

# **DACORUM'S COMMUNITY PLAN**

## **DACORUM 2015 - A Better Borough**

**Working  
Together  
to Make a  
Difference**

Final Draft v 3: 11<sup>th</sup> June 2004

## **1. COMMITMENT FROM PARTNERS**

Signatures of Chief Executives etc

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## 2. INTRODUCTION

### **Working Together to Make a Difference**

Less crime, litter and air pollution, with more well-paid jobs, health and social equality for everyone are just some of the things we want to achieve in our borough over the next few years.

We know these things are important because we've asked the people who live in Dacorum – and now we're planning to act on what you've told us through our Community Plan.

The 2004/5 Community Plan which takes us through to 2015 has not only been developed through consultation with residents but is also strongly supported by all local agencies through the Local Strategic Partnership (LSP).

It is based around nine key themes:

- Reducing Crime and Feeling Safe
- Creating a Cleaner and Healthier Environment
- Improving Social Care and Health
- Ensuring easy access to Local Employment
- Delivering Lifelong Learning
- Meeting Housing Need
- Promoting Culture, Arts and Leisure
- Encouraging Community Involvement
- Responding to the needs of Children and Young People

- in fact all of the crucial elements to a happy, healthy lifestyle – leading to social, economic and environmental well-being and a feeling of contentment and safety for all the community.

Members of the LSP are committed to working together to make a difference for the people of Dacorum. They are planning their work programmes around these key themes to deliver the best possible integrated services within the Borough.

It is only by working together in this way that we can strive to achieve a better Borough and way of life for ourselves, our children and their children.

Thank you to everyone who has taken the trouble to make their feelings known on these important issues and we will do our very best to deliver the kind of quality services that everyone in Dacorum wants and deserves.

Andrew Williams, Leader

### **3. PROFILE OF DACORUM - A BOROUGH TO BE PROUD OF**

Dacorum is a mixture of urban and rural communities in west Hertfordshire.

Hemel Hempstead was one of the first “new towns” built after the Second World War and brought rapid growth to the area. The market towns of Berkhamsted and Tring with their agricultural heritage are situated in the more rural areas of the Borough.

Over a third of the Borough’s 210 square kilometres are designated part of the Chilterns Area of Outstanding Natural Beauty.

Dacorum has excellent transport links via the M1 and M25 motorways and the West Coast Mainline Railway which provides fast connections to London Euston, the Midlands and North-West. Luton and Stansted Airports are within easy reach and the Grand Union Canal crosses the Borough.

## Demographics

At 137,799 residents Dacorum has the highest population of all Hertfordshire's Boroughs and Districts according to the 2001 census. 15% of residents are aged 65 or more and 19.7% are under 15. There are 57,612 (2003 figure) dwellings, of which around 20 % (11,291) are owned by the Council.

The population is forecast to increase by 7,387 people, (5.4%) over the next 20 years. One of the most significant features for the Community Plan, is the growth of the population in the over 65 age group - 5,742 more people, and in the over 80 retirement group - 1,867 more people by 2021

Conversely, in the 0-19 age range an overall decline is forecast of 1.9 % (644 people). In the 20-29 age range, however, a rise of approximately 1,315 or 8.5% is forecast. This is particularly significant since it is from this age group that new households will be forming which will have implications for future affordable housing need, both in the short and longer term.

The 2001 census also showed that people from black and ethnic minority communities constitute 4.6% of the Borough's population and that 5.2% of households are headed by a lone parent.

The population profile varies ward by ward. The generation that originally moved to the new town as young adults is now at retirement age, and the proportion of 40-59 year olds (children of the original new town settlers) is increasing. (*Census 2001*)

Dacorum is among the 50 most affluent areas in the country – but still has some deprived areas. The last Index of Multiple Deprivation, taking a range of economic and social statistical measures, ranked Dacorum at 312 out of a total 354 English Council areas. This means only 42 authorities are more affluent than Dacorum. However of 27 wards in the Borough, three are in the 50% most deprived wards in England.

## Dacorum's Economy

About 61% of employed residents work within the Borough - mostly in service sectors such as finance, banking, education and health.

Dacorum has a high number of small and medium sized firms with 87% employing fewer than ten people.

Dacorum Borough Council is a major employer along with Kodak, Parker Hannifin and Dixons who have headquarters in the Borough.

With 1.7% of eligible residents claiming benefits, unemployment is low compared to a national average of about 2.6%. (*HCC Unemployment Bulletin August 2003*)

#### **4. OUR COMMUNITY PLAN - A VISION FOR THE BOROUGH**

This is Dacorum's second Community Plan and it provides a vision for the Borough through to 2015.

It aims to reflect the key needs and priorities of local residents, businesses and workers and bring together organisations from the public, private and voluntary sectors to collectively work towards meeting those needs.

The process of drawing up the Community Plan is painstaking and involves many individuals and organisations.

Over 100 people got together at a ground-breaking conference in Dacorum this Spring to start the ball rolling. They were experts from different areas of the community with specialist skills and knowledge, mixed into groups to look at ways of working together more effectively. Imaginative suggestions were put forward with the single aim of building on what is good in the Borough and creating the kind of place we would be proud of our children inheriting.

While talking together is good – listening is even more important and having established what we saw as the priorities for the 2004/5 Community Plan it was important to ask residents to have their say through the Citizens Panel Survey. Those views have now been incorporated into the final plan.

##### **What you told us**

The Community Plan is delivered by the Local Strategic Partnership – a group of organisations working together to provide better, more joined-up services for the people of Dacorum.

Identifying key priorities in this way provides a focus for individual organisations when they are drawing up their work programmes and results in everyone concentrating on the same priorities. The range of organisations working together include Dacorum Borough Council, the police, Primary Care Trust, voluntary sector organisations, Hertfordshire County Council and local businesses.

## How the Community Plan evolved

1. We talked together
2. we thought about it
3. we acted
4. we told you what we were doing
5. we asked your views
6. we re-worked our actions
7. we wrote the plan

Drawing up the plan is just the start. Making sure the actions happen and reviewing progress is a major part of the process.

Progress since the first Community Plan was published is impressive:

- Over 400 smokers have been helped to quit through services provided by the Dacorum Primary Care Trust
- Drug users and dealers are being targeted in an attempt to reduce the availability of crack cocaine in the Borough
- New affordable housing is being provided and a homelessness strategy set up
- More people involved in volunteering
- A cultural strategy was produced, aimed at improving the lives of residents and visitors to the Borough
- More services and support for children, young people and families
- The roll out of the 'wheeled bin service'
- Membership of Neighbourhood Watch schemes increased to over 16,000 (5% increase).
- Set up the Business Contact Centre - "one stop shop" for business needs in partnership with other agencies
- Delivered more than double the targets regarding entrepreneurship and small business advice through the partnership with Wenta Business Services (enterprise agency)
- 34 "bite size" taster courses run by Dacorum Learning Forum, autumn 2003
- Increased services to enable older people and those with special needs to remain independent at home.

Herts Together – the countywide strategic partnership has just drawn up its first community strategy. It has a vision to create a sustainable Hertfordshire and invest in young people and children to secure healthy, safe and prosperous communities by providing:

- A voice for Hertfordshire which promotes the interests of residents, businesses and communities
- Leadership in achieving common goals through strategic planning and service delivery
- Added value in driving forward shared priorities and developing partnerships

In this way Herts Together aims to complement the work already being done by the Local Strategic Partnerships in all of its district and borough councils.

## 5. PRIORITY THEME AND OBJECTIVES

### (1) Reducing Crime and Feeling Safe

#### **Vision**

- Creating a cohesive community where people feel safe by tackling crime and disorder and improving quality of life for everyone who lives and works in the Borough.

**Theme Lead Forum:** *Community Safety Partnership*

#### **To deliver this vision we need to ensure:**

- Older people feel safe
- Younger people feel included
- Domestic violence is addressed
- Nuisance behaviour is addressed
- Policing meets the needs of the community
- More tolerance towards each other
- Illegal drug and alcohol abuse is controlled

#### **Achievements so far:**

- Reduction in anti-social behaviour resulting from the introduction of an Anti-Social Behaviour team in June 2002.
- Targeting drug dealers and young drug abusers through Operation Crystal and the West and Central Herts SWITCH project.
- Addressing hate crime – including domestic, racially motivated and sexual violence - through the recently opened Sunflower project.
- £200,000 CCTV expansion and upgrade currently underway.
- Public reassurance work of the Crime Prevention Panels e.g. property marking, security advice

## OBJECTIVES

#### **Building on these achievements we need to work towards:**

- Further improving relationships between the community and the police.
- Raising awareness of the measures already in place and those proposed
- Reducing drug abuse and address alcohol related issues
- Improving our street scene by designing out crime
- Developing community based activities to help prevent anti-social behaviour

#### **Partners and linked strategies:**

Dacorum Community Safety Partnership involves Hertfordshire Police, Dacorum Borough Council, Hertfordshire County Council and a range of voluntary and community organisations. Key elements of its strategy are to reduce fear of crime in the Borough at the same time as reducing total recorded crime and anti-social behaviour. (*Source: [www.saferdacorum.info.co.uk](http://www.saferdacorum.info.co.uk)*)

Drug Action Team Partnership – (Young People's Substance Misuse Plan)

#### **Measuring our success by monitoring:**

- By the percentage of residents who tell us they consider their area to be safe
- Recorded crime levels

## 5. PRIORITY THEME AND OBJECTIVES

### (2) Creating a Cleaner and Healthier Environment

#### **Vision**

- Encouraging individuals and organisations to work together to tackle environmental issues and enhance the natural beauty and built environment of the Borough and to be mindful of what can be done locally to improve the global environment.

**Theme Lead Forum:** *Dacorum Environmental Forum*

#### **To deliver this vision we need to ensure:**

- More energy saving schemes and more people cycling and walking
- Maintaining and seeking to improve public transport
- Reduced volumes of waste through re-use, recycling and recovery
- Swift removal of dumped waste and clamp down on fly tipping
- Reduced levels of litter
- Improved air quality
- Education to help people – especially young people - value their surroundings
- Better quality rivers and wetlands

#### **Achievements so far:**

- An international environmental standard for waste services at Cupid Green
- Two new wheeled-bin rounds up and running
- Major environmental youth conference and established action plan
- Youth Environmental Forum and Charter under development

### **OBJECTIVES**

#### **Building on these achievements we need to work towards:**

- Changing human behaviour and educating people
- Creating more sustainable choices for people in terms of food, diet and environmentally friendly alternatives
- Improving rivers, wetlands and water
- Prioritising environmental issues in all of our activities
- Better public transport in order to reduce atmospheric pollution

#### **Partners and linked strategies:**

- Hertfordshire County Council
- Dacorum Environmental Forum, - representatives of public, private and voluntary organisations concerned with the local environment
- Hertfordshire Environmental Forum - eleven principal Hertfordshire local authorities plus regulators such as the Environment Agency
- Hertfordshire Waste Partnership and WasteAware
- Dacorum Green Business Club
- Bio Diversity Action Plan

#### **Measuring our success by monitoring:**

- air and water quality
- local bio-diversity
- cleanliness standards
- car use
- use of natural resources
- resident satisfaction levels

## 5. PRIORITY THEME AND OBJECTIVES

### (3) Improving Social Care and Health

#### Vision

- Eliminating social care and health inequalities by working together to provide a healthier and more caring environment where all people can live a more independent, safe and fulfilling life

**Theme Lead Forum:** *Dacorum Health, Care and Community Partnership*

#### To deliver this vision we need to ensure:

- More provision for young people e.g. community clinics and clubs
- Better education on health and social care issues for parents, children through greater links between health and education
- Local, relevant services tailored to the whole community, now and in 11 years time
- Listening and respecting individuals rather than stereotyping them and encouraging their involvement and responsibility in decision making
- Localised health support for individuals after diagnosis

#### Achievements so far:

- Projects aimed at reducing inequalities in health care are being led by a multi-agency group at Highfield
- Over 400 smokers were successful with quitting their habit through services provided by Dacorum Primary Care Trust.
- A project at Highview Lodge aimed at enabling older people to avoid long stay residential care and return to their own homes, is on target

## OBJECTIVES

#### Building on these achievements we need to work towards:

- Identifying existing inequalities by talking to skilled people, collecting and analysing information
- Providing integrated service delivery through one-stop shops, multi-tasking teams and sharing learning across organisations
- Prioritising current issues by involving the community – particularly young people
- Providing more care in the community

#### Partners and linked strategies:

Dacorum Health, Care and Community Partnership (Dacorum Primary Care Trust, Health Trusts, the voluntary sector, Hertfordshire County and Dacorum Borough Councils)  
Early Years District Partnership (Dacorum Borough and Hertfordshire County Councils and organisations from the voluntary and private sectors)

#### Measuring our success by monitoring

- Infant health
- Life expectancy
- Reductions in premature deaths
- Alternatives to hospital admissions for older people
- Level of community involvement in local health services.

## 5. PRIORITY THEME AND OBJECTIVES

### (4) Ensuring easy Access to Local Employment

#### **Vision**

- Building a flourishing and sustainable local economy to enhance the life of those living and working in and visiting Dacorum, by enabling businesses to work together more effectively; supporting business development opportunities and encouraging full employment through training and development.

**Theme Lead Forum:** *to be agreed with the partners identified below*

#### **To deliver this vision we need to ensure:**

- Strong links between business and education
- Affordable housing
- Dacorum is branded as the place for business to locate and flourish
- Entrepreneurship is encouraged and small micro businesses are supported and helped to grow
- Quality, well paid jobs with flexible working arrangements for everyone

#### **Achievements so far:**

- Promotion of the Dacorum Business Contact Centre which is working as a seamless service available to all businesses in the Borough
- Wenta Business Services (local enterprise agency) doubled the targets set in the service level agreement for the first 12 months and gave guidance and advice on business issues and for business start up alongside appropriate referral, to 512 people

## OBJECTIVES

#### **Building on these achievements we need to work towards:**

- Attracting and retaining a range of diverse businesses to the Borough
- Encouraging the best conditions for business in terms of infrastructure – logistics, transport and utilities
- Raising Dacorum's image and identity by improving the physical environment, celebrating success and increasing pride in local identity
- Improving business/education links by establishing a formal partnership between schools and local companies
- Affordable housing to match the level of jobs created

#### **Partners and linked strategies:**

Business Networks with the Private Sector (Herts Business Link, Hertfordshire Chamber of Commerce and Industry, Dacorum Green Business Club and B2E (Business to Education), Dacorum Borough and Hertfordshire County Council and businesses located or seeking to locate within the area, Wenta Business Service. Herts Prosperity Forum and East of England Development Agency Herts Economic Development Strategy, and the Regional Economic Strategy

#### **Measuring our success by monitoring:**

- People in paid work and local unemployment levels
- Business retention and growth (company movements in and out of the area)
- New businesses starting up – and still in business after 3 years
- Meaningful two way dialogue with the business community
- New jobs created or protected

## 5. PRIORITY THEME AND OBJECTIVES

### (5) Delivering Lifelong Learning

#### Vision

- Creating an inspired and involved learning community by supporting individuals, communities and local employers to enable those who live and work in Dacorum to maximise their full potential

**Theme Lead Forum:** *Dacorum Learning Forum*

#### To deliver this vision we need to ensure:

- Total involvement – with no barriers
- Local provision of community based learning
- Training in skills for life
- Better quality of life through raising aspirations and supplying information, advice and guidance
- Active business involvement
- Access to Community schools
- Accessible and suitable education and training

#### Achievements so far:

- 100 per cent success rate in funding bids to the Government backed Neighbourhood Learning for Deprived Communities programme
- Paradise Furniture project, Cultural Learning Project and Highfield Carnival Club all received funding from the Government backed Neighbourhood Learning for Deprived Communities programme, representing 100% success rate in bidding.

## OBJECTIVES

#### Building on these achievements we need to work towards:

- Changing perceptions of learning and teaching and valuing **all** learning, including non academic learning
- Providing access to learning for all communities and encouraging the support and use of school resources in the process
- Sustaining the provision of learning opportunities by maintaining funding, flexibility and joined-up thinking
- Providing a variety of learning styles to appeal to a wide range of communities and individuals
- Involving and engaging the community in the decision-making process
- Involving businesses in addressing skills shortages

#### Partners and linked strategies:

Led by Dacorum Learning Forum: (West Herts College, Dacorum Borough and Hertfordshire County Councils, schools and voluntary and private sector education providers.)

#### Measuring our success by monitoring:

- Effectiveness of events and publicity advertising learning, especially skills for life
- Increased involvement of schools, community groups and businesses in learning provision for all through Dacorum Learning Forum
- Setting up projects in partnership to address the wide variety of learning needs

## 5. PRIORITY THEME AND OBJECTIVES

### (6) Meeting Housing Need

#### Vision

- Maximising affordable housing and providing opportunities for people to live in quality homes in communities they value

**Theme Lead Forum:** *to be agreed with the partners identified below*

#### To deliver this vision we need to ensure:

- Affordable homes in the right places
- Appropriately sized homes
- Socially supported housing for older, younger and special groups
- A mix of available housing – ownership and rental accommodation
- Easy access to housing
- Creation of communities rather than housing estates

#### Achievements so far:

- 90 units of affordable housing will be complete by March 2004
- Housing Needs Survey completed January 2004
- Homelessness Strategy completed and launched 2003
- 13 new units for rent to key workers completed in April 2004
- Successful Choice Based Lettings pilot programme is continuing.

## OBJECTIVES

#### Building on these achievements we need to work towards:

- Creating and maintaining communities by creative design in new build, financial support for voluntary and community groups and expansion of the choice-based housing lettings scheme
- Providing housing types that meet changing social patterns by re-examining hard to let property and building adaptable homes
- Developing an Affordable Housing Strategy for Dacorum that builds on the results of Dacorum's Housing Needs Survey
- Investigating a range of funding opportunities with partners for existing affordable housing sites
- Working with planning agents and private developers to maximise the potential for affordable housing on local sites
- Better use of existing housing stock
- Reducing the effect of homelessness on families and vulnerable people/individuals
- Encouraging creative use of urban areas for housing
- Sustainable and less environmentally damaging housing stock

#### Partners and linked strategies:

Dacorum Partnership  
Registered Social Landlords  
Rural Housing Enabler  
Private Developers  
Dacorum's Housing Strategy 2004-7  
Regional Housing Strategy  
Homelessness Strategy and monitoring group

#### Measuring our success by monitoring:

- Numbers on housing waiting lists
- Homeless families and individuals
- Affordable housing opportunities

## 5. PRIORITY THEME AND OBJECTIVES

### (7) Promoting Culture, Arts and Leisure

#### **Vision**

- Encouraging residents and visitors to Dacorum to have fun and live life to the full through a variety of accessible clubs, arts and leisure opportunities and activities

**Theme Lead Forum:** *to be agreed with the partners identified below*

#### **To deliver this vision we need to ensure:**

- Access and affordability to all events/activities
- Safe places for children to meet and play
- Accessible public transport
- Creation of family activities and encouragement to take part
- Enhancement of existing venues and encourage maximum use
- Publicity for activities and opportunities in and around Dacorum

#### **Achievements so far:**

- Dacorum's Cultural Strategy is in place and being monitored
- Four Focus Groups held to discuss the needs of multi-cultural groups
- Visits to other towns to gather Best Practice in community/multi-cultural facilities
- The CLEAR Group is looking at ways of linking Lifelong Learning, Regeneration and Cultural activities.

## OBJECTIVES

#### **Building on these achievements we need to work towards:**

- Improving opportunities by working with other local authorities and agencies
- Identifying what people want
- Improving accessibility across a whole range of activities and opportunities
- Making activities affordable for everyone
- Safer places to play

#### **Partners and linked strategies:**

HACO (Herts Association of Cultural Officers)  
Herts Arts Partnership  
Herts Tourism Partnership  
Dacorum Sports Trust

#### **Measuring our success by monitoring:**

- Attendances at local events and leisure facilities
- Involvement of communities in multi-cultural activities
- Consultation outcomes

## 5. PRIORITY THEME AND OBJECTIVES

### (8) Encouraging Community Involvement

#### **Vision**

- Enabling and supporting people and groups across the Borough to develop and sustain their involvement in community activities in order to create an inclusive and collaborative society based on social justice

**Theme Lead Forum:** *to be agreed with the partners identified below*

#### **To deliver this vision we need to ensure:**

- Strong sense of values within communities and inter-dependence and reliance built on trust
- Long term, sustainable funding across all sectors
- Overriding community vision and ownership together with empowerment of community members at all levels
- Meaningful identity for Dacorum
- Social Justice
- Strong, vibrant involvement of voluntary sector

#### **Achievements so far:**

- Code of Conduct for Volunteering now in operation
- Community Fair, June 2003
- Five Community Forums were held in local neighbourhoods addressing community priorities
- Community training programmes held for more than 150 volunteers throughout winter and spring 2004
- Action Plan from Cultural Needs Survey written and resulting in real improvements for services
- Highfield Carnival Club established and now operating as a Social Enterprise in Highfield and across Dacorum

## OBJECTIVES

#### **Building on these achievements we need to work towards:**

- Creating an inclusive culture through volunteering and community activities
- Finding out what already exists and what people want
- Improving networks, information and communication to build a higher level of community participation
- Increasing community engagement
- Strengthening the community's involvement with their local schools
- Adequate resourcing and funding
- Valuing the differences in communities.

#### **Partners and linked strategies:**

Communities Together, Churches Together in Hemel Hempstead, Communities Associations network, Dacorum Borough Council Community Support, Dacorum CVS, Dacorum Volunteer Bureau, Relate, Age Concern and other voluntary organisations and agencies.

#### **Measuring our success by monitoring:**

- Community satisfaction and involvement
- Increased number of volunteers
- Use of community facilities
- Number of community and voluntary organisations that have sought advice

## 5. PRIORITY THEME AND OBJECTIVES

### (9) Children and Young People

**Vision:** The Children and Young People of Dacorum have told us they want to: -

*“Feel healthy and happy to be young. Live, learn and play in places that are safe and clean. Get to have lots of different kinds of fun. Have equal access to opportunities and fulfil their own potential. Be empowered to become independent adults.”*

**Theme Lead Forum:** *Dacorum Children & Young People’s Strategic Partnership*

**To deliver this vision we need to ensure:**

- Children & young people are actively involved, listened to and kept informed.
- Joined up thinking and actions by partners are actively in place.
- Improved co-ordination and opportunities for participation are encouraged.
- That we share information, ideas and good practice.

**Achievements so far:**

- Initial consultation with young people regarding themes important to them
- The Stake Holder event & report Children of Today – Adults of Tomorrow’
- Formation of Dacorum Children & Young People’s Strategic Partnership
- Adoption of Vision Statement & Baseline Plan of Services (spring 2004)

### OBJECTIVES

**Building on these achievements we need to work towards:**

***Stay in Dacorum \****

- Hold a Young People’s Forum to explore their housing needs.

***Stay Happy***

- Creating new opportunities including places where young people can ‘hang out’ in Dacorum, and a new parent/toddler group in Highfield.

***Stay Healthy***

- Explore young people’s expectations of a ‘Teen Clinic’ and create a model.

***Stay Learning***

- Promotion of personal development for young people, through education/training, the library service and life long learning.

***Stay Safe***

- Exploring young people’s expectations of a ‘Teen Beat’ and create a model.
- Safeguarding children e.g. safe and clean places to play and child protection.

***Stay in Touch***

- Produce an age appropriate directory of services for children & young people
- Promoting the Youth Charter in Dacorum.
- Consult & communicate with young people on Local Strategic issues.

*\* The above objectives are the collective objectives from the Dacorum Children and Young People’s Strategic Partnership*

- Work in partnership to safeguard children and promote their wellbeing

**Partners and linked strategies:**

A multi-agency partnership: Statutory, Voluntary & Faith sectors (0–19 age focus).  
County and Dacorum Early Years Development and Child Care Partnership,  
County Children & Young People’s Strategic Partnership,  
Community Safety Partnership, Anti-Social Behaviour Unit, Preventative Strategy.

**Measuring our success by monitoring:**

- Satisfaction levels of the young people as a result of achieving our objectives
- Numbers of young people participating in the process, operation and outcomes of our objectives.

## **6. THE DEVELOPMENT OF CROSS CUTTING THEMES FOR THE LSP**

The LSP brings together a range of organisations working together - including voluntary organisations, community leaders, Police, Primary Care Trust, Hertfordshire County Council, Dacorum Borough Council, Town/Parish Councils, housing representatives and local businesses.

Within this Community Plan the 9 themes will deliver major improvements for the people who live here, who work here, or who visit Dacorum.

There are also some themes/projects which cut across the 9 themes. These themes/projects require the drive and support from the LSP Board members in order to make those improvements.

Headings for the LSP cross-cutting themes were identified through the LSP conference in March 2004 and then prioritised by community consultation in April 2004. The LSP Board have agreed to consider these cross-cutting themes plus others, such as poverty issues for younger, older and disabled people. As the LSP Board will be extended with new representatives in September 2004, it is proposed that the final selection of the Board's programme of cross-cutting themes will take place at that stage.

## **7. MONITORING AND REVIEWING PROGRESS**

### **Monitoring**

In order to deliver the objectives and work towards the vision for each theme, there will be a Partnership Forum/Group leading each theme. That Group will establish an action plan with targets and performance indicators. These plans will also set out how we will measure the improvements for the community and individuals through measuring outcomes.

The progress of the Partnership Forums/Groups will be monitored through quarterly reports to the LSP Steering Group with a summary report to the LSP Board.

Through these measures we will be able to gauge how the work of the Partners, contained within the Community Plan, contribute to the local quality of life. These measures will be reviewed annually and an end of year report will be created for the community.

### **Reviewing**

The LSP will hold a "standing conference" every three years to undertake a major review. This conference will include representatives from across all the themes, the community and key agencies. The review will:

- Consider and recognise progress/achievements in the Community Plan
- Assess the relevance of the themes and objectives in order to ensure they are contributing towards the achievement of the vision.
- Consider the community engagement, consultation and communications processes and ensure they are appropriate and effective.

## 8. COMMUNITY INVOLVEMENT

It is essential that the Community Plan and the work of the partners reflect the aspirations of all of the community. Ways of engaging everyone in the community equally is a key value for the partners/forums. Membership of the Local Strategic Partnership has been reviewed to ensure that there is real representation of the diverse community of Dacorum with the involvement of organisations and community groups.

The membership structure will be made up from representatives of the following sectors:

- **Public Sector**
  - Police
  - Primary Care Trust
- **Local Authority Sector**
  - County Council
  - District Council
  - Town/Parish Councils
- **Business/Environment Sector**
  - Business
  - Environment
  - Housing
- **Arts/Culture Sector**
- **Voluntary/Community Sector**
- **Education/Life Long Learning Sector**

## 9. VALUES AND PRINCIPLES OF THE LSP PARTNERS

The Community Plan encourages all partners involved in the delivery of its objectives for the community to support the shared values and principles of:

- Understanding and sharing common values – ***working together to Make A Difference***
- Taking positive steps ***together*** to promote equality, diversity and social inclusion
- Making a ***joint*** commitment to enable and care for our community
- Making the most of ***opportunities***, now and for the future, to reduce negative impacts on our community

***Looking after the future as well as the present***