



CORPORATE PLAN 2021-2023

Foreword

A Council's Corporate Plan helps set out the strategic direction a local authority will take in relation to its powers, functions and responsibilities. It provides an overview to local residents, businesses and stakeholders as well as being a material consideration for all of us here at the Council when we make a decision. Time and again you will see references in our minutes and reports to how a decision relates to the Corporate Plan. It is a routemap and guide.

The distinction between the powers, functions and responsibilities we have as a Council and all the other things that matter to our community is an important one.

It's why you will see only limited references in the plan to issues like policing, the provision of hospitals and surgeries or matters related to national regulations. It's not because we don't care about those issues. We do very much. It's just that our Corporate Plan must focus on the things within our direct decision-making responsibility or material ability to influence.

The Corporate Plan is not a lobbying document so, again, you will find only limited reference to some of the big issues that concern or frustrate us. It does not, for example, contain any expression of our frustration at the speed of progress on the new Lower Thames Crossing, local congestion caused by the M25 or the imposition of national housing targets that are so often at odds with the wishes of local people. Where the Corporate Plan does touch upon these issues, we focus upon the Council's own powers and responsibilities in response to them.

Residents can be reassured that behind each of the Council's own strategic objectives found in this plan, there is significant activity to influence, to persuade and sometimes respond robustly to uphold the interests of our local community. Over the years, it is fair to say we have 'punched above our weight' as a local council and we have no hesitation in continuing to do so.

Dartford matters to all of us and we all care about the decisions we take for its future.

Jeremy Kite
Leader of the Council



Jeremy Kite MBE Leader of Dartford Borough Council

The Corporate Plan sets out Dartford Borough Council's overall vision for the area, which is:

To make Dartford a place of quality, choice and safety. A place where great communities, concern for the environment and a successful economy support people who want to live, work and enjoy leisure time

The Corporate Plan delivers this vision through the following five themes:

- Economic Development and Regeneration
- Health and WellBeing
- Safe and Cohesive Communities
- Environment and Sustainability
- Housing

In addition the Plan includes a theme relating to the Council itself:

- A Council Performing Strongly

These themes are underpinned by the following values:

- Ensuring Value for Money: The Council recognises that the majority of the money it spends comes from tax payers and it will therefore provide high quality services, whilst constantly looking at ways in which they can be delivered in a more efficient and effective way.
- Transparency in Decision Making: The decisions taken by the Council will be made in an open and transparent manner through the Council's governance framework. The Council will be accountable for the decisions it makes and how tax payers' money is spent.
- Delivering Accessible Services: The Council will ensure that its services are accessible to all who need them and that customer views are taken into account in the delivery and development of services.
- Valuing the town's Heritage, celebrating its character : Ensuring our built heritage is preserved for future generations and resisting inappropriate, featureless development when we are able.
- Valuing Council Staff: Our staff are at the heart of service delivery and are the Council's greatest asset. Staff will be encouraged to propose new ideas for improving and developing services. Development and training opportunities will be available to staff.
- Working in Partnership: The Council will work with a range of organisations, communities and individuals to deliver improvements to the Borough.



Our staff are our greatest asset and at the heart of everything we do.

Understanding the Corporate Plan

Under each of the six themes, set out above, are a number of strategic aims and objectives, which state what the Council wants to achieve. Under the aims and objectives are a series of statements setting out what the Council intends to do to meet the aims and objectives by 2023. This will either be by itself or in partnership with others. The statements will be linked, where possible, to a relevant service area, and to partner plans. The Council has reduced the Plan period to two years in recognition of the uncertainties which surround the recovery from COVID-19 and the departure from the European Union.

Set out under each theme are a set of performance indicators relating to the theme's strategic objectives and a set of overall Borough indicators. The performance indicators relate to the Council's own service performance whilst the Borough indicators contain information about the wider performance of the Borough, where the Council does not have direct control over outcomes and often works in partnership with others.

The Corporate Plan is closely linked to the policies and targets as set out in the Local Plan (Core Strategy and other adopted planning documents). There have been a number of changes since the Corporate Plan was last updated. The Local Plan itself is being updated and subject to agreement by the Council will be published in February 2021 with a view to examination by the Planning Inspectorate later in 2021.

A Year of Change

The United Kingdom has a Conservative Government following a General Election held on the 19th December 2019. The UK left the EU on the 1st January 2020. The one year transition period, agreed until December 31st 2020, during which the UK agreed to abide by EU regulations, has now passed and a trade agreement has been signed with the EU. The impact of the new agreement is yet to be fully understood.

By early 2020, Dartford was facing a dangerous new challenge to the plans, ambitions and health of our people. In China a new coronavirus, COVID-19, was spreading. It rapidly became a pandemic and as the death toll rose in the UK the country was put on lock down. This included curbs on personal liberties, requiring people to stay at home and businesses to close. During the pandemic working from home became a new phenomena, whilst there has also been an upsurge in volunteering.

A second wave of the virus emerged in the autumn of 2020, leading to further lockdowns. A suite of vaccines have been developed, and are being distributed. A number of Dartford Borough Council facilities are being deployed for community testing and vaccination. The virus continues to have significant impacts on life in the

Borough into 2021 with the race to vaccination seen as crucial to the relaxation of restrictions and a return to normal life and economic activity. A phased departure from lockdown has been set out by the Government, with restrictions being mainly lifted by **19th July 2021**. This is dependent on the rate of infection and the number of deaths continuing to fall.



The Corporate Plan sets out the key strategic aims and objectives that the Council wants to achieve.

Economy and Employment

During the pandemic, the Council has been highly visible and effective, supporting its more vulnerable residents through the provision of emergency food, help with shopping and prescription collections and signposting to appropriate charities and voluntary groups, who could provide any additional support required.

The Council now wishes to capture and utilise this experience of supporting vulnerable residents during the months of lockdown and to emerge from the COVID outbreak with enhanced services to those most in need. Relationships with the voluntary and community sectors will need to be strengthened to support residents as the Country moves into the recovery phase of the crisis.

It is clear that the virus has seriously damaged the economy. In November 2020 the economy shrank by 2.6%, this followed a six month rise in GDP, following the relaxation of the first lockdown.

However the economy, in quarter 3 of 2020, was still 8.6% lower than the same quarter in 2019 (NOMIS). Again there have been regional variations. The highest rise in the claimant count has been in the North East, the lowest in the South East.

In Dartford, from March 2020 to March 2021, there has been an increase of 2,465 in the number unemployed. Unemployment was 1.2% when the last Corporate Plan was produced it now stands at 5.7% (March 2021). The figures for Kent and England are 6.0% and 6.5% respectively (KCC). Worst hit is the 18-24 age group, where, in Dartford, the unemployment figure stands at 10.1% (March 2021) (KCC). This is true across the country. The figures for Kent and England, are 9.6% and 9.0% respectively (KCC)

Even before COVID 19 the retail sector of the economy was under pressure from changes to the way people shopped, in particular the growth of on line shopping. This trend towards on line shopping has been accentuated by the pandemic.

Dartford is particularly vulnerable to this change. 22% of the Borough's workforce is employed in the wholesale and retail sector. This compares to 16% in the South East and 15% in the UK (NOMIS). The Bluewater shopping centre is probably a major factor in this difference.

These changes also affect Dartford High Street, where initiatives are already underway to increase the diversity of use between retail, residential and leisure.



During the pandemic, the Council has remained highly visible and effective, helping to support residents through emergency food provision.

Housing and New Developments

Housing delivery in Dartford continues to be subject to national housebuilding targets which place great pressure on existing communities. The Council has responded by developing clear and robust local plan policies to ensure that development is focussed on the town centre where infrastructure and amenities are prevalent, and on a limited number of other growth areas where delivery of new infrastructure - including schools and healthcare provision - can be overseen. The Council continues to resist pressure for inappropriate levels of development and whilst the authority currently meets the Government's Housing Delivery Test (Dartford Annual Monitoring Report 2018/19) it will prioritise the creation of sustainable, well-designed communities above housing targets.

The Borough currently has extant planning consents for approximately 11,500 homes (many of them relating to the Ebbsfleet area under the auspices of the Ebbsfleet Development Corporation), but uncertainties and supply-chain issues arising from Britain's departure from the European Union resulted in lower levels of construction in the year 2019/20 with fewer than 600 completions.

A planning application for the London Resort theme park on Swanscombe Peninsula has been submitted to the Planning Inspectorate under the special national development consent process for Nationally Significant Infrastructure Projects and an area including the resort has subsequently been designated as a Site of Special Scientific Interest (SSSI) for nationally important invertebrates, breeding birds, plants and geology. The Council continues to attach significant importance to both the local environmental impacts of any development at the Peninsula and the impact of the proposals upon existing communities and local businesses in the area.

Going forward, the Council welcomes new advice from Government relating to the design, quality and character of new developments and will embrace these (perhaps overdue) new principles - particularly in the town centre where we will look to encourage developments of character and scale appropriate to our market-town traditions.



The new Western Homes development has provided much needed housing for the borough.



Bus stops have been replaced with seating areas, allowing shoppers to relax after visiting the town.

New Transport Links

Key changes are underway in the Town Centre. Construction of the Lowfield Street development is almost complete and the first occupants have moved in. Improvement works to Market Street are nearing completion and works on the High Street have begun. Further phases of the project at key gateways into the town centre will continue through 2021 and 2022. Work has also completed on the Acacia site creating a much improved car park environment and riverside area. Redevelopment of the former Co-op site remains an ambition for the Council and plans will begin to take shape over the coming year. Elsewhere in the Borough a new logistics hub at Littlebrook has opened and is now occupied by a number of blue-chip companies, including Amazon.

A number of major transport improvements are taking shape to support development in the area. In 2020 planning permission was granted for a tunnel linking Bluewater with Ebbsfleet Garden City, which will be used by Fastrack. Works to improve the A2 junctions at Been and Ebbsfleet are well under way. New cycle way provision has been secured across the Borough, with the intention of creating a connected cycle network, creating a real alternative to car journeys.

The Lower Thames Crossing is now at project planning stage with a programmed opening in 2027. Whilst some operational measures have been implemented to ease congestion at the Dartford River Crossing, these are at best short term remedies and the Council remains frustrated at the speed of the Lower Thames Crossing project. The impact of congestion upon the health, wellbeing and economic success of this community cannot be overstated and the Council will press the Government and National Highways to prioritise the start of Lower Thames Crossing construction. Aspects of this Corporate Plan related to growth are conditional upon the provision of appropriate infrastructure and the Lower Thames Crossing must be acknowledged as a major contribution to tackling air-quality issues, health inequalities, wellbeing and the creation of a sustainable and successful local economy. The Council will continue to press for the earliest possible opening of the Lower Thames Crossing.



Ebbsfleet International Station remains one of the key gateways into our borough, while providing transport links to London and the Continent.



Transport links could improve further, should potential talks about extending the Elizabeth Line to Dartford come to fruition.

Job Growth in Dartford

Dartford's economy was performing well up until the full effects of COVID 19 were felt. Unemployment was below the Kent and UK levels and wages were above the Kent and UK averages. In 2018 there were 5030 businesses operating in the Borough compared to 4,925 in 2017 and 3,950 in 2014. However as stated above, by March 2021 unemployment had risen to 5.7% and the employment profile of the Borough shows that the main employment sectors are wholesale/retail, construction and transportation and storage. In all three cases these sectors are proportionately greater in Dartford than they are, either in the South East or the UK as a whole. They are also susceptible to any downturn in the economy (NOMIS 2019).

Dartford ranks within the top 20% of Local Authorities in terms of job density, workplace earnings and Gross Value Added. It is amongst the top 5% in terms of employment rates. There are however other areas of the local economy which lag behind the rest of Kent and the UK.

These include information and communication, where 2.9% of Dartford's workforce is engaged in this sector, compared to 5.7% in Kent and 3.5% in the UK (NOMIS 2019). Similarly in the knowledge economy as a whole 11.7% of Dartford's workforce is engaged in this area compared to 15.6% in Kent and 20.1% in the UK (ONS 2019). It is a similar story for the creative industries, where 2.3% of the Dartford workforce is employed, compared to 3.2% in Kent and 4.5% in the UK (ONS 2019).



Dartford ranks within the top 20% of local authorities in terms of job density.

Health and Wellbeing

A number of health issues still face the Borough. The Year 6 obesity rate of 23.4% is still above the England rate of 20.2%. Similarly 75% of adults in Dartford are overweight or obese compared to 62.3% in England as a whole. In terms of smoking prevalence 26.4% of Dartford adults smoke compared to 13.9% in England as a whole (Department of Health 2020). Dementia continues to be an increasing issue as does mental health. There are those who have been self-isolating, by themselves, homeworkers and those who have become distressed by the radical changes the pandemic has brought to their lives. This includes children and young people. Mental health services were under strain before the pandemic, they are likely to be further pressured in the future.

A series of health programmes are being delivered in the Borough including Don't sit Get Fit, Dynamo Clubs, Summer Sizzlers, Dementia Awareness training, Adult Healthy Weight Programmes and Park Run and Junior Park Run. Fairfield continues to be highly successful, operating at near capacity, prior to COVID, but it has had to close during the lockdown periods. The recovery to pre COVID user levels is likely to take some time. The community rugby facility was opened in 2019, at Stone Lodge and the Council continues to support sport throughout the Borough through its grant schemes.

The Council has made significant investments in parks and open spaces, in particular Central Park and will be making further significant investments in opening up areas such as Acacia Hall and land at Stone Lodge. The Council is committed to providing accessible and stimulating play spaces throughout the Borough.



Fairfield Leisure Centre has reopened after the pandemic, but the borough struggles with high obesity rates.

A Greener Dartford

The Council believes that the drive for modern, greener and more environmentally sustainable communities is both welcome and achievable. We do not measure sustainability only in terms of the discrete 'green' policies we implement but as something to be embedded in every aspect of our council and community. The imposition of national growth and housing targets is not always compatible with our own ambition (undoubtedly shared by most residents) to create greener, lower density and more neighbourly communities but the challenges we face are not a reason to lower our ambition.

Two edible orchards were planted in the borough earlier this year as part of the 'Planet Dartford' green agenda, and will provide important resources for both people and wildlife to enjoy. These apple trees planted in Alamein Gardens and Hesketh Park, nestled within wildflower meadows, have successfully established and produced beautiful blossom this spring and summer, and will go on to grow a mix of both eating and cooking apples in the next few years. The flowers and grasses in the wildflower meadows are all UK sourced and native, and will encourage butterflies and provide a valuable resource to improve pollination corridors. Wildflowers have also been planted in Central Park, as well as Darenth Country Park.

The previous Government set out its proposals around this area in the Clean Growth Strategy (2017). This looked across a number of sectors, including energy efficiency schemes for business, new technologies, such as Carbon Capture Usage and Storage, upgrading energy efficiency in homes, energy efficient heating technologies and the development of new sustainable forms of transport.

The Local Government Association has calculated that between 2030 and 2050 the low carbon workforce in England will expand by 488,569 to 1.18 million. In Dartford that would equate to 2,050 new jobs by 2050 (LGA 2020). In order to benefit from the opportunities presented by the "Green Deal" the workforce will need to have the necessary skills, this needs to be done in conjunction with local education and skills providers.

The Council is currently looking at ways in which communities can be helped to take a role in maintaining a clean environment.

The Environment continues to be an issue of central importance, both globally and locally. The Council is seeking to reduce local emissions through a series of policies, including: seeking improved public transport, cycling and walking routes. Encouraging the use of electric vehicles. Locating new developments in areas which are well served by public transport and local facilities, thus reducing the need for car use. Supporting the provision of decentralised energy and heating facilities and low carbon energy schemes. Increased water efficiency in new developments.

The Council is also looking at campaigns to inform the public about how they can help the environment, but these have been interrupted by the pandemic.

Air quality continues to be an issue in the Borough, because of its location on the national road network. During the lock down levels of airborne pollutants decreased considerably contributing to a pattern of improving air quality that saw opportunities to 'stand down' formal AQMA designation in at least one area.

The Council declined to take this step in order to continue pressing down on an issue of great importance to the community. The current and emerging Local Plan contain policies concerned with preserving and enhancing open spaces in the Borough, and ensuring key new developments provide major public open spaces. The Council will continue to protect nature conservation areas, including the newly designated Swanscombe Marine Conservation zone.



Despite the coldest and driest April on record, the wildflower meadows flourished and produced a beautiful flush of colour

The Arts, Culture and Community

The development of the Thames Gateway Creative Corridor, coupled with our own recent history of investment in arts and community events, creates an opportunity to expand the arts as a driver of the local economy. It is an opportunity we intend to seize.

The current administration have invested heavily in the creation of new public spaces, cultural & leisure facilities and a calendar of family events. These initiatives are at the heart of the Council's determination to build a stronger, safer and more fulfilled community. In recent years the council has delivered improvements to The Orchard Theatre and created new facilities at the Outdoor Theatre, Bandstand, Fairfield, Princes Park Stadium, Hesketh Cricket Pavilion and Dartford Valley Rugby Club among others, and continues to provide attractive parks, public spaces, play spaces and gardens throughout the Borough.

It supports these significant capital investments with an ongoing programme of revenue grants and support including 'Salute to Youth', 'Club Together' and, more recently, the 'Planet Dartford' environmental grants. This funding is crucial to the development and empowerment of a strong local community and the administration is committed to expand and enhance the support we give to local groups, organisations and neighbourhoods.

The Council also remains committed to delivering an extensive programme of its own events including Bandstand concerts, Outdoor Cinema, Theatre in the Park, The Children's Book Festival, a Summer festival and Christmas events for families. Against a background of rising charges elsewhere, the Council retains a deserved reputation for providing access to these events free or at nominal cost to local people. We remain committed to helping families enjoy good experiences and create memories regardless of their economic capacity.



The outdoor theatre has recently boasted sold out performances of 'A Midsummer Night's Dream' and 'HMS Pinafore'

Crime and Enforcement

The current and emerging Local Plan contain policies concerned with preserving and enhancing open spaces in the Borough, and ensuring key new developments provide major public open spaces. The Council will continue to protect nature conservation areas, including the newly designated Swanscombe Marine Conservation zone. In terms of crime, numerically, violent crime, theft and handling, anti-social behaviour and criminal damage are the main problem areas. The Council has a number of partnership arrangements actively implementing initiatives to reduce crime in the Borough including the Dartford and Gravesham Community Safety Partnership and Dartford Town Against Crime (DTAC).

These partnerships have led a number of projects, such as the use of Community Protection Warnings and formal Notices which may, amongst other measures exclude prolific offenders entering particular areas of the Town Centre, improving links between the Police, CCTV and retailers, working with licensed premises to reduce violent behaviour, and the use of tools such as Anti-Social Behaviour Agreements, Community Protection Orders and Public Space Protection Orders.

Equality and Covid-19

The Council is renewing its focus on equality, fairness and dignity for all those who live and work in the Borough. Black and minority ethnic communities were reported to have been disproportionately impacted by Covid and we embrace rising awareness that all public bodies, including Councils, have a part to play in creating diverse, tolerant and healthy communities. 91% of those who died from COVID 19 in March 2020 had a pre-existing condition. Research has shown that in the most deprived communities a person would be expected to have at least two conditions, affecting quality of life, by the age of 61. In the most affluent areas the age when somebody is expected to have these conditions is 71.

The latest information about the disease shows that it is most prevalent in the former industrial towns of the north. The Council is part of a project called Origins, which allows it to map ethnicity across the Borough.

One Dartford

In 2021 the Council will publish its **'ONE DARTFORD'** report and plan based on research, data and an examination of the wider issues of inequality in the Borough. The Council also wants to capitalise on the upsurge in volunteering by working with individuals and groups to offer help to communities in the Borough.

Whilst there is a large scale house building programme being undertaken in the Borough affordability remains an issue both for buyers and those who privately rent. There continues to be an issue about London Boroughs moving temporary

accommodation tenants into Dartford, because of lower rental values and making financial offers to landlords which the Council cannot match, thus lowering its options in the area. The Council has built the first Council houses in the Borough for a generation and continues to look for development opportunities. The Council also continues to work with developers to deliver affordable housing on the development sites in the Borough.



We work with partner agencies such as Kent Police to spread important safety messages.

Staffing and New Structure within the Council

The Council's first priority is the provision of essential services that meets the needs of local residents. These services include: Housing, Waste Collection, Street Cleaning, Environmental Health, Planning, and Community Safety and Enforcement. Some of these services are provided by Council staff and others in partnership with private contractors. The Council ensures value for money by regularly testing the market. These services will continue to be developed so that they meet the changing needs of the Borough and its residents.

Everything the Council wants to achieve for Dartford depends on the skills, abilities and behaviour of its staff. The Council needs to recruit, retain and develop talented and committed staff, performing strongly and providing high quality services to local residents and businesses. The Council recognises that it is important to review its current working practices and develop an agile work force to increase resilience and provide more flexibility in when and where staff work, to give them the ability to carry out their role in the most productive way possible, whilst enabling them to also maintain a vital work/life balance. In response to the challenges identified above, a revised Management Team structure is now in place. This structure provides more focus on strengthening relationships with the community and voluntary sector, helping to protect the more vulnerable residents within the Borough and building sustainable and inclusive communities within the Borough's new developments. It also ensures that there is sufficient and appropriate staffing resource to provide more focus on managing the Council's property assets and encouraging economic development within the Borough.

The Council will develop and implement a Human Resources Strategy that underpins the Corporate Plan and fosters a positive culture which encourages effective communication, high performance and commitment. It will provide a framework for how the Council is going to achieve its workforce priorities and address existing gaps and future needs to ensure that the Council has the workforce it needs to continue to deliver high quality services to the residents of Dartford.

Budget and Council Finances

The Council itself has had to cope with the effects of the pandemic. Council finances have, over the years, been prudently managed and the Council has benefitted from housing and business growth. However, following COVID, its income streams, from areas such as parking charges, have been substantially reduced. At the same time the Council's cash flow has been affected by short term changes to the Council Tax and Business Rate collection process. Some of the impacts of COVID, particularly related to

employment levels and the potential closure of some businesses will have a longer term impact on the Council's budgets. The Council has also had to radically change the way that it works, with the majority of staff working from home over the lock down periods.

There is therefore an opportunity to look at how services are delivered in the medium to long term and the effects that might have on areas such as office accommodation.



In order to achieve its goals, the Council needs to recruit, retain and develop talented and committed staff.

ECONOMIC DEVELOPMENT AND REGENERATION MAKING THE PLACE

STRATEGIC AIM: THROUGH DEVELOPMENT POLICIES, CREATE A NETWORK OF LOCAL NEIGHBOURHOODS EACH SUPPORTED BY SERVICES NEEDED TO SUPPORT THE COMMUNITY

STRATEGIC OBJECTIVES:

1. Continue delivery of identified major housing sites, with supporting infrastructure
2. Ensure community infrastructure and facilities, including schools and health, are delivered in time to meet the needs of the growing population
3. Develop a network of useable green space as an asset for each neighbourhood
4. Re-invigorate Dartford town centre through an improved public realm and diversification of uses

KEY ACTIONS:

- Work with land-owners and developers to bring forward the next phases of development on Lowfield Street, which includes community space and housing.
- Work with the appointed developer to take forward the Westgate site.
- Design and implement a Town Centre improvement scheme which will include an improved public realm and improved access into and around the town centre, particularly for those on foot and bicycle.
- Create an enhanced space in Market Street which links the town to the Park and enhances the setting of the Library and Museum and provides a public square.
- Work with developers and the Ebbsfleet Development Corporation to continue the development of Eastern Quarry and Ebbsfleet Green and bring forward proposals for Ebbsfleet Central.
- Rejuvenate the Acacia Hall site by providing a new entrance into Market Street, removing unsuitable buildings, improving the riverbank and increasing the number of car parking spaces.
- Continue to develop the quality of the Town Centre appeal, attractiveness and ambience.
- Work with KCC and the EFSA to deliver a new secondary school at Stone Lodge, a primary school at Northern Gateway and a primary school in Stone.

COUNCIL PERFORMANCE INDICATORS

PI Code	Description
PPI 29	Community Infrastructure Levy Income
PPI 31	Delivery of key projects: <ul style="list-style-type: none">• Dartford High Street• Westgate• Lowfield Street

Code	Description
BI 1	Overall business birth/death rate in Dartford
BI 2	District wide unemployment rate
BI 3	Town Centre footfall
BI 4	Number of new homes built annually

LINKS

More detailed information about how the above actions are to be delivered can be found at:

Dartford Local Development Framework:

<http://www.dartford.gov.uk/by-category/environment-and-planning2/new-planning-home-page/planning-policy/adopted-plans>

Kent Local Transport Plan 2016 – 2030

<http://www.kent.gov.uk/localtransportplan>

Ebbsfleet Development Corporation – The Vision

<http://ebbsfleetdc.org.uk/the-vision/>

Thames Gateway Kent Partnership – Plan for Growth 2014 – 2020

<http://www.tgkp.org>

ECONOMIC PROSPERITY

STRATEGIC AIM: TO DEVELOP DARTFORD AS AN ENTERPRISING ECONOMY WITH A RANGE OF JOB OPPORTUNITIES

ED 1 Improve the quantity and range of jobs in the Borough

ED 2 Ensure the delivery of timely and environmentally sustainable transport infrastructure to support growth

ED 3 Encourage a diversification of economic activity

ED 4 Encourage the development of clean/green economic activity

KEY ACTIONS:

- Work to deliver further phases of employment space on the former Littlebrook Power Station site, including units for SME's
- Encourage arts based companies and production companies to re-locate to the Borough as part of the Thames Gateway Production Corridor.
- Work with North Kent College to deliver the new Production and Creative Digital building
- Work with developers, KCC and Ebbsfleet Development Corporation to plan for the improvement of the Fastrack system and its extension to the new developments. Encourage the use of green technologies, including electric buses, on the Fastrack system.
- Develop policies which encourage the use of green/energy saving/low carbon technology and alternate power sources.
- Encouraging Highways England to deliver the Lower Thames Crossing at the earliest opportunity.
- Work with Highways England and KCC to identify and implement improvement schemes at Junction 1a by the Dartford Crossing
- Work with partners to develop a case for extension of transit connections between the Crossrail (Elizabeth Line) station built at Abbey Wood, and Dartford and Ebbsfleet.
- Encourage the creation of safe walking and cycling routes, to facilitate active travel, throughout Dartford Town Centre.



The council would like to encourage safe walking and cycling routes throughout the town centre.

HEALTH AND WELLBEING

STRATEGIC AIM: TO REDUCE OVERALL HEALTH INEQUALITY IN DARTFORD AND TO PROVIDE FOR A RICH AND VARIED QUALITY OF LIFE

STRATEGIC OBJECTIVES:

HW 1. Increase the opportunities for participating in sporting, cultural and leisure activities.

HW 2. Reduce overall health inequalities in the Borough

KEY ACTIONS:

- Continue to deliver public health initiatives across the Borough, including Healthy Weight, Dementia Awareness, Don't Sit Get Fit, Health Walks and Healthy Workplaces.
- Continue to grant fund organisations which support better physical and mental health outcomes.
- Ensure that businesses are meeting their regulatory duties in relation to food hygiene and employee, and public health and safety.
- Work with local food businesses to ensure that healthier food choices are available and that information is provided to allow customers to make informed choices regarding their calorie intake.
- Work with Places for People to develop the Council's leisure offer.
- Work with commercial and community groups to widen residents' access to culture and arts in the Town Centre.
- Deliver a range of free and paid events throughout the year.
- Continue to deliver green space as part of residential and business developments
- Work with local partners to bring forward plans for community and health focused uses on the Westgate site.
- Work with local businesses to encourage alternate travel schemes, including the installation of facilities to allow active travel
- Encourage the use of active travel measures, rather than the use of motor vehicles.



We will continue to encourage exercise activities such as Health Walks and initiatives like Healthy Workplaces.

COUNCIL PERFORMANCE INDICATORS

PI Code	Description
PCS 1	Usage of Borough Council sports facilities
PCS2	Number of local groups supported through Community Grants and other grant schemes
PCS3	% of total seats available, at The Orchard Theatre, which are used.

Code	Description
BI 5	Overall life expectancy gap in the Borough
BI 6	% of obese children in year six
BI 7	% of adults achieving at least 150 minutes of physical exercise per week

LINKS

More detailed information about how the above actions are to be delivered can be found at:

Kent Public Health Annual Report

<http://www.kent.gov.uk/about-the-council/strategies-and-policies/health-policies/annual-public-health-report>

Dartford Preventative Health Projects

<http://committeedmz.dartford.gov.uk/documents/g2544/Public%20reports%20pack%20Tuesday%2013-Dec-2016%2019.00%20Policy%20Overview%20Committee.pdf?T=10>

Dartford Borough Council events page

<http://www.dartford.gov.uk/by-category/leisure-and-culture2/events>

Dartford Gravesham and Swanley Clinical Commissioning Group

<https://www.dartfordgraveshamswanleyccg.nhs.uk/>



Dartford's Year 6 obesity rate is higher than the national average, while 75% of adults locally are overweight or obese.

SAFE AND COHESIVE COMMUNITIES

STRATEGIC AIMS: TO CREATE A SAFER BOROUGH IN WHICH TO LIVE, WORK AND SOCIALISE.

TO HELP DEVELOP COMMUNITIES ACROSS THE BOROUGH AND SUPPORT COMMUNITY ORGANISATIONS.

STRATEGIC OBJECTIVES:

SC1: To use the Council's statutory functions to increase public safety in the Borough.

SC2: To reduce anti-social behaviour

SC3: To increase public perception of the borough as a safe place

SC4: To support community development across the Borough and to support community and voluntary sector organisations.

SC5: Increase residents pride in their communities

SC6: Improve community cohesion

KEY ACTIONS:

- Continue to utilise measures such as Community Protection Warnings/Notices, Public Space Protection Orders, and Acceptable Behaviour Agreements to modify behaviour that impacts negatively on others.
- Work with partners to deliver programmes designed to reduce anti-social behaviour.
- Intensify enforcement action and deterrence against environmental crimes such as fly tipping which impact on the quality of life for communities.
- Continue to utilise measures such as Abatement Notices and other legal controls to address statutory nuisance and other public health concerns.
- Ensure animal welfare is maintained and that businesses undertaking defined animal activities are correctly licensed.
- Continue joint Police and Council Licensing Team visits to licensed premises in Dartford to ensure adherence to licensing conditions and to ensure the responsible sale of alcohol.
- Continue to develop the Taxi and Private Hire Training and Accreditation Scheme in Dartford
- Continue to work with partners to reduce crime and ASB in Borough businesses and public open spaces, providing vital intelligence and assistance to the Police and reassurance to both Day and Night time economy businesses and the public.
- Undertake research into the experiences of minority communities living in Dartford.

- Work with community and voluntary groups to develop a sense of community in the Borough, particularly on the new developments.
- Support the development of the voluntary and community sector in Dartford.
- Continue to grant fund local organisations through the Community Grant and Salute to Youth schemes.
- Deliver inclusive events across the borough which bring communities together, such as St Georges Day and the Festival of Light.



The Council prides itself on bringing communities together with events like St George's Day and the Festival of Light.

COUNCIL PERFORMANCE INDICATORS

PI Code	Description
EARPI14	Total number of arrests instigated, or supported by CCTV
EARPI27	Number of fly tipping incidents investigated
EARPI32	Number of businesses supporting DTAC
EARPI34	Number of Community Protection Warnings issued
EARPI35	Number of Community Protection Orders issued

Code	Description
BI8	Total number of crimes in the Borough
EARPI5	Number of domestic abuse incidents
BI10	Number of recorded anti-social behaviour incidents in the Borough

LINKS

More detailed information about how the above actions are to be delivered can be found at:

Dartford Borough Council Environmental Health Enforcement Policy

http://www.dartford.gov.uk/__data/assets/pdf_file/0007/137419/2012-09-01-SDCDBC-Enforcement-Policy-Final.pdf



We remain vigilant in the fight against crime and anti-social behaviour.

ENVIRONMENT AND SUSTAINABILITY

STRATEGIC AIM: TO PROMOTE AN ENVIRONMENT WHICH IS ATTRACTIVE, WITH IMPROVED AIR QUALITY AND WHICH PROVIDES A REALISTIC CHOICE OF TRAVEL OPTIONS

STRATEGIC OBJECTIVES:

- ET 1.** Reduce carbon emissions and improve air quality in the Borough.
- ET 2.** Ensure that development in Dartford is sustainable, with high standards of design, layout and water/energy efficiency.
- ET 3.** Minimise the amount of waste going to landfill.
- ET 4.** Ensure a high quality street scene.
- ET 5.** Develop and implement parking management schemes, particularly in residential areas, to prevent unsafe parking and enable residents to park conveniently near their homes

KEY ACTIONS:

- Enforcement Officers will continue to appropriately enforce legal requirements in respect of littering, dog fouling, fly tipping, and parking.
- A scheme to actively involve communities in helping to keep their local area clean will be implemented.
- Continue to provide subsidised pest control services to residents.
- Work with developers to agree standards of design, layout and energy efficiency on proposed developments.
- Work with partners to ensure that the Lower Thames Crossing, east of Gravesend, is expedited at the earliest possible opportunity.
- Continue to monitor air quality in the Borough in accordance with national requirements and will seek to identify and implement measures within our control which have a positive impact upon air quality and/ or reduce the potential health impact of pollution incidents.

COUNCIL PERFORMANCE INDICATORS

PI Area	Description
Biodiversity & Carbon Capture	To establish pollination corridors (e.g. wildflower strips/planting best for pollinator flowers/shrubs) Plant New Trees or equivalent plants, to ensure 'right plant in the right place' Manage, restore/regenerate, improve habitats (or Manage, restore/regenerate, improve habitat condition).
Carbon Reduction	Level of Carbon emissions & water usage from DBC corporate property portfolio. Number of Council lead Climate Change Energy efficiency initiatives ongoing and completed per year.
Energy Efficiency	Average EPC rating of Private & Council owned Homes in the Borough Average EPC rating of new built Homes in the Borough
EE Measures	Number of DBC homes receiving energy efficiency measures. Number of private homes receiving energy efficiency measures through schemes
EE Initiatives	Number of local businesses successful in LOCASE Grants. Number of Properties in the Borough benefitting from measures funded by the Energy Company Obligation.
EV	Number of Public EV charging points in the Borough. Number of Ultra Low emission vehicles registered in the Local Authority area
Fuel Poverty	% of households in the Borough deemed to be in Fuel Poverty
Waste & Recycling	% of household waste going to landfill. Number of households participating in the green bin service.
Air Quality	The average results from all air quality monitoring stations in the Borough.

COUNCIL PERFORMANCE INDICATORS

PI Code	Description
BI 11	Number of graffiti incidents
BI 12	Number of Fly tipping incidents

LINKS

More detailed information about how the above actions are to be delivered can be found at:

Dartford Borough Council Air Quality Management page
<http://www.dartford.gov.uk/by-category/environment-and-planning2/Environmental-Health-Homepage/pollution/air-quality>

Dartford Local Development Framework
<http://www.dartford.gov.uk/by-category/environment-and-planning2/new-planning-home-page/planning-policy/adopted-plans>

Kent and Medway Energy and Low Emissions Strategy - agreed Cabinet 2020
<https://www.kent.gov.uk/about-the-council/strategies-and-policies/environment-waste-and-planning-policies/environmental-policies/kent-and-medway-energy-and-low-emissions-strategy>

Kent Environment Strategy – agreed Cabinet 2016
<https://www.kent.gov.uk/about-the-council/strategies-and-policies/environment-waste-and-planning-policies/environmental-policies/kent-environment-strategy>



Our teams work hard to prevent and tackle fly-tipping as it happens.



Taking pride in our borough means keeping on top of graffiti and criminal damage.

HOUSING

STRATEGIC AIM: TO FACILITATE QUALITY, CHOICE AND DIVERSITY IN THE HOUSING MARKET, ASSIST IN MEETING HOUSING NEED IN DARTFORD AND DELIVER HIGH QUALITY SERVICES TO SERVICE USERS.

STRATEGIC OBJECTIVES:

- HS 1.** To meet local housing needs and promote sustainable growth.
- HS 2.** To increase the supply of high quality affordable homes.
- HS 3.** To improve the housing circumstances of those most in need
- HS 4.** Enabling the best use of housing to meet the needs of local people.
- HS 5.** Supporting a strong, high quality, private rented sector.

KEY ACTIONS:

- Encourage, facilitate and enable all types of housing to be built, which will meet the various types of need in the Borough. This will include the Council's own build programme.
- Work with developers and registered providers to encourage the delivery affordable homes



We want to see a diverse range of housing for local residents, as seen at the Langley Square development.

COUNCIL PERFORMANCE INDICATORS

PI Codes	Description
HP 15	Number of applicants on the Housing Register
HP 16	Number of homeless applicants placed in Temporary Accommodation
HP 17	Number of households where homelessness has been prevented
HP 18	Average time taken to re-let Dartford Borough Council housing
HP 19	% of repairs to Dartford Borough Council stock completed on time
HP 20	Number of service request completed for Private Sector Housing
HP 21	% of rent collected from Dartford Borough Council stock compared to total rent debit
HP 22	% of Dartford Borough Council stock meeting Decent Homes compliance

PI Code	Description
BI 11	Number of new homes delivered
BI 12	Number of affordable homes completed
BI 13	Number of private sector dwellings returned to occupation
BI 14	Number of service requests received for Private Sector Housing

LINKS

More detailed information about how the above actions are to be delivered can be found at:

Dartford Borough Council Housing Strategies

<http://www.dartford.gov.uk/by-category/housing2/housing-strategy-and-policy-documents>

Dartford Local Development Framework

<http://www.dartford.gov.uk/by-category/environment-and-planning2/new-planning-homepage/planning-policy/adopted-plans>



Diverse housing means providing Council accommodation for those who require it.

A COUNCIL PERFORMING STRONGLY

STRATEGIC AIM: TO PROVIDE HIGH QUALITY SERVICES THAT REFLECT PUBLIC ASPIRATIONS AND DEMONSTRATE IMPROVEMENT

STRATEGIC OBJECTIVES:

- PS1** Deliver high quality services, offering value for money and demonstrating a culture of continuous improvement.
- PS2** Inform and consult residents and stakeholders about Council services.

KEY ACTIONS:

- Deliver a Channel Shift programme providing excellent service to customers, where, how and when they want it and delivering value for money.
- Undertake a continuing review of budgets and processes to ensure maximum value for money and ensuring a balanced budget.
- Review the Council's approach to managing major projects.
- Review Service Planning.
- Review Asset Management across the Council.
- Review how developments in information technology can support the work of the Council.
- Review the Council's approach to workforce development and productivity, including the continued development of flexible working policies and an appropriate performance management framework.

PI Codes	Description
PF2	% of rent collected from Dartford Borough Council stock compared to total rent debit
PS3	% of Council Tax collected
PS4	% of non-Domestic Rates collected
RBPII	Average time taken (calendar days) to process a new Housing Benefit Claim
FPI5/6	Average number of working days lost because of sickness per employee
FPI8	% of supplier payments made within 30 days of receipt of invoice



Residents and stakeholders should always be consulted and updated on our services.

