



PERFORMANCE PLAN

DARTFORD BOROUGH COUNCIL ANNUAL PERFORMANCE 2006/07 CONTENTS

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CORPORATE PLAN 2006/07

INTRODUCTION

This document sets out the vision and priority themes for the Council. It provides a focus for the work of the Council in 2006/07 and beyond, taking account of Dartford's primary role in delivering high quality services to local residents and businesses and key role in the Thames Gateway regeneration. It will be the basis of the Council's contribution to taking forward the Community Strategy.

For each priority theme high level objectives have been set. Each objective has one or more targets and targets are measured by a critical success factor. Service Plans, incorporating detailed actions to achieve the targets underpin the Corporate Plan.

Progress on meeting the targets in the Corporate Plan will be reviewed monthly by the Management Team and reported to Cabinet at least quarterly.

THE COUNCIL'S VISION

To make Dartford “the place of quality and choice, a place where people choose to live, work and enjoy their leisure time.”

SERVICE AREA THEMES

To support this vision, there are five priority service area themes. These are set out under the following chapter headings:

- **CITIZENSHIP AND COMMUNITY**
- **REGENERATION**
- **LEISURE TIME**
- **ENVIRONMENT**
- **HOUSING**

CORPORATE VALUES

The service areas are underpinned by two corporate values. These are set out under the following chapter headings:

- **QUALITY SERVICES**
- **CORPORATE HEALTH**

CITIZENSHIP AND COMMUNITY

THE COUNCIL'S ASPIRATION

To encourage a spirit of citizenship and foster pride in Dartford, its heritage and its future

THE COUNCIL'S AIMS

The Council has set itself the following aims for Citizenship and Community:

- To involve Dartford's communities in the decisions which affect their lives.
- To encourage a sense of community involvement and pride in Dartford.
- To work with key partners to ensure that the benefits of regeneration are shared by existing and new communities in Dartford.
- To enable local people, especially children and young people, to make a positive contribution to life in Dartford.

DARTFORD TODAY

By using various data sources about Dartford the following facts have been identified in terms of Citizenship and Community:

- In 2003/04 84% of Dartford residents thought that community activities had got better or stayed the same over the previous three years. This compares to the national average of 85%*.
- Election turn out at the 2003 Borough elections was 32%.
- In 2005 a residents' satisfaction survey was carried out in five new developments across the Borough. 81% of respondents stated that they would recommend their neighbourhoods as a place for others to live. 29% perceived that there was a sense of community spirit, and 10% participated in community activities.
- In 2003/04 57.8% of residents felt well informed about the services and benefits provided by the Council*.

*Best Value General User Satisfaction Survey 2003/04

TARGETS FOR THE COUNCIL

The Council has set the following targets for Community and Citizenship:

Theme	Aim	Objective	Critical Success Factor
Citizenship and Community	To involve Dartford's communities in the decisions which affect their lives	Increase the number of residents who agree that they are satisfied with opportunities to participate in local decision making processes	Initial target of 20% of those surveyed through the GUSS by April 2007, rising by an annual rate of 5% (BV75)
		Develop ways of encouraging wider citizen participation in registering as electors and voting	Increase the %age of turnout for local elections from 32% in 2003 to 36% in 2007. Increase the %age of those registering as electors from 83% gross 87% net at 1 December 2005 to 83.1% gross and 87.1% net by 1 December 2006.
	To encourage a sense of community involvement and pride in Dartford	Increase the percentage of people who are satisfied with Dartford and it's environment as a place to live	Initial target of 30% by April 2007, rising by an annual rate of 5%
		Increase the number of residents who believe there is a sense of community spirit within their communities	Increase percentage of positive responses from 29% in 2005 to 35% by April 2007, rising by an annual rate of 5%
	To work with key partners to ensure that the benefits of regeneration are shared by existing and new communities in Dartford.	Only agree new development proposals where adequate social, recreational and community facilities either already exist or are proposed within the timescale of the development	95% compliance with Planning Policy CF3, on all relevant sites, by April 2007
	To enable local people, especially children and young people, to make a positive contribution to life in Dartford.	To produce a Youth Plan for the Dartford and Gravesham area based upon the Every Child Matters Framework, which will set out how services for young people in the area will be delivered.	Youth Plan agreed by all partners by October 2006
		Develop Swanscombe Youth Forum	Youth forum in place with a minimum of 20 participants by April 2007

REGENERATION

THE COUNCIL'S ASPIRATION

To set a clear vision for the pattern of growth in Dartford, matching residential development with job creation, ensuring that new developments provide the right conditions and infrastructure for community life to flourish, and enhancing Dartford's physical environment.

THE COUNCIL'S AIMS

The Council has set itself the following aims for Regeneration:

- To work with partners to promote Dartford as a prime location for inward investment.
- To restore the vitality and viability of Dartford Town Centre.
- To ensure that Dartford residents enjoy equal access to employment and other opportunities in the Borough from regeneration.
- To ensure design excellence in all new developments.

DARTFORD TODAY

By using various data sources about Dartford, the following facts have been identified for Regeneration:

- Unemployment in Dartford has reduced from 9% in 1993 to 2% in 2005, however in Joyce Green Ward 11.9% of 16 to 18 year olds were not in education, employment or training in April 2005.
- The number of manufacturing jobs in Dartford declined by 46% between 1995 and 2003, this compares to 21.4% in Kent, 14.9% in the South East and 19% in the UK, over the same period.
- The largest employment sector in Dartford is the Public Administration, Health and Education sector, followed by the Distribution, hotels and restaurants sector.
- In 2001 39.5% of Dartford's working population commuted to London.
- 28% of residents have no qualifications, compared to a national average of 29%. However in Joyce Green Ward the figure is 36.5%.
- 11% of Dartford residents have Degree level qualifications, compared to 19% nationally (2001 Census).
- Out of the £117 million convenience spending potential generated within Dartford town centre's primary catchment area, 53% is lost to other centres and out of town stores.
- The average weekly footfall in Dartford town centre fell by 13.8% between 2000 and 2003.
- Dartford is in the top 20 local authorities in terms of enterprise performance*.

*Local Futures Group Composite Enterprise Index

TARGETS FOR THE COUNCIL

The Council has set the following targets for Regeneration:

Theme	Aim	Objective	Critical Success Factor
Regeneration	To work with partners to promote Dartford as a prime location for inward investment	Increase the number of residents of Dartford in employment	Reduce percentage of those claiming job seeker allowance who have been unemployed for more than 1 year by 2% from 14.6% in 2004/05 to 12.6% by April 2007 and 8.6% by 2009
		Provide a responsive planning service for inward investors	Ensure all major planning applications determined within Government guidelines of 60% within 13 weeks
	To restore the vitality and viability of Dartford Town Centre.	Secure redevelopment, structural changes and environmental schemes which will enhance the attractiveness of Dartford town centre as a place to shop, live and enjoy, as set out in Dartford Town Centre and Northern Gateway Area Action Plans	Increase footfall by 5% from 22,000 per week to 23,100 by April 2008 then 5% year on year.
			Average retail yield in Dartford High Street decreased from 7.75 in 2004/05 to 7 by April 2007, and to 6.5 by 2010
	To ensure that Dartford residents enjoy equal access to employment and other opportunities in the Borough from regeneration.	Increase employability in the Borough.	Increase the percentage of working age population meeting NVQ level 3 from 31% in 2004/05 to 36% by April 2007, 41% by 2008 and 46% by 2009
	To ensure design excellence in all new developments	Ensure that all new development proposals meet the standards set out in the Dartford Local Development Framework	100% of all new developments meet the standards outlined.

LEISURE TIME

THE COUNCIL'S ASPIRATION

To encourage and promote greater access to and participation in improved cultural and leisure opportunities, supporting healthier lifestyles and encouraging lifelong learning.

THE COUNCIL'S AIMS

The Council has set itself the following aims for leisure activity:

- Ensure availability of and participation in a wide range of arts, cultural and sporting activities, which are available either within or near to Dartford
- To promote the heritage of the Borough
- To create high quality opportunities for leisure and recreational uses

DARTFORD TODAY

By using various data sources about Dartford, the following facts have been identified for Leisure:

- 4.3% of Dartford's population live within a 20 minute travel time of a range of three different sports facility types, at least one of which has achieved a quality mark. The national average is 20.8%. (2005 figures).
- In 2003/04 89.5% of Dartford residents believed that cultural facilities had either got better or stayed the same over the previous three years, compared to a national average of 84.4%.*
- In 2003/04 89.2% of Dartford residents believed that sport and leisure facilities had got better or stayed the same over the previous three years, compared to the national average of 88.4%.*
- In Dartford 136 sports teams play on 84 outdoor pitches.
- In 2003/04 53.3% of Dartford residents believed that activities for teenagers had stayed the same or got better over the previous three years, compared to a national average of 60.4%.*

* General User Satisfaction Survey

TARGETS FOR THE COUNCIL

The Council has set the following targets for Leisure:

Theme	Aim	Objective	Critical Success Factor
Leisure Time	Ensure availability of and participation in a wide range of arts, cultural and sporting activities, which are available either within or near to Dartford	To improve activities available for Dartford teenagers	Increase No: of residents who think activities have improved from 53.3% in 2004/05 to 63% by April 2007 and 70% by 2010
		Increase the percentage of Dartfords population within a 20 minute travel time of a range of three sports one of which has the quality mark	Increase from 4% in 2004/05 to 20% by April 2007; 25% by 2008 and 30% by 2009.
		Widen the cultural offer of The Orchard Theatre, whilst maintaining attendance figures	To maintain total percentage of capacity to at least 65% Increase total No: of performances related to the creative arts from 48 to 50 in 2005/06, whilst staying within budget.
	To promote the heritage of the Borough	Develop a conservation management plan for Dartford Town Centre	The Council's Stage 2 Heritage Lottery Fund bid is successful by November 2006
	To create high quality opportunities for leisure & recreational uses.	Increase residents satisfaction with sport and leisure facilities	Increase from 55% in 2003/04 to 58% by April 2007; and 65% by 2010 (BVP1119(i))
		Increase residents satisfaction with arts activities & venues	Increase from 67% in 2003/04 to 70% by April 2007 and to 75% by 2010 (BVP1119(iii))

ENVIRONMENT

THE COUNCIL'S ASPIRATION

To work to achieve a quality natural and built environment valued by the community and users.

THE COUNCIL'S AIMS

The Council has set itself the following aims for the Environment:

- To maintain high standards of cleanliness throughout the Borough.
- To encourage waste minimisation and recycling among households and the business sector.
- To work with partners to make Dartford a safer place to work live and visit
- To create high quality parks and open spaces
- Ensure that development in Dartford is sustainable

DARTFORD TODAY

By using various data sources about Dartford, the following facts have been identified for Environment:

- In 2003/04 30.9% of Dartford residents thought that levels of crime had got better or stayed the same over the past three years, this compares to a national average of 42.8%.
- In 2004/05 20.9% of residents of Dartford had been victims of household crime, at least once, this compares to 17.6% nationally.
- In 2004/05 9.3% of Dartford residents had been the victim of personal crime, at least once, compared to 6% nationally.
- In 2003/04 78.4% of Dartford residents thought that vandalism, graffiti and other deliberate damage to property and vehicles was a big or fairly big problem, compared to a national average of 59.6%.
- In 2004/05 there were 10.52 thefts from a vehicle, per 1000 population, in Dartford, compared to a national average of 8.17.
- In 2004/05 there were 6.94 thefts of a vehicle, per 1000 population, in Dartford, compared to a national average of 3.72.
- In 2003/04 58% of Dartford residents were satisfied with the cleanliness of the area, compared to a national average of 59.9%.
- In 2003/04 72% of residents thought that the cleanliness of the streets had got better or stayed the same during the past three years, which is the same as the national average.
- In 2004/05 464Kg of waste was collected per head in Dartford, compared to 444Kg nationally.
- In 2003 100% of Dartford's river length was assessed as being of good biological quality, compared to 53.6% nationally.

TARGETS FOR THE COUNCIL

The Council has set the following targets for Environment:

Theme	Aim	Objective	Critical Success Factor
Environment	To maintain high standards of cleanliness throughout the Borough	Ensure that targets for removal of graffiti are met	90% removed within 72 hrs of notification
		Increase standards of cleanliness throughout the Borough	Increase percentage of people satisfied with cleanliness from 58% in 2003/04 to 65% by April 2007 and 70% by 2010
		Reduce the proportion of land and highways assessed as below acceptable standards of cleanliness	Reduce from 23 % in 2004/05 to 19.7% by April 2007.
		Minimise the average number of days of individual unauthorized encampments on Dartford Borough Council Land	Maintain the figure of 5 days year on year.(CC7b)
		Year on year reduction in total number of incidents & increase in total number of enforcement actions to deal with flytipping	Achieve figure of 10% reduction for 2005/06, 10% by April 2007 and 15% by 2010 (BV199d)
	To encourage waste minimisation & recycling among households & the business sector.	Increase the amount of household waste recycled	Increase from 14% in 2004/05 to 21% by April 2007 and 22% by April 2008
		Reduce the number of kilograms of household waste collected per head	Reduce by 5% from 460kg in 2004/05 to 438 Kg, by April 2007
	To work with partners to make Dartford a safer place to work live and visit	Reduce the number of anti social behaviour incidents	Reduce 2004/05 figure of 2387 by 6.5% by April 2007 and by 10% by April 2008
		Reduce level of criminal damage	Reduce 2004/05 figure of 2534 by 20% by April 2007 and by 30% by April 2008
		Increase the number of residents who feel safe during the day	Increase percentage from 67% in 2004/05 to 85% by April 2007 and 90% by 2010

Theme	Aim	Objective	Critical Success Factor
Environment (cont'd)	To work with partners to make Dartford a safer place to work live and visit (.cont'd)	Increase the number of residents who feel safe after dark.	Increase percentage from 49% in 2004/05 to 55% in April 2007 and to 60% in 2010
		Meet National Performance objectives for enforcement (where they exist) or create and meet local objectives where none presently exist	Introduce and implement a risk based inspection programme for premises authorized under Part 1 of the Environmental Protection Act 1990 by April 2007 by April 2007
			Percentage of food premises inspected within target for: a) High Risk premises – 100% b) Other risk premises – 75% by April 2007
			Inspection of premises within target for Health and Safety: (a) A to B4 100% (b) Others 75% by April 2007
			Investigation of Food Poisoning and Infectious Disease incidents: 100% within 48 hours of receipt of notification by April 2007
To create high quality parks and open spaces	Increase residents satisfaction with parks and open spaces	Increase from 74%% in 2003/04 to 78% by April 2007 and to 93% by 2010 (BVP1119(iv)	
Ensure that development in Dartford is sustainable	Local Development Framework Policies meet sustainability appraisal criteria, as required by the Planning and Compulsory Purchase Act 2004, including the development of specific targets relating to the sustainable use of resources.	95% of Local Development Framework Policies meet sustainability appraisal criteria	

HOUSING

THE COUNCIL'S ASPIRATION

To facilitate quality, choice and diversity in the housing market, adopting sustainable and inclusive approach.

THE COUNCIL'S AIM

The Council has set itself the following aims for Housing:

- To ensure that there is an appropriate range, diversity and mix of housing within the Borough.
- To ensure an effective, efficient, proactive and high performing frontline housing Landlord service
- To ensure that local people are able to obtain housing in Dartford.
- Improve standard of council housing

DARTFORD TODAY

By using various data sources about Dartford, the following facts have been identified for Housing:

- In Dartford household growth was 11% between 1991 and 2001, the second highest in Kent, behind Ashford, and higher than the national average of 7.8%.
- 15,500 new homes are envisaged for Dartford, between 2001 and 2021.
- In 2004/05 625 net new homes were built in Dartford, however in order to meet Structure Plan targets, 775 need to be built annually.
- In 2003/04 47% of Dartford residents thought that affordable, decent housing had got better over the past three years, compared to 44.3% nationally.
- The house price to income ratio in Dartford is 4.12 (i.e. on average house prices are equivalent to 4.12 times annual household income), this compares to 4.61 in the South East and 4.11 in the UK as a whole.
- 35% of all housing in Dartford is terraced housing, compared to the national mean of 24% (2001 Census)
- In Dartford, in 2001, 2.1% of household spaces were unoccupied or vacant, compared to a national mean figure of 3.1%.

TARGETS FOR THE COUNCIL

The Council has set the following targets for Housing:

Theme	Aim	Objective	Critical Success Factor
Housing	To ensure that there is an appropriate range, diversity and mix of housing within the Borough	Ensure a wide choice of housing is available	120 affordable homes secured by April 2007
		775 new housing completions by April 2007	
		Increase the number of new homes built on previously developed land.	75% of new homes built on previously developed land by April 2007
	To ensure an effective, efficient and high performing frontline housing Landlord service	To provide a sustainable business budget for the management and improvement of the Council's housing stock over the next 30 years	To achieve 60:40 ratio between planned and Responsive repairs by March 2007
			Rent arrears, as % of debit, to account for no more than 2% by April 2007
			Reduce FTA arrears to £225,000 by April 2007
			Ensure that the HRA at least breaks even each year.
			To ensure that Tenants and residents of the Borough are able to be involved more actively in the shaping of the services the Council provides
	Satisfaction of tenants with the overall service provided by the Council	Increase satisfaction from 58.7% in 2003/04 to 70% in 2007/08	

Theme	Aim	Objective	Critical Success Factor
Housing (cont'd)	To ensure an effective, efficient and high performing frontline housing Landlord service (cont'd)	To ensure that all repairs completed on time	Increase percentage Priority 1 from 98% in 2005/06 to 99% by April 2007; Priority 2 from 96% in 2005/06 to 98% by April 2007 Priority 3 from 98% in 2005/06 to 99% by April 2007
		To reduce Anti-Social Behaviour and improve the quality of life in the environment on estates	Reduce the proportion of relevant land & highways from which unacceptable levels of graffiti are visible from target of 30% for 2005/06 to 25.5% by April 2007.
	Ensure local people are able to obtain council housing	Increase the number of lettings to households within the Borough.	86% of lettings to be made to local people by April 2007 and thereafter
		Improve availability of council housing	Reduce void turn around time from 24 days in 2004/05 to 21 days by April 2007
		Reduce periods of stay in Bed & Breakfast and number of families in Temporary Accommodation.	Reduce families in paid, privately owned temporary accommodation from 22 in 2005/06 to 15 by April 2007
			Reduce the number of nights stay in temporary accommodation from 8,500 nights in 2005/06 to 6,500 nights by April 2007 (BVPI183a)
	Reduce No's in temporary accommodation from 285 in April 2006 to 235 by April 2007(BV203)		
	Improve standard of council housing	To ensure that the Council's housing stock meets the Decent Homes Standard	Improve decent homes compliance, from 64% (2005/06) to:- 68% by April 2007 75% by April 2008 90% by April 2009 100% by April 2010

CORPORATE VALUES

The service areas are underpinned by two corporate values:

QUALITY SERVICES

THE COUNCIL'S ASPIRATION

To provide high quality services that reflect public aspirations and demonstrates improvement.

THE COUNCIL'S AIMS

The Council has set itself the following aims for Quality Services:

- To strive for excellent quality services, equal access and to ensure value for money
- To respond in a timely and effective way to complaints or comments about our services.

TARGETS FOR THE COUNCIL

The Council has set the following targets for Quality Services:

Theme	Aim	Objective	Critical Success Factor
Quality Services	To strive for excellent quality services, equal access and to ensure value for money	Improve the overall quality of council services available to residents.	Increase overall satisfaction level from 57% in 2003/04 to 67% by April 2007
		Ensure equal access to services	Obtain level 2 of the Equality Standard by April 2007
		Ensure value for money	Achieve level 3 for the value for money section of the Use of Resources Assessment by April 2007 and Level 4 by 2010
		Respond to customer enquiries speedily and efficiently	80% of telephone calls answered within 20 seconds by April 2007
	To respond in a timely and effective way to complaints or comments about our services.		80% customer contact centre calls dealt with at first point of call by April 2007
		Improve satisfaction with complaints handling	Increase satisfaction of those surveyed as part of the GUSS from 31% in 2003/04 to 40% by April 2007 and 50 % by 2010
			Reduce the number of cases referred to & upheld by the Ombudsman from 4 in 2004/05 to 1 by April 2007, and to 0 by 2010
	Reduce the number of Stage 2 complaints against Dartford Borough Council from 2 in 2005/06 to 1 by April 2007.		

CORPORATE HEALTH

THE COUNCIL'S ASPIRATION

To be an inclusive, well led and managed organisation, with an open and positive culture, making the best use of its resources, and recognising the vital contribution of all members and staff.

THE COUNCIL'S AIMS

The Council has set itself the following aims for Corporate Health:

- To manage our resources efficiently
- To measure service quality against national quality standards and best practice.
- To communicate and consult effectively with residents, businesses, the voluntary and community sector and other public agencies about services in Dartford.
- To provide appropriate information internally and regularise the communication of issues to staff
- To adopt the principles of good corporate governance, including risk management.

ACTIONS WHICH THE COUNCIL WILL TAKE

The Council intends to take the following actions with regard to Corporate Health:

Theme	Aim	Objective	Critical Success Factor
Corporate Health	To manage our resources efficiently	Ensure that the Council conducts its financial affairs in accordance with statutory regulation, relevant guidance and best practice	Achieve level 3 for the resource sections of the of the Use of Resources Assessment by April 2007 and Level 4 by 2010
			No significant adverse comment in the annual audit letter
		Ensure efficient procedures for the collection of sums due to the Council	Increase the percentage of council tax collected from 97.1% in 2004/05 to 97.4% by April 2007
			Increase the percentage of non-domestic rates collected from 98.8% in 2004/05 to 99.5% by April 2007.
		Increase the percentage of rent collected from 98.1% in 2004/05 to 98.8% by April 2007	



Theme	Aim	Objective	Critical Success Factor
Corporate Health (cont'd)	To manage our resources efficiently (cont'd)	Maximise staff resources and make the Council the employer of choice	Reduce staff sickness from 9 days in 2004/05 to 8 days by April 2007.
			Reduce turnover for voluntary leavers from 11% in 2004/05 to 10% by 2007.
			Increase overall staff satisfaction levels with the Council from 53% in 2004/05 to 60% in 2007/08
	To measure service quality against national quality standards and best practice.	Ensure planning applications, other than major applications, are determined within Government guidelines	65% of minor apps in 8 weeks.
			80% of other apps in 8 weeks
			Reduce time taken from 44 days in 2004/05 to 27 days by April 2007
			Increase accuracy from 95.4%% in 2004/05 to 98% by April 2007
		Housing Benefit: Increase the speed & accuracy of processing new claims	Increase percentage of benefit claims assessed within 14 days
			Increase from 91% in 2005/06 to 95% by April 2007
	To communicate and consult effectively with residents, businesses, the voluntary sector & other public agencies about services in Dartford	Increase the percentage of residents who feel well informed about the services and benefits provided by the Council.	Increase percentage from 57.8% in 2003/04 to 65% by April 2007
	Ensure that staff are informed about the priorities of the Council	Provide information to staff on a regular basis	Increase in staff satisfaction with internal communications from 80% in 2003/04 to 85% by April 2007
			Increase in number of staff who understand council priorities from 46% in 2003/04 by 10% to 56% by April 2007
	To adopt the principles of good corporate governance, including risk management.	Ensure the risk management strategy and practices operate effectively	Achieve level 3 for the internal control section of the of the Use of Resources Assessment by April 2007 and Level 4 by 2010
			Internal Audit review of Risk Management process assessed as satisfactory by April 2007
		Formalise the performance management system and ensure it meets needs of Members, Directors and service managers	Ensure that 90% of all objectives in the Corporate Plan are achieved by April 2007

CORPORATE PLAN 2006/07


THEME OUTTURNS


Citizenship & Community Theme Outturn 2006/07

Aim: CC1 To involve Dartford's communities


Corporate Objective	CSFs/PIs	Target	Outturn	Status	Achievements	
C C1.1 Residents satisfaction with decision making opportunities	CC1.1a Residents satisfaction with decision making process	20%	27%		<p>The Council continues to offer residents the opportunity to address the Development Control Board when deciding planning applications, and to participate in site meetings. The Council Chamber has been comprehensively refurbished with improved audio visual equipment, allowing the public gallery much better opportunities to follow proceedings.</p> <p>The Council has also used its website to provide interactive opportunities for community involvement in its decisions. Designs for a new skatepark were developed with the active involvement of Dartford's skateboarding community, and the public were then asked to express their preference for the two front-running designs on the website. Xx people participated in the vote.</p> <p>The Dartford Youth Council and Elder forum are unique in that they provide opportunities for the Council to speak directly to, and consult with, the hard to reach groups that are made up of younger and older residents. Both groups meet regularly and receive presentations from Council officers on issues that the Council is deliberating or services that are being provided.</p> <p>The satisfaction of tenants with participation in the decision making process has improved significantly from 51% in 2001 rising to 64% in 2007. The direction of travel is clearly positive and work continues via the resident involvement action plan to further improve residents awareness of participation opportunities with a view to improving the rating in 2010.</p>	
CC1.2 Develop number registering as electors & voting;	CC1.2a Election Turnout	Monitored every 4 years				<p>The Electoral Registration service have spent a great deal of time on developing the number of people registering as electors in 2006/07. Visits were made to local schools and monies were spent on publicity to increase the numbers registering. The outturn for the year is disappointing compared to the amount of work carried out but the percentage shown is a net figure therefore excludes voids, new builds, rebuilds in turn used for 2nd homes, short term rent, multiple occupancy, short stays etc. This is also expected to increase in the next 5-10 years and will contribute to a fluctuating register level.</p>
	CC1.2b Increase No: of registered electors(net)	87.1%	89.8%			

Aim: CC2 To encourage a sense of community involvement & pride



Corporate Objective	CSFs/PIs	Target	Outturn	Status	Achievements
CC2.1 Residents satisfaction with Dartford as a place to live	CC2.1a %age of people satisfied with Dartford & its environment as a place to live	30%	71%		<p>The Council continued to concentrate on core services such as street sweeping and grounds maintenance (see under Environment Theme, Aim E1), while also bringing forward new projects aimed at setting standards of excellence and developing pride in Dartford as a community and as a place to live, in particular Dartford Judo Centre and the return of Dartford FC to the new Princes Park stadium.</p> <p>It acquired land and buildings which will enable it to bring forward further projects in 2007/8 and future years, including the refurbishment of Acacia Hall Social Club to provide improved sports and recreational facilities in the town centre, and expansion and improvement of Central Park.</p> <p>It let contracts for a programme of environmental improvements in the town centre.</p>

Corporate Objective	CSFs/PIs	Target	Outturn	Status	Achievements
CC2.2 Increase community spirit	CC2.2a Increase No: of residents who believe there is a sense of community spirit within their communities	35%	51%		<p>The Council supported a series of well-supported community events in Swanscombe in 2006/7 through the INTERREG III project Dartford festival?</p> <p>Princes Park stadium was successfully completed in November 2006, bringing Dartford FC back home after x years in exile. The official opening was attended by over 4,000 people. The stadium is regularly attracting over 1,000 spectators.</p> <p>The community all-weather pitches at Princes Park are being used by Dartford FC, Dartford Ladies and Saturday & Sunday local leagues. North West Kent college use the facility for football training as part of the sports courses they offer</p>

Aim: CC3 Work with key partners to ensure regeneration benefits are shared



Corporate Objective	CSFs/PIs	Target	Outturn	Status	Achievements
CC3.1 Agree adequate public facilities in all new developments	CC3.1a Compliance with Planning Policy CF3 on new development sites	95%	100%		<p>To achieve this objective the Council places obligations on developers to provide the necessary community facilities when granting planning permission for development.</p> <p>The Council seeks innovative ways to provide these facilities; at The Bridge it worked with KCC to ensure that the Primary School and other community facilities are co-located in a distinctively designed community hub. Public transport connections will be provided by the extension of the Fastrack system, works for which commenced in August 2006.</p>

Aim: CC4 To enable local people to contribute to life in Dartford



Corporate Objective	CSFs/PIs	Target	Outturn	Status	Achievements
CC4 To enable local people to contribute to life in Dartford	CC4.1a To agree Youth Plan by all partners by October 2006	Yes	Yes		<p>The Dartford Sports Awards contribute to achieving this objective and sponsorship for the Sports awards was secured from local businesses. The Sports Awards took place at Princes Park stadium on 22 February 2007.</p> <p>The Dartford Youth Council is unique in that it provides opportunities for the council to speak directly to, and consult with younger residents of the Borough. They meet regularly and receive presentations from Council officers on issues that the Council is deliberating or services that are being provided.</p>
CC4.1 Produce Youth Plan for Dartford & Gravesham	CC4.2a Swanscombe Youth Forum in place with participants	20	30		<p>The Youth Plan was discussed and agreed with by the Local Strategic Partnership and adopted by Cabinet in March 2007. It is now being printed and the action plan is to be managed through the Covalent Performance Management software system.</p>
CC4.2 Develop Swanscombe Youth Forum					<p>The Swanscombe Youth Forum met regularly, once in place, with increased and lively attendance.</p>

Regeneration Outturns 2006/07

Aim: R1 Promote Dartford as a prime location for inward investment

Corporate Objective	CSFs/PIs	Target	Outturn	Status	Achievements
R1.1 Increase number of Dartford residents in employment	R1.1a Reduce job seeker allowance claimants	12.6%	14.9%		The Council contributes to this objective in a number of ways – by bringing forward local employment opportunities through the planning system, by supporting measures to increase educational attainment levels so that local people can compete for jobs, and by supporting local employment schemes. In 2007/8 the Council will develop a CSF which will enable the success of its efforts to be more clearly identified.
R1.2 60% of major planning applications determined in timescales	BV109a Major applications determined in 13 weeks	60%	75.5%		To assist in achieving this objective an improvement plan was drawn up by the Development Control section and this plan was approved by the Development Control Board in 2006.


Aim: R2 Restore vitality & viability of the Town Centre

Corporate Objective	CSFs/PIs	Target	Outturn	Status	Achievements
R2.1 Secure re-development of Town Centre	R2.1a Increase Town Centre footfall	22,550	22,200		During 2006/7 the Council worked with SEEDA and other partners to secure the assembly of sites in the town centre and on its northern boundaries, which will provide the foundation for development in future years in accordance with an Area Action Plan. At the same time, it commenced a £1.3m programme of Environmental Improvements which will improve the ambience of much of the town, and submitted a Lottery bid for funding to renovate buildings in the conservation Area. This ongoing regeneration work is designed to secure the economic revival of the town, and an improvement in the relevant economic indicators.
	R2.1b Decrease average retail yield in High Street	7	7.75		

Aim: R3 Ensure equal access for residents to employment opportunities





Corporate Objective	CSFs/PIs	Target	Outturn	Status	Achievements
R3.1 Increase employability in the Borough	R3.1a Increase %age of working population meeting the NVQ level 3	36%	N/A		<ul style="list-style-type: none"> The Economic Development and Training activity in the Borough over the past year has resulted in funding being secured to deliver motivational training and ICT training courses. Contact is maintained with various partners on a regular basis to develop joint working. The Swanscombe & Greenhithe ICT training scheme is now delivering courses. Although difficulty with recruiting trainees at first, the first course was full and qualifications successfully achieved. Closer collaboration with Leigh CTC has been introduced to ensure regular supervision and quality assurance.

Aim: R4 To ensure design excellence in all new developments.


Corporate Objective	CSFs/PIs	Target	Outturn	Status	Achievements
R4 To ensure design excellence in all new developments.	R4.1a Ensure new development proposals meet standards set	100%	0%		<ul style="list-style-type: none"> The Council has brought forward its own projects at Princes Park Stadium, Dartford Judo Centre and The Bridge, all of which have been designed to standards of excellence, and have since won awards for design. The Council has also sought design excellence through the development control system and in 2006 won a housing design award sponsored by the Dept for Communities & Local Government, the NHBC, RIBI and the RTPi for the development at Waterstone Park. The Council adopted the original Kent Design Guide but has not yet incorporated design standards and policies into its emerging LDF, due to production delays. Therefore this specific measure of performance was invalid for 2006/7.
R4.1 New developments to meet Dartford LDF standards					

Leisure Time Outturn 2006/07


Aim: LT1 Availability of a variety of Arts & Cultural Activities

Corporate Objective	CSFs/PIs	Target	Outturn	Status	Achievements
LT1.1 To improve activities available for Dartford teenagers;	LT1.1a Improve activities available to teenagers	63%	N/A		<p>Research has been undertaken in conjunction with Planning Policy's open space study for the production of a Play Strategy. A bid for funding of the Play Strategy is to be submitted in September 2007.</p> <p>Work commenced in 2006 on a new skatepark, designed with the active participation of Dartford's skating community</p>
LT1.2 Increase percentage within 20 minutes travel time of 3 sports.	LT1.2a %age residents within 20 min travel time of 3 sports	20%	95%		The opening of the Princes Park stadium and the Dartford Judo Centre has assisted in the achievement of this objective
LT1.3 Widen the cultural offer of The Orchard	LT1.3a Maintain total %age of capacity at The Orchard to at least 60%	60%	59%		<ul style="list-style-type: none"> The task of widening the cultural base of The Orchard was achieved by the development and successful staging of the 'Orchestras Live' season and funding was secured to assist in costs of all three shows which included the London Mozart Players, La Serenissima and Orchestra of St John's. The Orchard also developed its Ballet & Opera audience with performances from the Kiev Classical Ballet and 2 Opera performances. A cultural Audience development leaflet has also been produced.
	LT1.3b Increase No: of creative arts performances at The Orchard whilst staying within budget	50	50		
	BV119d % satisfied with theatres and concert halls	70%	66%		

Aim: LT2 To promote the heritage of the Borough






Corporate Objective	CSFs/PIs	Target	Outturn	Status	Achievements
LT2.1 Develop a conservation management plan for the Town Centre	LT2.1a Successful stage 2 Heritage Lottery Fund	Yes	No		A Townscape Heritage Initiative bid was submitted for appraisal by the Heritage Lottery Fund. The bid has been commended and is awaiting final approval in 2007/08.

Aim: LT3 Create high quality opportunities for leisure & recreation



Corporate Objective	CSFs/PIs	Target	Outturn	Status	Achievements
LT3 Create high quality opportunities for leisure & recreation	BV119a % satisfied with sports and leisure	58%	60%		<ul style="list-style-type: none"> • Princes Park Stadium was opened in November 2006. • Dartford Judo centre was opened in March 2006. • Refurbishment of the Fitness Centre in the Acacia Hall Sports and Social Club was agreed and was due to commence in April 2007 • Work commenced on a new skatepark in November 2006 • The Outdoor Bowls project at Stone Lodge commenced in June 2006. • The Orchard Theatre completed another successful season, with a highly popular Pantomime and a full cultural programme

Environment Outturns 2006/07



Aim: E1 Maintain high standards of cleanliness throughout the Borough









Corporate Objective	CSFs/PIs	Target	Outturn	Status	Achievements
E1.1 Ensure that targets for removal of graffiti are met	E1.1a Removal of graffiti within 72 hours of notification	90%	85.1%		As can be seen from the outturn officers have been successful in ensuring that graffiti is removed within 72 hours of notification.
E1.2 Increase standards of cleanliness through the Borough	BV89 Satisfaction with cleanliness of streets	65%	69%		<p>In the past year a new cleansing contract has been awarded and although schedules have taken some time to 'bed down', work is getting better.</p> <p>Regular meetings are held with the Highways Agency to address problems of cleanliness at the A2 and M25 areas. They have been asked to pay particular attention to cleanliness of the M25/A2 junction during the major road works.</p> <p>The Clean Kent Responsive Squad is now operational and are used extensively throughout the Borough.</p>
E1.3 Reduced land & highways assessed as below standard	BV199a Local street and environmental cleanliness - Litter and Detritus	19.7%	15.5%		This indicator involves surveying five areas of the Borough 3 times in the year for the levels of Litter and Detritus and levels were around the 13% to 16% mark until the last period when the levels rose to a disappointing 19% giving and overall average figure of 15.5%. An excellent reflection on the effectiveness of the cleansing contract.
E1.4 Minimise the number of un-authorised encampments	E1.4a Average No: of days individual un-authorised encampments on Council Land	5	5		The situation with regard to Travellers encampments is constantly monitored by the Enforcement team and deterrent works have been carried out when necessary.
E1.5 Reduce fly-tipping year on year;	BV199d Local Street and Environmental Cleanliness - Fly-tipping	3	3		There has been a decrease in fly-tipping activity over the past year. This may be due to the successful prosecution of a fly-tipper in 2006 resulting in a substantial fine. Progress is continually monitored to ensure that fly-tipping is reduced.

Aim: E2 Waste Minimisation & Recycling


Corporate Objective	CSFs/PIs	Target	Outturn	Status	Achievements
E2.1 Increase amount of household waste recycled	BV82a(i) % of Household Waste Recycled	21%	18.39%		This year the Council's has been unable to implement its initiatives with regard to recycling due to delays by KCC in providing the local Waste Transfer station at Pepperhill. This includes a modernised static recycling facility and a Waste Transfer station that would collect waste from Dartford & Gravesham, in an enclosed environment. This would have resulted in Dartford's waste being 'bulked up' at the Pepperhill site and then transported by larger vehicles provided by KCC, to the Allington Plant. Dartford would then find a reduction in costs due to the decrease in the number of vehicles driving to the Allington Plant which would allow the Council to revamp its refuse collection system.
E2.2 Reduce kilograms of household waste collected.	BV84a Household waste collected per head, in kilos	437	445.8		Construction on the new transfer site is now due to commence in August 2007 and will probably not be completed until 2008/09.

Aim: E3 Work with partners to make Dartford a safer place


Corporate Objective	CSFs/PIs	Target	Outturn	Status	Achievements
E3.1 Reduce number of anti-social behaviour incidents;	E3.1a Reduce the No: of anti-social behaviour incidents	2231	5226		<p>A successful Town Centre Community Safety workshop was held in September attended by over 65 delegates.</p> <p>A Business Plan for the Dartford Town Against Crime (D-TAC) scheme has been developed which was set up to tackle issues of customer theft, violence against staff and general anti-social behaviour.</p> <p>The system of classifying and recording ASB by Kent Police has changed which has increased the incidence of recorded ASB in the Borough.</p>
E3.2 Reduce level of criminal damage	E3.2a Reduce levels of criminal damage	2027	2441		The appearance of graffiti throughout the Borough is continuously monitored by the Enforcement Officers and cameras have been deployed to identify those responsible for the graffiti and criminal damage. It is hoped that the closer working relationship with Kent Police in the Public Safety Unit (established 1/3/2007) will assist in the reduction of criminal damage in the Borough.

Corporate Objective	CSFs/PIs	Target	Outturn	Status	Achievements
E3.3 Increase number of residents who feel safe during the day;	E3.3a The %age of residents surveyed that feel safe/very safe in Dartford daytime.	85%	95%		It was the intention to publish a partnership bulletin in the Borough News to assist in raising awareness of the Community Safety Partnership and activities to combat crime and disorder. As the Council is currently reviewing the effectiveness of its various methods of communication, the Borough News has not been published and so this did not happen. The Police have appointed a media officer whose role is to promote safety as part of the Police role.
E3.4 Increase number of residents who feel safe after dark	E3.4a The %age of residents surveyed that feel safe/very safe in Dartford night time.	55%	70%		A successful Town Centre Community Safety workshop was held in September and a business plan for the Dartford Town Against Crime (D-TAC) scheme has been developed which was set up to tackle issues of customer theft, violence against staff and general anti-social behaviour.
E3.5 National Performance objectives for enforcement	E3.5a Introduce an environmental risk based inspection programme	Yes	No		<p>A great deal of work has been put into working towards this objective over the year including:</p> <ul style="list-style-type: none"> considering different and perhaps more effective ways of achieving intended outcomes in response to a number of key Government reports that were issued which challenged the differing priorities that should be placed on regulatory services. In response to this a full review of all services in Environmental Health has been undertaken and a commitment given to move towards the 'Quality Standards' system already in place in other parts of the organisation. The current style of work will be challenged to establish if there are other more effective ways of ensuring acceptable, and where possible, high standards of food hygiene. In order to make the best use of resources greater reliance has been placed on self assessment systems which reduces the need for inspections and this has been trialled during 2006/07. Although it was not possible to meet this target in full, significant progress was made regarding health and safety inspection of premises through joint working with neighbouring authorities and the health and safety executive. Resources were put into education campaigns and small workshops which it is believed will have a more sustainable impact. Where possible a higher proportion of resources have been put into establishing and monitoring self assessment regimes for lower risk premises. If this style of work has been shown to be effective when assessed, it will be further rolled out to other low risk premises with the intention of releasing resources to concentrate on higher risk and programmed work.
	E3.5b(i) %age of food premises inspected within target for: high risk areas	100%	100%		
	E3.5b(ii) %age of food premises inspected within target for: other risk areas	75%	59%		
	E3.5c(i) Inspection of premises within target for Health & Safety - A to B4	100%	75%		
	E3.5c(ii) Inspection of premises within target for Health & Safety - Others	75%	62%		
	E3.5d Investigation of Food Poisoning & Infectious Diseases within 48 hours of notification	100%	100%		

Aim: E4 To create high quality parks & open spaces








Corporate Objective	CSFs/PIs	Target	Outturn	Status	Achievements
E4.1 Increase residents satisfaction with parks & open spaces	BV119e % satisfied with parks and open spaces	78%	73%		<p>Phase 4 of the Playground refurbishment project was consulted on in 2006/07 and commenced construction in the summer. The playgrounds included in this phase are Wilmot Road, Low Close and Lagonda Way. Consultation on Phase 5 is due to commence in the Spring 2007/08.</p> <p>The Heath and Darenth Country Park have benefited from increased focus group meetings and guided walks. These have succeeded in raising public awareness and usage. The Council also applied to the SITA Trust for funding and was successful in securing £90, 000 for Heath restoration.</p>

Aim: E5 Ensure that development in Dartford is sustainable







Corporate Objective	CSFs/PIs	Target	Outturn	Status	Achievements
E5 Ensure that development in Dartford is sustainable	E5.1a Local Development Policies Framework meets sustainability appraisal criteria	95%	0%		<p>The Council continues to secure sustainable development through the development control system, implementing policies which favour development in town centres and on brownfield sites, which discourage excessive dependence on cars and provide public transport facilities, and which provide for community needs.</p> <p>Development at The Bridge follows these principles, and is linked to a design guide to ensure design excellence throughout the development and to ensure sustainability.</p> <p>General production delays on the emerging Local Development Framework have prevented the Council from bringing forward new sustainability policies, although the existing framework of national and local policies are robust enough to secure many sustainable development objectives.</p>
E5.1 Sustainability appraisal criteria & LDF Policies					

Housing Outturns 2006/07






Aim: H1 To ensure range & diversity of the Housing Mix

Corporate Objective	CSFs/PIs	Target	Outturn	Status	Achievements
H1 To ensure range & diversity of the Housing Mix	H1.1a No: of affordable homes secured.	140	80		The infrastructure for residential phase of The Bridge development is now well underway. There have been a number of site difficulties and associated delays with regard to the new housing completions which, in turn affects the number of affordable homes secured. It is hoped that the shortfall will be made up in 2007/8 and future years resulting in no net loss.
H1.1 Ensure a wide choice of housing is available	H1.1b New Housing completions	775	529		
H1.2 Increase new homes built on previously developed land	BV106 New homes built on previously developed land	75%	100%		The Council allocates land for housing development in accordance with the Government's requirement, set out in PPG3, that previously developed land should be preferred to greenfield land. The annual outturn against this target fluctuates according to which particular sites are developed in the year in question.
H2.1 Improve Housing stock over next 30 years;	H2.1a Capital & Responsive Repairs ratio	Achieved	Achieved		<ul style="list-style-type: none"> New processes are now in place and the Housing Revenues Accountant attends the Housing Services Management Team meetings to discuss any areas of concern. Although the target for H2.1b has not been achieved arrears levels are rising across the entire social landlord sector. It is hoped that recent and proposed changes in our rent collection processes should help us achieve the 2007/8 target.
	H2.1b Amount of rent arrears as a percentage of debit	2%	2.47%		
	H2.1c Reduce FTA Arrears	£230,000	£250,264.81		
	H2.1d Ensure that the HRA at least breaks even every year	Yes	Yes		


Aim: H2 To ensure a high performing landlord service.

Corporate Objective	CSFs/PIs	Target	Outturn	Status	Achievements
H2.2 Tenants involvement in shaping services	BV75a Tenant Satisfaction with Participation (All)	60%	67%		The satisfaction of tenant with participation in the decision making process has improved significantly from 51% in 2001 rising to 64% in 2007. The direction of travel is clearly positive and work continues via the resident involvement action plan to further improve residents awareness of participation opportunities with a view to improving the rating in 2010.
H2.3 Satisfaction of Tenants with the overall service provided	BV74a Tenant Satisfaction with Landlord (All)	85%	78%		It is with some disappointment that housing received a score of 78% for tenant satisfaction with their landlord in the 2007 survey. The original the score was recorded as 79% but when moderated by the audit commission was marked down one 1%. It is impossible to explain why the headline figure from the STATUS survey has dropped whilst all other indicators, without exception, have improved and show a positive direction of travel. Work continues via the housing improvement plan to further improve residents awareness of participation opportunities with a view to improving the rating in 2010.
H2.4 To ensure that all repairs are completed on time.	H2.4a(i) %age of repairs completed on time - Priority 1	99%	98.2%		A Housing Maintenance Manager and an Asset Information Officer have been appointed in the last year to assist in the effective delivery of repairs and the Housing Service are close to achieving their targets in this area.
	H2.4a(ii) %age of repairs completed on time - Priority 2	98%	97.2%		There has been a great deal of work done in the Council's delivery of the Decent Homes targets: <ul style="list-style-type: none"> • Stock Condition survey has been carried out • IT enhancements have been implemented and software systems updated • Major works programme has commenced • Implementation of the 2nd year of recommendations from the Audit Commission report on the Housing Service are progressing
	H2.4a(iii) %age of repairs completed on time - Priority 3	99%	97.1%		
H2.5 Reduce anti-social behaviour and improve quality of life	BV199b Local Street and Environmental Cleanliness - Graffiti	26%	11%		

Aim: H3 Ensure that local people can obtain housing in Dartford


Corporate Objective	CSFs/PIs	Target	Outturn	Status	Achievements
H3.1 Increase No: of lettings to households within the Borough	H3.1a No: of lettings to households within the Borough.	90%	92%		A review of the choice based lettings system was carried out but resulted in very little of significance. Officers are assessing the advantages of entering into county wide advertising arrangements.
H3.2 Improve availability of Council housing	BV212 Average time taken to re-let local authority housing.	21	28.12		Significant improvement in this area has been made with the final quarter performance for 2006/7 dropping down to 20 days. We are optimistic that the 20 day target will be achieved in 2007/08.
H3.3 Reduce stay in B & B and Temporary Accommodation	H3.3a Reduce families in paid temporary accommodation	15	37		This has been particularly difficult to achieve when faced by increased requests for temporary accommodation during the year. Whilst progress has been disappointing a number of initiatives are now in place along with an ongoing review of the entire Housing options service provided by Dartford. The outcome of this review will show significant improvement in this area through 2007/8.
	BV183a Length of stay in temporary accommodation (B&B)	4	2.2		
	BV203 Change in number of families in temporary accommodation	-10%	-35.53%		





Aim: H4 Ensure Council Housing Stock meets the Decent Home Standard

Corporate Objective	CSFs/PIs	Target	Outturn	Status	Achievements
H4.1 Ensure Council's Housing Stock meets Decent Homes Standard;	H4.1a Improve Decent Homes Compliance	68%	63.7%		<p>There has been a great deal of work done in the Council's delivery of the Decent Homes targets:</p> <ul style="list-style-type: none"> • Stock Condition survey has been carried out • It enhancements have been implemented and software systems updated • Major works programme has commenced • Implementation of the 2nd year of recommendations from the Audit Commission report on the Housing Service are progressing




Corporate Value - Quality Services Outturn 2006/07

Aim: **QS1 Excellent quality services, equal access & value for money**

Corporate Objective	CSFs/PIs	Target	Outturn	Status	Achievements
<p>QS1 Excellent quality services, equal access & value for money</p>	<p>BV3 Overall satisfaction with the authority</p>	<p>67%</p>	<p>54%</p>		<p>Much has happened in the year to assist in equal access to services especially with regard to Information Technology:</p> <ul style="list-style-type: none"> • Investigations have been ongoing into enabling Building Control to be accessed online. There have been many IT issues with the software which has hampered progress. This will be carried over into 2007/08. • A speech recognition switchboard was implemented in 2006/07 and has reduced delays for the customers telephoning the Council. • SMS text messaging is now used by some services to communicate with their customers. • Visitors to the website can now get live help using an online 'chat' facility. Changes have been made to the Council's connection to the internet and external leading to much greater capacity, better resilience and reduced costs. • New facilities have been introduced to help Customer Services deal with calls more effectively and efficiently. The range of online services now available on the website has been extended. • The Benefits service have trained all staff in the use of hand held devices and software to ensure that information from claimants is accurate and will deliver a high quality Benefits service to residents <p>Within the Benefits service it was hoped to establish a joint visiting team with the Pensions Service & KCC but this has been delayed by the Pensions Service although preliminary talks have taken place. Now due to be established in 2007/08.</p> <p>Performance Standards self assessments have been carried out in the Benefits service and are continually monitored.</p> <p>The Council are aware that there has been an overall decline in satisfaction with local authorities in the 2006/07 general User Satisfaction Survey.</p>







Corporate Objective	CSFs/PIs	Target	Outturn	Status	Achievements
QS1.1 Improve overall quality of Council services available.					<p>Following a review of the service by an external consultant a commitment has been given to develop Environmental Health as part of the Quality System as practiced in other parts of the organisation. Some achievements to date include effective training in main software systems such as UNIFORM and IDOX.</p> <p>Linked with the review and the corporate fitness programme all service standards are being reassessed which will lead to upgrading of relevant policies. The programme of improvements is likely to take up to two years, but substantial improvements will be evident in the shorter term.</p> <p>With the introduction of the Contact Centre a Customer Services Strategy was to be developed in 2006/07. As it is dependent on the outcomes of the Corporate Fitness check being carried out by external consultants it has not yet been produced. However, Key actions for the strategy have been produced and will form the basis of the Strategy. A Customer Charter is in development and will shortly be consulted on.</p> <p>Processes for scanning & indexing Benefits claims forms has been superseded by a fast track process where forms are processed immediately by an assessor in the Contact Centre.</p>
QS1.2 Ensure equal access to services	BV2a Equality Standard for Local Government	2	2		A Race Equalities Strategy is now in place after consultation with partners and the community. This will ensure that equality of opportunity in all our activities is achieved, including delivery of services to the community. Actions within the Equalities Action Plan have been put in place to address discrimination and victimisation within the community.
QS1.3 Ensure value for money	QS1.3a Level achievements for the value for money section of the Use of Resources Assessment	3	2		The Council has produced a new Procurement Strategy and action plan to ensure that Value for Money is achieved when spending the Council's budgets. The actions are to be included in the appropriate service plans for 2007/08. The Council is also developing the use of e-government to procure goods and services and award/monitor contracts.
QS1.4 Respond to customer enquiries speedily & efficiently	QS1.4a %age of telephone calls answered within 20 seconds.	80%	80%		<ul style="list-style-type: none"> To increase staff ability to deal with customer enquiries at least half of all staff are now trained in at least 3 services. Systems training has also been delivered to all staff & call standards training is underway. Council Tax & Benefits assessment and training frameworks are now fully operational. Individual and team productivity is monitored daily although formal targets are unrealistic due to number of areas represented. Not currently possible to measure the Critical Success Factor Qs1.4b. Action to devise measurement in 2007/08 service plan. Introduction of electronic workflow management system in Taxation is underway and, when implemented and working, will ensure that the service is operating more effectively and efficiently.
	QS1.4b %age of calls to customer contact centre dealt with at first point of call.	80%	0%		

Objectives: **QS2 Response to comments & complaints**





Corporate Objective	CSFs/PIs	Target	Outturn	Status	Achievements
QS2.1 Improve satisfaction with complaint handling	BV4 Satisfaction with complaint handling	40%	42%		<ul style="list-style-type: none"> Both Customer Service and the Development Control service have been monitoring the number of complaints and the way they are handled with positive results. Development Control have drawn up an improvement plan for the planning enforcement service which has been approved by the Development Control Board. The plan is due to be in place in 2007/08. Staff have been trained in complaints handling by the Ombudsman's office and procedures implemented. The rise in stage two complaints is attributed to more accurate reporting and logging of complaints – improved complaint data quality and in some cases, the rise in number of complaints is directly linked to total types of transactions handled by a department e.g. contentious planning applications.
	QS2.1b Reduce number of cases referred to & upheld by the Ombudsman	1	0		
	QS2.1c Reduce number of stage 2 complaints against the Council	1	8		

Corporate Value - Corporate Health


Aim: CH1 To manage our resources efficiently

Corporate Objective	CSFs/PIs	Target	Outturn	Status	Achievements
CH1.1 Council's financial affairs	CH1.1a Use of Resources Assessment - Level 3	3	3		<ul style="list-style-type: none"> The Council's annual accounts were produced and audited with no adverse comments. They were judged to be at Level3 with regard to the Audit Commissions Use of Resources statement.
	CH1.1b No adverse comment in the Annual Audit letter	Yes	Yes		<ul style="list-style-type: none"> The Council's assets have been managed in accordance with the Asset Management Plan and an annual review has taken place.
CH1.2 Efficient procedures for collection of sums due to Council	BV9 % of Council Tax collected	97.8%	97%		<ul style="list-style-type: none"> The Local Taxation section has had a busy year in ensuring that the Direct Debit system for Council Tax payments successfully migrated from manual transmission to automatic transmission in time for annual billing 2007-2008. The section has also introduced a choice of payment dates for customers choosing this method of payment. As a direct result of the above the direct debit take-up has also increased from 55.23% in January 2007 to 58.59% by end of March 2007. Non-direct debit payers have not been forgotten and a standard payment date of 1st of the month has been introduced to encourage prompt collection. Business Rate arrears carried forward have been drastically reduced by 72% over the year by focusing resources on collectible debts by removing £84,903.27 from Business Rates. This has also been applied to Council Tax.
	BV66a Rent Collection and Arrears Recovery	98.80%	97.39%		Rent collection and recovery processes and procedures have been altered and improved especially in IT systems and it is hoped that this will improve the CSF outturn for the coming year
CH1.3 Maximise staff resources	BV12 Working Days Lost Due to Sickness Absence	8.5	8.09		<p>A Pay and Workforce Strategy was introduced in 2006 and a subsequent action plan was put in place. Most of the targets from the action plan have been completed. The main achievements in the year were:</p> <ul style="list-style-type: none"> a clear equal pay audit, a review of flexi time policy and the absence management policy, a new policy for home working.
	CH1.3b Reduce turnover for voluntary leavers	10%	10.36%		Two actions to take forward to 2007/8 are, a succession planning policy and a review of flexible pay options.


Aim: CH2 Measure service quality against a range of standards

Corporate Objective	CSFs/PIs	Target	Outturn	Status	Achievements
CH2.1 'Other' planning applications;	BV109b Minor applications determined in 8 weeks	65%	69.25%		<ul style="list-style-type: none"> Funding for additional resources from Planning Delivery Grant continued. Both targets were exceeded in 2006/7. The targets will be adjusted for 2007/8 to move the Council towards national best quartile performance.
	BV109c Planning Applications: 'Other' applications	80%	84.25%		
CH2.2 Speed & accuracy of benefit claims	BV78a Speed of processing - new HB/CTB claims	26	27.32		<ul style="list-style-type: none"> To assist in achieving this objective, assessment officers in the Benefits Service were set targets and action which gave a marked improvement in performance. This is now being measured by an Assessment Co-ordinator on a regular basis. A new Customer Information System (CIS) has been fully rolled out throughout the Benefits service to assist in the speed and accuracy of benefit claims. Also to decrease the levels of incorrect claims a training plan was implemented and completed. Officers of the Benefits service have been e-enabled to speed up the process and the Dartford Council website have been updated to ensure better information is available to residents.
	BV79a Accuracy of processing - HB/CTB claims	98.5%	98.4%		




Aim: CH3 Communications and Consultation

Corporate Objective	CSFs/PIs	Target	Outturn	Status	Achievements
CH3.1 Increase percentage of well-informed residents	CH3.1a %age of residents who feel well informed about services & benefits	65%	38.3%		The Council is currently reviewing the effectiveness of its various methods of communication with residents. The website was improved and re-launched in May 2006, and the Borough News is now being reviewed.





Aim: CH4 Ensure that staff know about the priorities of the Council

Corporate Objective	CSFs/PIs	Target	Outturn	Status	Achievements
CH4.1 Provide information to staff on a regular basis	CH4.1a Staff Surveys - Communications	N/A	Collected every 2 years		<ul style="list-style-type: none"> With the introduction of Covalent senior managers are able to access their service plans and Corporate Plan from a single point and monitor progress. This can then be shared with staff at team meetings. The Managing Director has given staff briefings throughout the year to ensure that staff are informed of what is happening and what the Council's priorities are and how they affect them.
	CH4.1b Increase No: of Staff who understand Council Priorities	56%	65%		















Aim: CH5 Adopt principles of good corporate governance







Corporate Objective	CSFs/PIs	Target	Outturn	Status	Achievements
CH5.1 Risk management strategy & practices	CH5.1a Achieve level 3 for internal control section in Use of Resources Assessment	3	3		<ul style="list-style-type: none"> The Risk Management Strategy was updated in 2006/07 and monitoring reports are now circulated to Management Team and Audit Board. A great deal of work has been carried out to manage risk in the Authority. The use of Covalent software system is instrumental in this and a management restructure has taken place to bring corporate planning, performance management and risk management together.
	CH5.1b Internal Audit review of Risk Management process assessed as satisfactory	Yes	Yes		
CH5.2 Performance management	CH5.2a %age achievement of Corporate Plan objectives	90%	88.4%		The Council has a robust performance monitoring system in place through the use of the Covalent Performance Management Software system.

BEST VALUE & LOCAL PERFORMANCE INDICATORS OUTTURNS 2006/07 AND FUTURE TARGETS

PI Status		All England Quartiles	
	This PI is significantly below target.		Top Quartile 2005/06
	This PI is slightly below target.		
	This PI is on target.		

Best Value Performance Indicator Outturns 2006/07













PI Code & Short Name	2005/06 Actual Value	All England Top Quartile 2005/06	2006/07 Annual Target	2006/07 Actual Value	Traffic Light	2007/08 Annual Target	2008/09 Annual Target	2009/10 Annual Target	Notes
BV2a Equality Standard for Local Government	1	N/A	2	2		3	3	3	
BV2b Duty to Promote Race Equality	57%	79%	61%	63%		71%	76%	80%	
BV8 % of invoices paid on time	93.33%	96.71%	100%	93.47%		95%	97%	99%	
BV9 % of Council Tax collected	97.10%	98.4%	97.8%	97%		97.5%	97.7%	98%	
BV10 Percentage of Non-domestic Rates Collected	99.10%	99.26%	99.50%	99.20%		99.5%	99.5%	99.5%	
BV11a Top 5% of Earners: Women	32.00%	42.44%	28%	31%		31%	32%	33%	
BV11b Top 5% of Earners: Ethnic Minorities	9.09%	4.33%	3.9%	10%		10%	10%	10%	
BV11c Top 5% of Earners: with a disability	0%	4.83%	0%	0%		0%	0%	0%	
BV12 Working Days Lost Due to Sickness Absence	7.59	8.34	8.50	8.09		8.0	7.5	7.0	
BV14 Percentage of Early Retirements	1.42%	0.17%	0.48%	0%		0.5%	0.5%	0.5%	
BV15 Percentage of Ill-health Retirements	0%	0.10%	0.48%	0.44%		0.5%	0.5%	0.5%	
BV16a Percentage of Employees with a Disability	3.55%	3.89%	3.60%	3.57%		3.6%	3.8%	4%	
BV16b Percentage of Economically Active People who have a Disability	11.5%	N/A	11.5%	11.5%		11.5%	11.5%	11.5%	This BVPI uses census information which is only collected every 10 years
BV17a Ethnic Minority representation in the workforce - employees	4.0%	4.8%	4.1%	5.2%		5.5%	6%	6.5%	

PI Code & Short Name	2005/06 Actual Value	All England Top Quartile 2005/06	2006/07 Annual Target	2006/07 Actual Value	Traffic Light	2007/08 Annual Target	2008/09 Annual Target	2009/10 Annual Target	Notes
BV17b Ethnic Minority representation in the workforce - local population	5.7%	N/A	5.7%	5.7%		Deleted 2007/08			
BV63 Energy Efficiency of Housing Stock	68	69	70	67.48		69	70	75	Average based on small percentage of properties surveyed by British Gas, surveys will be completed during this financial year.
BV64 No of private sector vacant dwellings that are returned into occupation or demolished	9	76	14	11		30	35	45	The year end total of 11 is lower than target. Ways of improving performance are being explored internally and with Kent County Council 'no use empty' initiative. Recent guidance suggests it may be possible to include additional categories of schemes into this indicator which would improve performance for 2006/07. An amendment will be sought if this is verified.
BV66a Rent Collection and Arrears Recovery: Rent collected by the local authority as a proportion of rents owed on Housing Revenue Account (HRA) dwellings	97.77%	98.59%	98.8%	97.53%		97.75%	98%	98.27%	
BV66b Rent collection and arrears recovery: The number tenants with more than seven weeks of (gross) rent arrears as a percentage of the total number of council tenants.	12.71%	4.12%	10%	13.14%		10%	7%	4%	Introduction of the new rent protocols has lengthened the already detailed progress required to arrive to a point where a notice seeking possession can be served. This inevitably means that those tenants aware of the process and who do not pay until the NOSP often remain in arrears past the seven week period. National policy on rent arrears is now more sympathetic to the tenant and the new rent protocol has introduced additional steps making obtaining possession orders more difficult for social landlords. Whilst this years target has not been met recent and proposed changes in our rent collection processes should rectify the problem in 2007/8
BV66c Rent Collection and Arrears Recovery: Notices Seeking Possession served.	53.95%	17.06%	45%	12.03%		12%	12%	12%	








PI Code & Short Name	2005/06 Actual Value	All England Top Quartile 2005/06	2006/07 Annual Target	2006/07 Actual Value	Traffic Light	2007/08 Annual Target	2008/09 Annual Target	2009/10 Annual Target	Notes
BV66d Rent Collection and Arrears Recovery: evictions	0.15%	0.21%	0.05%	0.19%		0.2%	0.21%	0.22	Whilst the percentage performance has not achieved target it actually accounts for 13 evictions during 2007/8. Whilst this years target has not been met an eviction is very much seen as a negative outcome for the council and the tenant and it is hoped that recent and proposed changes in our rent collection processes will help us achieve the 2007/8 target
BV76a Housing Benefits Security number of claimants visited	378	N/A	410	435		Deleted 2007/08			
BV76b Housing Benefits Security number of fraud investigators employed	0.55	N/A	0.53	0.46		0.53	0.53	0.53	Caseload has increased taking the percentage down.
BV76c Housing Benefits Security number of fraud investigations	83	N/A	95	78		80	85	90	Less quality referrals being recorded.
BV76d Housing Benefits Security number of prosecutions & sanctions	6.72	N/A	8	11		8	8	8	
BV78a Speed of processing - new HB/CTB claims in days	30.07	26.40	26	27.32		26	25	24	Staff restructure affected this indicator but outturn is in the top quartile nationally.
BV78b Speed of processing - changes of circumstances for HB/CTB claims in days	10.59	9.10	8	8.75		8	7	6	Staff restructure affected this indicator but outturn is in the top quartile nationally.
BV79a Accuracy of processing - HB/CTB claims	98.4%	99%	98.5%	98.40%		99%	99%	99%	
BV79b(i) Percentage of Recoverable Overpayments Recovered (HB) that are recovered during period	62%	79.39%	72%	79.45%		79%	80%	80%	
BV79b(ii) HB overpayments recovered as % of the total amount of HB overpayment debt outstanding	31%	39.68%	31%	38.73%		40%	41%	42%	
BV79b(iii) Percentage of Recoverable Over payments Recovered (HB)	3.95%	39.69%	8%	9.21%		9%	10 %	10%	

PI Code & Short Name	2005/06 Actual Value	All England Top Quartile 2005/06	2006/07 Annual Target	2006/07 Actual Value	Traffic Light	2007/08 Annual Target	2008/09 Annual Target	2009/10 Annual Target	Notes
BV82a(i) % of Household Waste Recycled	16.09%	20.87%	21%	18.39%		21%	30%	32%	Unable to implement Council initiatives due to delays by KCC in providing a local Waste Transfer station. The external audit re-definition of this indicator is also a factor, as reported to Quality Services Committee in the 3 rd quarter outturns in March 2007.
BV82a(ii) Tonnes of Household Waste Recycled	6505.46	15126.10	8040	7212.82		8250	11780	12570	As above
BV82b(i) % of Household Waste Composted	0%	13.05%	0%	0%		0%	0%	0%	
BV82b(ii) Tonnes of household waste composted	0	8770.30	0	0		0	0	0	
BV82c(i) Household Waste Management (energy recovery) - percentage	0%	6.72%	79%	81.61%		79%	70%	68%	All residual waste now taken to Allington Energy from Waste plant
BV82c(ii) Household Waste Management (energy recovery) - tonnes	N/A	131740	15130	7070.75		30950	27505	26710	As above
BV84a Household waste collected per head, in kilos	459.4	394	437	445.8		450	440	430	
BV84b Household Waste Collection (% change in kilograms per head)	-0.89%	-3.79%	-5%	1.62%		-1%	-1%	-1%	The under performance of this indicator is due to pending implementation of promotion and awareness raising on waste minimisation issues including Side Waste as referred to in BV82a(i) above.
BV86 Cost of household waste collection	£32.86	£39.48	£38.00	£35.00		£39.15	£34.40	£35.80	This figure is estimated as cannot be confirmed until Finance has completed the RO1 form in July.
BV91a Kerbside Collection of Recyclables (one recyclable)	100%	100%	100%	100%		100%	100%	100%	
BV91b Kerbside collection of recyclables (two recyclables)	100%	100%	100%	100%		100%	100%	100%	
BV106 New homes built on previously developed land	100%	96.74%	75%	100%		60%	60%	60%	

PI Code & Short Name	2005/06 Actual Value	All England Top Quartile 2005/06	2006/07 Annual Target	2006/07 Actual Value	Traffic Light	2007/08 Annual Target	2008/09 Annual Target	2009/10 Annual Target	Notes
BV109a Major applications determined in 13 weeks	40.05%	74.90%	60%	75.50%		60%	60%	75%	These targets are set by the Government
BV109b Minor applications determined in 8 weeks	77%	81.06%	65%	69.25%		65%	65%	82%	These targets are set by the Government
BV109c Planning Applications: 'Other' applications	79.25%	91.38%	80%	84.25%		80%	80%	92%	These targets are set by the Government
BV126 Domestic burglaries per 1,000 households	14.7	6.4	N/A	13.73		12.63	N/A	N/A	Traffic Light is based on performance against previous year as no target available. Much work has been done over the past year to tackle crime in the Borough which has resulted in better detection rates. Targets for 2008/09 onwards will be included once the new Home Office targets are agreed.
BV127a Violent Crime per 1,000 Population	22.9	12.4	N/A	25.99		24.69	N/A	N/A	
BV127b Robberies per 1,000 Population	1.6	0.3	N/A	1.85		1.66	N/A	N/A	
BV128 Vehicle crimes per 1,000 population	21.1	7.3	N/A	19.6		16.66	N/A	N/A	
BV156 Buildings Accessible to People with a Disability	58.34%	N/A	60%	60%		100%	100%	100%	
BV164 Equal Access to Social Housing	Yes	N/A	Yes	Yes		Deleted 2007/08			
BV166a Environmental Health Checklist	70%	100%	70%	70%		90%	95%	100%	As part of the major service review being undertaken in Environmental Health Services, all the parameters covered by this indicator are being challenged. This will improve the evidence base & open the way for a higher target being achieved in 2007/08
BV170a Visits to and Use of museums & galleries - All Visits	111	958	110	129		115	120	125	
BV170b Visits to and use of Museums & galleries - Visits in Person	81	523	90	83		90	90	90	
BV170c Visits to and Use of Museums - School Groups	385	8156	250	339		275	300	325	
BV174 Racial Incidents Recorded	5	N/A	5	1		4	4	4	Although outturn for 2006/07 was well below target the targets for the coming years reflect the migration to this country & the expected rise in racial incidents

PI Code & Short Name	2005/06 Actual Value	All England Top Quartile 2005/06	2006/07 Annual Target	2006/07 Actual Value	Traffic Light	2007/08 Annual Target	2008/09 Annual Target	2009/10 Annual Target	Notes
BV175 Racial incidents resulting in further action	100%	100%	100%	100%		100%	100%	100%	
BV183a Length of stay in temporary accommodation (B&B)	3	1	4	2.20		Deleted 2007/08			
BV184a Non-decent local authority dwellings (%)	41%	16%	27%	36.30%		25%	20%	0%	The reported figure is based on historical survey data which is currently under review due to questions over its accuracy. Early indications are that figure is significantly less than detailed and that 2010 DHS target will be met. Survey and validation work is ongoing and will be completed over the summer. Revised correct position will be reported as soon as it is known.
BV184b Non-decent local authority dwellings (change)	11.5%	28.3%	27%	74.7%		25%	23%	23%	
BV199a Local street and environmental cleanliness - Litter and Detritus	13.8%	8.8%	19.7%	15.5%		13%	11%	9.5%	
BV199b Local Street and Environmental Cleanliness - Graffiti	10%	1%	26%	11%		9%	8%	7%	
BV199c Local Street and Environmental Cleanliness - Fly-posting levels	2%	0%	26%	1%		2%	2%	1%	
BV199d Local Street and Environmental Cleanliness - Fly-tipping	3	N/A	3	3		3	3	3	
BV200a Plan-making: Local Development Scheme submitted?	Yes	N/A	Yes	Yes		Yes	Yes	Yes	
BV200b Plan-making: Milestones Met?	Yes	N/A	Yes	Yes		Yes	Yes	Yes	
BV200c Plan-making: Monitoring Report	Yes	N/A	Yes	Yes		Deleted 2007/08			
BV202 Number of people sleeping rough	3	0	5	3		5	5	5	













PI Code & Short Name	2005/06 Actual Value	All England Top Quartile 2005/06	2006/07 Annual Target	2006/07 Actual Value	Traffic Light	2007/08 Annual Target	2008/09 Annual Target	2009/10 Annual Target	Notes
BV203 Change in number of families in temporary accommodation	-9.85%	-16%	-10%	-35.53%		Deleted 2007/08			
BV204 Planning appeals allowed	33%	25%	35%	36%		35%	35%	25%	
BV205 Quality of Planning Service checklist	94%	100%	94%	94%		100%	100%	100%	
BV212 Average time (in days) taken to re-let local authority housing.	29	29	21	28.12		26	24	22	Significant improvement in this area has been made with the final quarter performance for 2006/7 dropping down to 20 days. Changes in the way this BVPI is measured has resulted in turnaround times increasing across all authorities. By continuing the new processes in 2007/8 we are optimistic that the 20 day target will be achieved.
BV213 Preventing Homelessness - number of households where homelessness prevented	0	5	0	1.12		3	4	5	
BV214 Housing Advice Service - % of repeat homelessness within 2 years	2%	0.37%	3%	2.76%		Deleted 2007/08			
BV216a Identifying Contaminated Land	397	1428	397	397		410	415	410	
BV216b Information on contaminated land	2%	9%	2%	2%		2%	2%	2%	
BV217 Pollution Control Improvements Completed On-time	90%	100%	100%	94%		100%	100%	100%	All premises requiring new permits have now been visited. Permits are being issued. At year end, one application was outstanding but this has now been received. All improvements identified as part of the inspections are being managed.
BV218a Abandoned vehicles - % investigated within 24 hrs	81.40%	96.64%	80%	91.69%		92%	96%	96%	
BV218b Abandoned Vehicles - % removed within 24 hours of required time	57.14%	95%	80%	92.87%		95%	95%	95%	









PI Code & Short Name	2005/06 Actual Value	All England Top Quartile 2005/06	2006/07 Annual Target	2006/07 Actual Value	Traffic Light	2007/08 Annual Target	2008/09 Annual Target	2009/10 Annual Target	Notes
BV219a Preserving the Special Character of Conservation Areas	6	N/A	6	6		Deleted 2007/08			
BV219b Preserving the Special Character of Conservation Areas: Character Appraisals	0%	31.81%	16.5%	16.5%		16.5%	16.5%	16.5%	Conservation Character Appraisal completed for Dartford Town Centre
BV219c Preserving the Special Character of Conservation Areas: Management Proposals	0%	7.70%	1%	0%		Deleted 2007/08			
BV225 Actions Against Domestic Violence	36%	N/A	27%	36%		40%	45%	50%	
BV226a Advice & Guidance Services - total	£199764	N/A	£200000	£199514		£200000	£200000	£200000	
BV226b Advice & Guidance Services - CLS Quality Mark	49.93%	N/A	37%	50%		50%	50%	50%	
BV226c Advice & Guidance Services: direct provision	£160148	N/A	£170000	N/A		£170000	£170000	£170000	The outturn for this indicator is yet to be agreed due to uncertainties with regard to the definition.











Local Performance Indicator Outturns 2006/07












PI Code & Short Name	2005/06 Actual Value	2006/07 Annual Target	2006/07 Actual Value	Traffic Light	2007/08 Annual Target	2008/09 Annual Target	2009/10 Annual Target	Notes
CC1.2a Election Turnout	4 Yearly monitored				36%	N/A	N/A	
CC1.2b Increase No: of registered electors(net)	87%	87.1%	89.8%		90%	90%	90%	
CC2.2a Increase No: of residents who believe there is a sense of community spirit within their communities	30%	35%	51%		55%	60%	60%	
CC3.1a Compliance with Planning Policy CF3 on new development sites	New 2006/07	95%	100%		100%	100%	100%	
CC4.1a To agree Youth Plan by all partners by October 2006	New 2006/07	Yes	Yes		Deleted 2007/08			
CC4.2a Swanscombe Youth Forum in place with participants	0	20	30		Deleted 2007/08			
CC12 Number of young people participating in the Dartford Youth Council over the year	190	275	171		150	150	150	The previous high-performing chairman of the Youth Council left in September 2005 and, the Youth Council being Youth led, the subsequent elected chairman was unable to actively engage participation amongst new members. However the Communications Manager feels that this measurement may, with hindsight, not accurately reflect the achievements or output of the Youth Council.
R1.1a Reduce job seeker allowance claimants	0%	12.6%	14.9%		Deleted 2007/08			This indicator will be replaced in 2007/08 with a more direct measure of the Council's contribution towards reducing unemployment.













PI Code & Short Name	2005/06 Actual Value	2006/07 Annual Target	2006/07 Actual Value	Traffic Light	2007/08 Annual Target	2008/09 Annual Target	2009/10 Annual Target	Notes
R2.1a Increase Town Centre footfall	22,000	22,550	22,200		23,100	24,255	25,468	
R2.1b Decrease average retail yield in High Street	7	7	7.75		7.5	7	6.5	This is one of a number of measures of town centre economic health. The full set will be included as from 2007/8 to provide a fuller, composite picture of the economic performance of the town centre.
R3.1a Increase %age of working population meeting the NVQ level 3	0%	36%	N/A		Amended 2007/08			This target was from the 2003/04 Regeneration framework but is no longer relevant as the NVQ levels now being monitored nationally are NVQ level 2. Future Critical Success Factor to reflect this.
R4.1a Ensure new development proposals meet standards set	New 2006/07	100%	0%		100%	100%	100%	Progress on the production of the LDF has been delayed. This target is therefore invalid for 2006/7
R10 Number of housing units with planning approval not yet built.	4,770	13,656	4,546		Deleted 2007/08			This Performance Indicator is to be deleted as there are other. More meaningful indicators that are measuring the speed at which the Council determines applications. The other aspects of this indicator are outside the control of the Council as they are largely dependant on the actions of developers.
R12a No: of successful applications for external funding	3	2	7		2	2	2	These two indicators are being revisited and may change for the coming year to include other funding received by the Council
R12b Amount of funding received	£13,000	£549,000	£1,400,000		£50,000	£50,000	£50,000	
LT1.2a %age residents within 20 min travel time of 3 sports	0%	20%	95%		95%	95%	95%	
LT1.3a Maintain total %age of capacity at The Orchard to at least 60%	New 2006/07	60%	59%		60%	60%	60%	
LT1.3b Increase No: of creative arts performances at The Orchard whilst staying within budget	48	50	50		50	50	50	
LT2.1a Successful stage 2 Heritage Lottery Fund	New 2006/07	Yes	No		Deleted 2007/08			Bid has been reworked to reflect available DBC resources and submitted for appraisal by HLF. Bid has been commended and awaiting final approvals. HLF have delayed the approval and a positive outcome is expected in 2007/08

PI Code & Short Name	2005/06 Actual Value	2006/07 Annual Target	2006/07 Actual Value	Traffic Light	2007/08 Annual Target	2008/09 Annual Target	2009/10 Annual Target	Notes
L5a No: of exhibitions & talks given each year at the Museum	3	3	3		3	3	3	
L5b No: of talks given within the Museum & other venues.	24	20	31		25	28	30	
L6 No: of visitors to Central Park during the Dartford festival weekend	25,000	30,000	36,000		Deleted 2007/08			
E1.1a Removal of graffiti within 72 hours of notification	New 2006/07	90%	85.1%		90%	92%	95%	
E1.4a Average No: of days individual unauthorised encampments on Council Land	3	5	5		5	5	5	
E2 Speed of removal of fly-tipping	1.3	1.3	1.5		1.5	1.5	1.5	
E3.1a Reduce the No: of anti-social behaviour incidents	New 2006/07	2,231	5226		5016	4815	4622	The system for recording ASB by the Kent Police has changed which has increased the incidence of ASB and the coming targets have been changed accordingly.
E3.2a Reduce levels of criminal damage	2,534	2,027	2,441		1,949	1,949*	1,949*	The implementation of the Grabbacab scheme has aided in reducing levels of criminal damage in 2005/06. It is hoped that this will continue with the closer relationship the Council now have with Kent Police. * These targets will be confirmed once the new Home Office targets are agreed.
E3.3a The %age of residents surveyed that feel safe/very safe in Dartford daytime.	92%	85%	95%		95%	95%	95%	
E3.4a The %age of residents surveyed that feel safe/very safe in Dartford night-time.	50%	55%	70%		Replaced 2007/08			This PI is to be replaced with 2 that monitor the perception of safety in the Borough & at home during the evening.
E3.5a Introduce an environmental risk based inspection programme	New 2006/07	Yes	No		Yes	Yes	Yes	All premises have been inspected & the data will now be used to prepare a risk based programme for 2007/08
E3.5b(i) %age of food premises inspected within target for: high risk areas	New 2006/07	100%	100%		85%	95%	100%	This target has been achieved with the effective assistance of external contractors.

PI Code & Short Name	2005/06 Actual Value	2006/07 Annual Target	2006/07 Actual Value	Traffic Light	2007/08 Annual Target	2008/09 Annual Target	2009/10 Annual Target	Notes
E3.5b(ii) %age of food premises inspected within target for: other risk areas	92.6%	75%	59%		Deleted 2007/08			Priority has given to high risk premises. Alternative means of ensuring lower risk premises are monitored are being looked at. A move towards self-assessment and selective inspections is being considered.
E3.5c(i) Inspection of premises within target for Health & Safety - A to B4	New 2006/07	100%	75%		75%	85%	100%	It has been necessary to divert resources into some Smokefree work toward the end of 2006/07
E3.5c(ii) Inspection of premises within target for Health & Safety - Others	New 2006/07	75%	62%		Deleted 2007/08			As E3.5b(ii) above.
E3.5d Investigation of Food Poisoning & Infectious Diseases within 48 hours of notification	New 2006/07	100%	100%		100%	100%	100%	
E5.1a Local Development Policies Framework meets sustainability appraisal criteria	New 2006/07	95%	0%		95%	95%	95%	LDF policies have not yet been formulated so too early to say if they meet Sustainability Appraisal criteria
E8 Cost per square metre of Council land maintained per annum	£0.49	£0.50	£0.51		£0.52	£0.54	£0.50	Target to be reviewed once grounds maintenance benchmarking exercise is completed.
E9a Market stalls occupancy: Thursday	64%	78%	71.43%		78%	79%	80%	3 markets effected by severe weather. The affect of this has pulled down the average
E9b Market stalls occupancy: Saturday	92%	95%	92%		95%	97%	97%	
E13 90% of grounds maintenance contract assessed as acceptable or better	90%	90%	96.9%		96%	96%	96%	
H1.1a No: of affordable homes secured.	41	140	80		140	140	140	Due to site difficulties and associated delays the 2006/7 target has not been met. It is hoped that the shortfall will be made up in 2007/8 and future years resulting in no net loss.
H1.1b New Housing completions	New 2006/07	775	529		773	1663	1445	The calculation of the rate at which sites with Planning Permission are developed has proved to be over optimistic. The methodology has been revised to take account of the longer lead times.
H2.1a To achieve 60:40 ratio between planned and Responsive Repairs	Not achieved	Achieved	Achieved		60:40	70:30	70:30	

PI Code & Short Name	2005/06 Actual Value	2006/07 Annual Target	2006/07 Actual Value	Traffic Light	2007/08 Annual Target	2008/09 Annual Target	2009/10 Annual Target	Notes
H2.1b Amount of rent arrears as a percentage of debit	New 2006/07	2%	2.47%		2%	1.9%	1.8%	Although the target has not been achieved in 2006/7 Dartford performed in the top quartile for the first two quarters of 2006/07 and then fell into the median quartile for the third and fourth quarter. It is also true to say that arrears levels are rising across the entire social landlord sector. In cash terms the difference between out turn and target equates to approx £20k. Whilst this years target has not been met it is hoped that recent and proposed changes in our rent collection processes should help us achieve the 2007/8 target
H2.1c Reduce FTA Arrears	New 2006/07	£230,000	£250,264.81		£245,000	£230,000	£215,000	
H2.1d Ensure that the HRA at least breaks even every year	New 2006/07	Yes	Yes		Yes	Yes	Yes	
H2.4a(i) %age of repairs completed on time - Priority 1	98%	99%	98.2%		Deleted 2007/08			To be replaced with 2 new indicators- 1 for urgent repairs & 1 for non-urgent repairs completed on time.
H2.4a(ii) %age of repairs completed on time - Priority 2	96%	98%	97.2%		Deleted 2007/08			
H2.4a(iii) %age of repairs completed on time - Priority 3	98%	99%	97.1%		Deleted 2007/08			
H3.1a No: of lettings to households within the Borough.	New 2006/07	90%	92%		86%	86%	86%	
H3.3a Reduce families in paid temporary accommodation	22	15	37		25	22	20	This target has been particularly difficult to achieve when faced by increased requests for temporary accommodation during the year. Whilst progress has been disappointing a number of initiatives are now in place along with an ongoing review of the entire Housing options service provided by Dartford. The outcome of this review will show significant improvement in this area through 2007/8.
H4.1a Improve Decent Homes Compliance	59%	68%	63.7%		75%	80%	100%	
H4 No: of lettings to households outside the Borough.	3%	10%	8%		14%	14%	14%	

PI Code & Short Name	2005/06 Actual Value	2006/07 Annual Target	2006/07 Actual Value	Traffic Light	2007/08 Annual Target	2008/09 Annual Target	2009/10 Annual Target	Notes
H11 %age of rent lost through local authority dwellings becoming vacant: Houses	0.88%	0.5%	0.67%		0.45%	0.4%	0.36%	
QS1.3a Level achievements for the value for money section of the Use of Resources Assessment	2	3	2		3	3	3	We have not quite done enough to achieve a level 3. We have the building blocks in place but we now need to demonstrate that our actions have real impact.
QS1.4a %age of telephone calls answered within 20 seconds.	New 2006/07	80%	80%		80%	80%	80%	
QS1.4b %age of calls to customer contact centre dealt with at first point of call	New 2006/07	80%	0%		80%	80%	80%	Not currently possible to measure. Action within Customer Services Service plan to devise measurement
QS2.1b Reduce number of cases referred to & upheld by the Ombudsman	4	1	0		1	1	1	
QS2.1c Reduce number of stage 2 complaints against the Council	2	1	8		0	0	0	The rise in stage two complaints is attributed to more accurate reporting and logging of complaints – improved complaint data quality and in some cases, the rise in number of complaints is directly linked to total types of transactions handled by a department e.g. contentious planning applications.
CH1.1a Use of Resources Assessment - Level 3	3	3	3		3	3	4	
CH1.1b No adverse comment in the Annual Audit letter	Yes	Yes	Yes		Yes	Yes	Yes	
CH1.3b Reduce turnover for voluntary leavers	13.46%	10%	10.36%		10%	10%	10%	
CH1.3c Staff Surveys - Overall satisfaction	53%	2 Yearly monitored			60%	N/A	65%	
CH2.3a %age of benefit claims assessed within 14 days of all information being received.	72%	95%	87.18%		95%	95%	95%	

PI Code & Short Name	2005/06 Actual Value	2006/07 Annual Target	2006/07 Actual Value	Traffic Light	2007/08 Annual Target	2008/09 Annual Target	2009/10 Annual Target	Notes
CH3a Staff Surveys - Job Satisfaction	60%	2 Yearly monitored			65%	N/A	70%	
CH3c Staff Surveys - Management Style	48%	2 Yearly monitored			53%	N/A	60%	
CH3d Staff Surveys - Working Together	79%	2 Yearly monitored			80%	N/A	85%	
CH3e Staff Surveys - Customer Care	70%	2 Yearly monitored			77%	N/A	80%	
CH3f Staff Surveys - Training & Development	66%	2 Yearly monitored			72%	N/A	75%	
CH4.1a Staff Surveys - Communications	65%	2 Yearly monitored			70%	N/A	75%	
CH4.1b Increase No: of Staff who understand Council Priorities	New 2006/07	56%	65%		70%	75%	80%	
CH5.1a Achieve level 3 for internal control section in Use of Resources Assessment	New 2006/07	3	3		3	3	3	
CH5.1b Internal Audit review of Risk Management process assessed as satisfactory	New 2006/07	Yes	Yes		Yes	Yes	Yes	
CH5.2a %age achievement of Corporate Plan objectives	New 2006/07	90%	88.4%		Deleted 2007/08			
CH6 %age of correspondence answered within 7 days.	100%	99.8%	100%		99.8	99.8	99.8	
PI5 The percentage of standard searches carried out in 10 working days (formerly BV179)	98%	100%	100%		100%	100%	100%	

User Satisfaction Survey Performance Data – Collected every 3 Years

PI Code & Short Name	Target 2003/04	Actual Value 2003/04	All England Top Quartile 2003/04	Target 2006/7	Actual Value 2006/07	Status	Target 2009/10
BV3 Overall satisfaction with the authority	68%	57%	60%	67%	54%		60%
BV4 Satisfaction with complaint handling	44%	31%	36%	40%	42%		50%
BV74a Tenant Satisfaction with Landlord (All)	85%	79%	83%	85%	78%		85%
BV75a Tenant Satisfaction with Participation (All)	51%	44.2%	69%	60%	67%		75%
BV80a Contact/access facilities at benefit office	80%	82%	83%	88%	75%		80%
BV80b Service in benefit office	75%	77.6%	85%	88%	69%		80%
BV80c Telephone service in benefits office	75%	61.6%	77%	75%	62%		70%
BV80d Staff in benefit office	83%	79.6%	85%	88%	76%		85%
BV80e Clarity etc, of forms & leaflets for benefits	65%	62.5%	67%	70%	59%		70%
BV80f Time taken for a decision in benefits	75%	67.6%	76%	80%	66%		75%
BV80g Overall user satisfaction with benefits service	80%	79.4%	83%	88%	76%		85%
BV89 Satisfaction with cleanliness of streets	65%	58%	66%	65%	69%		70%
BV90a Satisfaction with household waste collection	90%	92%	89%	75%	85%		90%
BV90b Satisfaction with waste recycling	75%	74%	75%	90%	73%		80%
BV111 % of applicants satisfied with the Planning service received	85%	86%	81%	86%	81%		85%
BV119a % satisfied with sports & leisure	55%	55%	60%	58%	60%		65%
BV119c % satisfied with museums & galleries	43%	45.1%	50%	49%	45%		50%
BV119d % satisfied with theatres and concert halls	66%	67%	56%	70%	66%		75%
BV119e % satisfied with parks and open spaces	68%	74%	77%	78%	73%		80%
CC1.1a Residents satisfaction with decision making process	New Local Indicator 2006/07		N/A	20%	27%		40%
LT1.1a Increase No: of residents who think activities for teenagers have improved	New Local Indicator 2006/07		N/A	63%	N/A		70%
CC2.1a %age of people satisfied with Dartford & its environment as a place to live	New Local Indicator 2006/07		N/A	30%	71%		80%
CH3.1a %age of residents who feel well informed about services & benefits	New Local Indicator 2006/07		N/A	65%	38.3%		50%

The Code of Practice on Workforce Matters in Local Authority service contracts sets out an approach to workforce matters in service contracts which involve a transfer of staff from the local authority to the service provider, or in which staff originally transferred out from the local authority as a result of outsourcing are TUPE transferred to a new provider.

The code also recognises the need to manage workforce issues well by selecting providers who offer terms and conditions for staff that will secure high quality service provision and not driving down terms and conditions in an effort to cut costs. The code does recognise that local authorities & service providers can address productivity issues by working together with their employees to achieve continuous improvement in service delivery.

In 2006/07 Dartford Borough Council has not awarded any contracts that involved a transfer of staff.