continue to be challenging but we are determined to succeed and our Corporate Plan sets out a clear vision and roadmap to ensure that we create a borough which enables the communities of Dacorum to thrive and prosper.

It is a huge privilege to serve the people of Dacorum and we are confident that together with the community we can ensure that this continues to be a fantastic place to live, work and enjoy.



Andrew Williams  
Leader of  
the Council



Sally Marshall  
Chief Executive

# About Dacorum

## Wards and members:

**51**

elected Councillors representing 25 wards



## Total Population:

Dacorum has a population of 154,280 which is **13%** of the total population of Hertfordshire

## Male/Female:

There are **75,793** males (49%) and **78,487** females (51%) living in the borough



## Age Structure:

**62%** of the borough's population is aged between 16 and 64; **20%** of the population are children



## Waste:

On average we empty **12 million** waste and recycling bins each year



## Parking:

We manage 24 car parks, **20** of which have achieved the Park Mark for safety



## Housing stock:

We own **10150** homes and have 1797 leaseholders, in **26** different areas including Hemel Hempstead, Berkhamsted, Tring and Kings Langley



## Rural and Urban:

Almost **85%** of Dacorum is classed as rural and some **60%** is in the Green Belt

## Leisure Services:

Last year we had over **47,500** attendances at our adventure playgrounds



## Customer Services:

In 2018/19 we welcomed **60,856** customers to our contact centres and answered

**88,178** calls



## Funding:

We receive **11p** for every **£1** you pay in council tax. **78p** goes to Herts County Council and **11p** goes to the Police





# What is the Corporate Plan?

## The Corporate Plan

The Corporate Plan is a key element within our strategic decision making process. It outlines our vision and priorities for the next five years as well as providing a focus for service delivery and performance.

## The Medium Term Financial Strategy

This is our key financial policy. It considers the financial implications of our Corporate Plan as well as providing a framework to ensure we manage our money in the most effective way. The strategy also informs the annual budget-setting process. Since 2010 we have worked hard to protect the front line, whilst facing a £7m reduction in government funding. However as funding from central Government faces a period of renewed uncertainty, we will continue to identify further efficiencies to deliver the Medium Term savings requirement of £3m while maintaining core services.

## A new Local Plan for Dacorum

Following our 2013 Core Strategy, the new Plan is to anticipate and manage development and land-use change in Dacorum to 2036. It describes our strategic vision and objectives for the borough as well as setting out key policies including new sites to provide homes and jobs, town wide strategies and required infrastructure.

The strategy is also a key tool to help maximise new investment and promote economic regeneration.

## Service Plans and Operational Strategies

Our service plans and operational strategies set out how individual teams are going to deliver their objectives.

These flow directly from the corporate priorities and they describe the key objectives and activities for each area as well as highlighting the performance indicators and risks that will be used to assess progress.

# Our Vision, Priorities and Values

“ The Council is committed to working in partnership to create a borough which enables the communities of Dacorum to thrive and prosper. This requires us to play a leadership role in bringing together a range of organisations and individuals to support and sustain good conditions for local growth ”

## Vision

After consulting with Members and our communities, we adopted our strategic vision in 2010. This vision has been kept under review and remains relevant today.

The vision clearly sets out the direction of travel for the Council and in doing so; it shapes our priorities and informs all our strategies and plans. It also details how we work alongside our local partners to deliver the services that people need.

## Priorities

Priorities tell teams what to focus on when they are designing and delivering services.

They have been set by our Councillors, taking into account our vision and what is most important to our residents:

- A clean, safe and enjoyable environment
- Building strong and vibrant communities
- Ensuring economic growth and prosperity
- Providing good quality affordable homes, in particular for those most in need
- Ensuring efficient, effective and modern service delivery

We also recognise the importance of taking an evidence-based approach and making decisions based on a sound understanding of the issues and the latest research into what does and does not work.





# Values Driven

We have a clear set of values that are fundamental to who we are and how we behave.



Take responsibility



Be positive



Work with others to  
deliver a great service



Be reliable

These behaviours help us deliver on our priorities as well as guiding the recruitment and training of the staff who work for us.



# Looking Forward:

## Dacorum over the next five years

We will build 400 new Council homes to help make the area more affordable for families, while continuing to invest in our existing housing stock. Through careful planning we will also ensure that the quality and character of our towns and villages is maintained.

The traditional view of the Council as a main provider of services is unrealistic in a world where people shop around at the touch of a button. In the future we will work with a mixture of voluntary, private and public sector partners to provide the services that residents need. The Forum, which opened in 2017, supports this approach by bringing a number of different organisations together into one building.

We will use new technologies and ideas to deliver innovation and increase efficiency. This includes putting more services online, improving processes and using data to design more intelligent ways of working. We will also look at new ideas including the use of behavioural insight to help improve the resident experience.

We have already saved £7 million over the last nine years. We will continue to look at ways to reduce the Council's costs. Through our budgeting process we will identify savings and focus on our core priorities. We will also ensure services are commercially minded and that we maximise the returns from our assets.

Our £30m regeneration programme has been completed, creating a lively and vibrant new town centre in Hemel Hempstead. We are also investing in other areas across the borough including a new car park in Berkhamsted which is due to open in spring 2020, and other projects to renovate play areas and improve road safety.

The long-term future of the area around the hospital site in Hemel Hempstead is a key issue. We will work with our partners including Hertfordshire County Council and the Herts Valley Clinical Commissioning Group.

We will work with our partners, (St Albans City and District Council, Hertfordshire County Council, Hertfordshire Local Enterprise

Partnership (LEP) and Crown Estates) to further develop plans for the Hemel Garden Communities.

We will also continue to work with the Hertfordshire LEP, St Albans City and District Council, and Hertfordshire County Council on delivering the Hertfordshire Innovation Quarter, the Enterprise Zone that includes parts of Maylands and adjoining land up to the M1. This will bring funding and jobs for the local economy matched with the money for essential infrastructure including major road improvements to reduce congestion.

We have completed a strategic review of our leisure services and awarded a 10 year contract to Sports and Leisure Management Limited (trading as Everyone Active) to run our leisure facilities.

The Council and Everyone Active have

invested over £4 million improving the Hemel Hempstead and Berkhamsted Sports Centres and refurbishing the swimming pool and associated facilities at Tring School.

We will continue to invest in projects to enhance our sports and leisure facilities including a project to consider the feasibility of a new sports centre in Berkhamsted.



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# Our Priorities

## 2020 - 2025

Our previous plans focussed on getting the building blocks in place to develop a borough that prospers and thrives, whilst funding regeneration to attract inward investors.

This plan builds on these foundations. In addition, the Council has committed to addressing climate change and adopting all reasonable steps, which cuts across the delivery of each of the Council's priorities which focus on the issues that matter most for residents:



A clean, safe and enjoyable environment



Building strong and vibrant communities



Ensuring economic growth and prosperity



Providing good quality affordable homes, in particular for those most in need



Ensuring efficient, effective and modern service delivery



# A clean, safe and enjoyable environment

## What's happened so far?

- We have continued to deliver a high performing recycling service and have commenced the introduction of separate, weekly collections of food waste from approximately 10,000 flats
- We have increased our recycling rate year on year over the last four years. Our current recycling rate is 52.3 %
- We have included the collection of additional materials such as tin foil and tetra pak in the materials we collect and recycle
- We have hosted celebrations for a number of key events including the Tour of Britain cycling race and Armed Forces Day celebrations
- We have trained over 239 staff to help victims of abuse
- We have supported a number of initiatives to tackle anti-social behaviour, leading to a reduction in police reports
- We have developed the Gadebridge Splash Park and installed new play equipment





## Over the next five years

- We will strive to increase recycling
- We will encourage greater user of green energy within our own buildings through a range of projects and activities
- We will achieve high targets for food premises inspection
- Our parks and recreational spaces will continue to be excellent quality spaces, achieving a green flag for environmental standards
- We will review the tree planting programme to facilitate net tree growth across the borough
- We will work with partners to focus on the twin aims of cutting crime and keeping people safe
- We will undertake initiatives with the Police to help tackle anti-social behaviour
- We will continue with the programme of standardising the frontline refuse fleet to reduce the amount of vehicles required.
- We will introduce a recycling service to commercial businesses.
- We will recruit a Climate Change Lead Officer to co-ordinate the Council's response to the Climate Change Emergency

## What difference will this make to you?

- This will reduce the amount of waste being sent to landfill, helping to protect the environment and address the climate change emergency
- This will enable us to continue to provide high quality open spaces that people can enjoy
- This will ensure that food businesses meet relevant requirements to provide clean and safe food
- This will create more sports and leisure opportunities for residents across Dacorum
- This will help to reduce the amount of carbon emissions produced





# Building strong and vibrant communities

## What's happened so far?

- We delivered a three year sports and physical programme aimed at tackling inactivity across our Borough which successfully reached over 2,000 people across Dacorum
- Over five years we commissioned £1.8 million of voluntary and community services delivered through local partners such as the Citizens Advice Bureau also based in The Forum
- We have worked with Hertfordshire County Council to deliver another £230,000 community based health and wellbeing projects
- We have awarded £350,000 to local voluntary and community groups through our community grants scheme
- We have implemented a new sports and physical activity strategy and are working with our partner to deliver the associated action plan
- We have numerous delivered community and wellbeing events, such as Armed Forces Day, community safety days, inflatable pop up events
- Held over 1,000 performances at the Old Town Hall
- Thousands of children have attended our free adventure playgrounds and community events





## Over the next five years

### We will:

- Continue to deliver the sports and physical activity action plan with our key sports stakeholders
- Continue to deliver community and wellbeing events/projects
- Continue to run our community grants scheme
- Support the Hertfordshire Year of Culture Programme 2020 with a year of events held in Dacorum

## What difference will this make to you?

- This will help tackle the key issues affecting our local communities
- This will ensure that services are tailored around the needs of residents
- This will improve the fitness and the health and wellbeing of residents in local communities where we know there are relatively low levels of participation in sports and physical activity generally





# Ensuring economic growth and prosperity

## What's happened so far?

We have completed our £30m Hemel Evolution programme in Hemel Hempstead Town Centre. we've made improvements to the pedestrian shopping zone in Hemel Hempstead with a new town square, events space, lighting, landscaping and food court; a new, accessible bus interchange and the restoration of the Jellicoe Water Gardens. The opening of The Forum in 2017, provided new community hub for the town centre with a new Library, space for Voluntary Sector organisations and office space for the Borough Council and Herts Valleys CCG.

- The Hertfordshire Innovation Quarter became operational offering some 200 acres of land for the development of enviro-tech businesses, with the first occupiers already established at Maylands Avenue and Prologis Park, Hemel Hempstead
- We have brought forward our new Strategy for managing Growth in the Borough and identified the infrastructure requirements to meet local needs
- We have secured Garden Town status for Hemel Hempstead through the Garden Communities programme which will deliver 11,000 new homes and 10,000 new jobs by 2050
- We have built two new extensions to our highly successful Maylands Business Centre to help new enterprises grow and flourish
- We have helped secure the Business Improvement District in Hemel Hempstead Town Centre
- In 2018/19 we have supported the creation of 800 new jobs in the borough
- We registered 1,040 new businesses in the borough in 2017



## Over the next five years

- We will bring forward our new Local Plan to provide the framework for significant new housing delivery and space for business to grow and flourish
- Working with our partners we will enable the delivery of Hemel Garden Communities to deliver new homes and jobs, and help transform Hemel Hempstead in the process
- We will work with Hertfordshire County Council to deliver a sustainable transport plan for Hemel Hempstead linked to major growth and regeneration, helping to provide residents and businesses greener alternatives to travel by private vehicles
- Working with our partners to improve public transport connections by delivering a Multi Modal Transport Interchange for Maylands
- We will work with Hertfordshire IQ to help establish new enviro-tech and high value businesses
- We will continue to support the work of the Hemel Hempstead Business Ambassadors
- We will continue to promote Dacorum as a prime location for inward investment and create the regulatory and policy environment to help emerging sectors flourish
- We will continue to work with Government and partners to develop plans for the roll-out of gigabit connectivity in the borough

- We will work with Herts LEP and local colleges to develop skills for emerging growth sectors
- We will continue to encourage business start-ups through our high quality business centres and business development team
- We will work with town centre businesses across the borough and the Hemel Hempstead BID partners to address the future of our high streets to help enable them to develop and flourish

## What difference will this make to you?

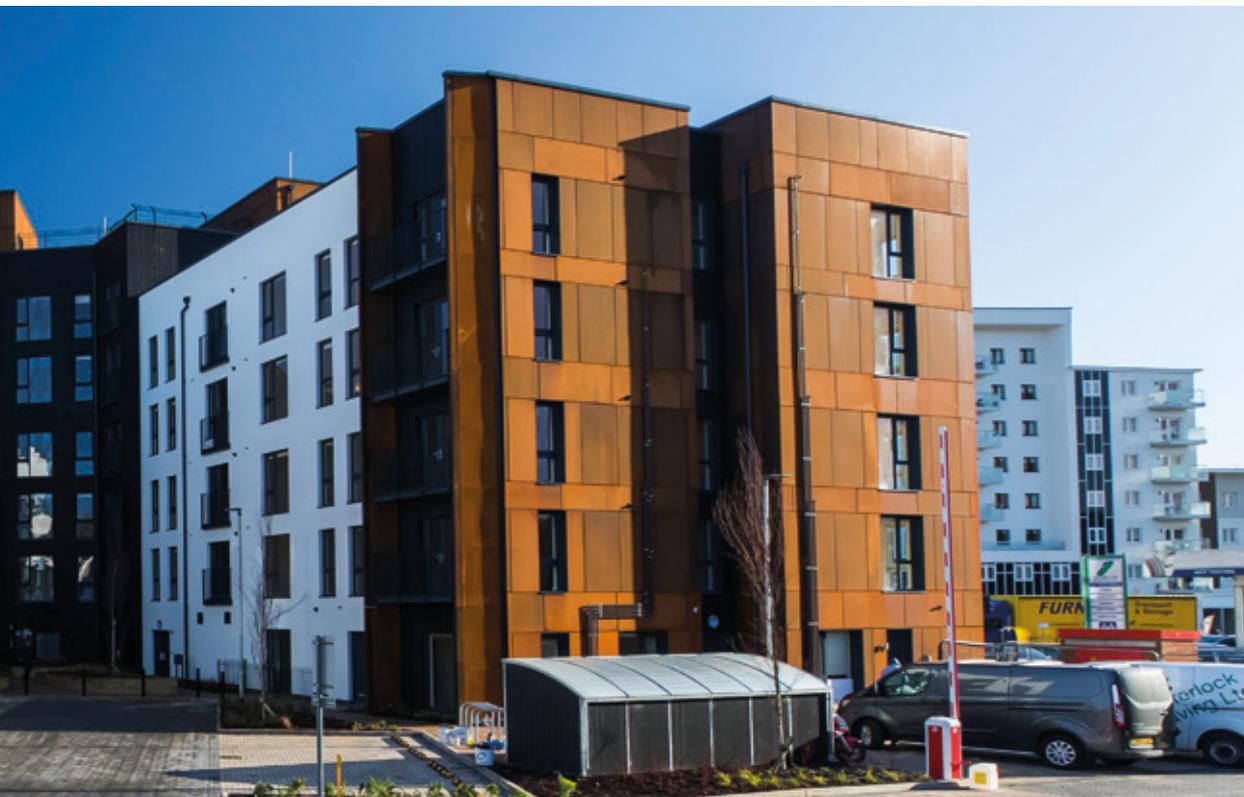
- Employment opportunities will be diverse and offer good choice, and unemployment is kept low, with the local economy strong and thriving
- New high quality housing of all tenures will be available in places that people are proud to live in
- In the long term, there will be better choice about how to get around and about in Dacorum
- It will be easier to access high quality services on-line
- Our town centres continue to evolve and flourish in a changing market



# Providing good quality affordable housing in particular for those in most need

## What's happened so far?

- We have developed a further 698 new affordable homes, including 216 new Council homes, which are let at social rent
- We have invested £96m in maintaining and improving the Council housing stock, including delivering a number of energy improvement measures
- We have consulted with over 1,200 residents on housing related services
- We have delivered 988 window replacements, with thermally efficient double glazed units, 6,632 composite doors, which have an insulated core and 3,941 condensing boilers which are much more efficient than the ones they replaced
- We have become the first social housing landlord to receive the Tenant Participation Advisory Service Pro accreditation and continued to retain our three star accreditation for excellence in recognition of our sheltered housing service from the Centre for Housing Support
- We have undertaken a rooftop development to provide six new homes and upgraded the thermal efficiency of the whole block
- We have achieved the National Practitioner Support Service Gold award for the management of homeless cases
- We have built, or converted properties, to provide 84 units of temporary accommodation



# rdable homes,

## Over the next five years

- We will build over 400 new Council homes and continue to provide support to Housing Associations where viable
- We will support the broader development of over 5,000 new homes
- We will commission a stock condition survey of Council housing and the private rented sector and review the provision of homes for older residents
- We will invest in improvements to make our existing homes more energy efficient
- We will invest £88m in our housing stock through our capital investment programme
- We will continue to support tenants to sustain their tenancies
- We will continue to consult on proposed developments and policy changes

- We will support residents to access good quality and affordable homes in the private rented sector
- We will continue to focus on preventing homelessness through proactive advice and assistance
- We will obtain grant funding, where possible, to support the delivery of all areas of the service

## What difference will this make to you?

- This will help more residents to access good quality affordable homes
- This will ensure these homes are well maintained and continue to receive investment
- This will provide a variety of good housing options for those in need
- This will provide further improvements to sheltered accommodation to ensure it meets the ongoing demand
- This will ensure that residents views are at the heart of our housing policy



# Ensuring efficient, effective and modern service delivery

## What's happened so far?

- We have built and launched MyDacorum (an on-line portal) for residents to carry out personalised interactions with the Council, from waste services (bin collection reminders, etc.) to Council Tax payments and many other services. We now have over 2,400 signed up users of the service and the number is growing quickly
- We have replaced a costly and outdated Customer Relationship Management computer system
- We have invested in our rolling IT programmes, providing a range of devices which allow maximum flexibility to enhance our service delivery
- We have replaced or implemented major upgrades to our computer systems including Finance and Planning/Development
- We have reviewed our data centres that support all Council services, rationalising our approach to disaster recovery and producing savings in the process
- In April 2019 around 200 employees of the NHS Herts Valley Clinical Commissioning Group moved from a private office in Maylands to share The Forum with the Council
- Customer service staff are available on the floor to proactively help customers in The Forum to see if their query or services could be delivered on-line

## Over the next five years

- We are continuing to upgrade or replace legacy systems as opportunities present, including the Human Resources system in early 2020
- We will implement technologies that provide efficiency gains, including Robotic Process Automation and more agile/mobile working in 2020
- We will continue to add further functionality to MyDacorum, starting with trackable repairs reporting for Council tenants
- We will continue to develop the Council's Customer Relationship Management solution, and in 2020 allowing us to make use of further 'off-the-shelf' improved functionality
- We will work with services to review business processes and identify opportunities for improvement, whether through technology or other means

## What difference will this make to you?

- This will help us keep Council Tax increases low while still investing in front-line services
- This will ensure that we spend money in the most effective way possible
- This will ensure that we get a good return from our public assets
- This will reduce bureaucracy and free up staff time to focus on what matters most
- This will make it easier to access services online and at a time that is convenient for you



# The Corporate Action Plan - Delivering our priorities and understanding the impact

The Corporate Plan is vital in setting out our long-term vision and priorities for action. However it's important that this plan also informs our thinking on a day-to-day basis.

That's why this document is underpinned by a Corporate Action Plan which will run for the lifetime of the plan and is updated annually. This will show, in detail the different projects that we are taking forward for each priority.

We will also monitor our progress against a series of performance indicators and we will set strict targets to ensure that we meet the high standards expected of each service.



Please email [communications@dacorum.gov.uk](mailto:communications@dacorum.gov.uk) or contact **01442 228000**  
(ask for communications) if you require this Information in an alternative format.

[www.dacorum.gov.uk](http://www.dacorum.gov.uk)