



# **CORPORATE PLAN**

**2007 – 2008**

## **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.

### TARGETS FOR THE COUNCIL

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

Aim	Objective	Critical Success Factor
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	Increase the outturn of 27% of those surveyed through the GUSS in 2007 by 5% per annum
	Develop ways of encouraging wider citizen participation in registering as electors and voting	Increase the %age of those registering as electors from 89.8% net in 2007/08 to 90% net by 31 March 2008.
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	Increase by 5% on the 2006/07 outturn of 71% per annum.
	Increase the number of residents who believe there is a sense of community spirit within their communities	Increase percentage of positive responses from 51% in April 2007 by 5% per annum
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.

Aim	Objective	Critical Success Factor
<p>To enable local people, especially children and young people, to make a positive contribution to life in Dartford.</p>	<p>To ensure that the Youth Plan for the Dartford &amp; Gravesham area based upon 'Every Child Matters' framework will be delivered</p>	<p>To ensure that 50% of the action plan is completed by April 2008, 56% by 2009 and all by 2010.</p>
	<p>To target children and young people with regards to making a positive contribution to life in Dartford by ensuring that this objective within the Youth Strategy is completed.</p>	<p>Ensure that this Objective is:</p> <ul style="list-style-type: none"> <li>▲ Set up by March 2007</li> <li>▲ Protocol written by July 2007</li> <li>▲ Youth Forum in place by March 2008</li> <li>▲ completed by 2010</li> </ul>

## 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.

### TARGETS FOR THE COUNCIL

The Council has set the following targets for Regeneration:

Aim	Objective	Critical Success Factor
To work with partners to promote Dartford as a prime location for inward investment	Increase the level of floor space in Dartford	Increase floor space available for employment to 70,487m <sup>2</sup> by end of 2007/08.
	Provide a responsive planning service for inward investors	Ensure that 75% of all major planning applications are determined within 13 weeks
		Decrease the %age of Planning Appeals allowed from 33% in 2005/06 to 25% by end 2007/08
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 from 22,200 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 2006/07 to 7.5 by April 2008, 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 %age of economically active population aged 16+ in employment from 79% in 2005/06 to 82% by end of 2007/08
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

### TARGETS FOR THE COUNCIL

The Council has set the following targets for Leisure Time:

Aim	Objective	Critical Success Factor
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 70% by 2010
	Increase the percentage of Dartford's population within a 20 minute travel time of a range of three sports one of which has the quality mark	Maintain the figure 2006/07 outturn of 95% over the next 5 years when other residential developments are completed.
	Widen the cultural offer of The Orchard Theatre, whilst maintaining attendance figures	To maintain total percentage of capacity to at least 65% Maintain the total No: of performances related to the creative arts at 50 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
To create high quality opportunities for leisure & recreational uses.	Increase residents satisfaction with sport and leisure facilities	Increase from 60% in 2006/07 to 65% by 2010
	Increase residents satisfaction with theatres & concert halls	Increase from 66% in 2006/07 to 75% by 2010

## 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

### TARGETS FOR THE COUNCIL

The Council has set the following targets for Environment:

Aim	Objective	Critical Success Factor
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 69% in 2006/07 to 70% by 2010
	Reduce the proportion of land and highways assessed as below acceptable standards of cleanliness	Reduce from 15.5 % in 2006/07 to 13% by April 2008.
	Minimise the average number of days of individual unauthorized encampments on Dartford Borough Council Land	Maintain the figure of 5 days year on year.
	Year on year reduction in total number of incidents & increase in total number of enforcement actions to deal with flytipping	Maintain score of 3 (good) year on year.
To encourage waste minimisation & recycling among households & the business sector.	Increase the amount of household waste recycled or composted	Increase %age recycled from 18.39% in 2006/07 to 21% by April 2008 and 30% by April 2009
	Reduce the number of kilograms of household waste collected per head	Reduce to 445kg in 2006/07 to 440kg by April 2009

Aim	Objective	Critical Success Factor
To work with partners to make Dartford a safer place to work live and visit	Reduce the number of anti social behaviour incidents	Reduce 2006/07 figure of 5226 by 10% in April 2008
	To promote safer and stronger communities working in partnership with the Police authority	Reduce the incidence of Domestic Burglaries from 13.73 in 2006/07 to 12.63 by end of 2007/08
		Reduce the incidence of robberies from 1.1856 in 2006/07 to 1.66 by end of 2007/08
		Reduce thefts from motor vehicles from 19.6 in 2006/07 to 16.66 by end of 2007/08
		Reduce the incidence of violence against the person from 26 in 2006/07 to 24.69 by end of 2007/08
		Reduce the incidence of sexual offences from 1.1 in 2005/06 to 0.9 by end of 2007/08
		Reduce levels of criminal damage from the 2006/07 figure of 2441 to 1949 by April 2008
	Increase the number of residents who feel safe after dark.	Increase percentage whose perceive to be safe out and about in the Borough after dark from 70% in 2006/07 to 72% in April 2008
	Meet National Performance objectives for enforcement (where they exist) or create and meet local objectives where none presently exist	Increase the council's score against a checklist for enforcement best practice for environmental health from 70% in 2006/07 to 90% by end of 2007/08 & 95% by end of 2008/09 (BV166a)
		Maintain percentage of food premises inspected within target for High Risk premises at 100%
		Increase inspection of premises within target for Health and Safety in category A to B4 from 75% in 2006/07 to 85% by 2008/09 and 100% by end of 2009/10

Aim	Objective	Critical Success Factor
To create high quality parks and open space	Increase residents satisfaction with parks and open spaces	Increase from 73% in 2006/07 to 80% by April 2010
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

### TARGETS FOR THE COUNCIL

The Council has set the following targets for Housing:

Aim	Objective	Critical Success Factor
To ensure that there is an appropriate range, diversity and mix of housing within the Borough	Ensure a wide choice of housing is available	Increase No: of affordable housing completions or acquisitions per 1000 dwellings from 1.1 in 2005/06 to 2.4 by end of 2007/08
		773 new housing completions by April 2008
	Increase the number of new homes built on previously developed land.	60% of new homes built on previously developed land in 2007/08
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	Maintain 60:40 ratio between planned and Responsive repairs by March 2008
		Rent arrears, as % of debit, to account for no more than 2.5%.
		Reduce FTA arrears to £245,000 by April 2008
		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	Increase satisfaction in opportunities for participation from 67% in 2006/07 to 75% by 2010 (BV75a)
Satisfaction of tenants with the overall service provided by the Council	Increase satisfaction from 78% in 2006/07 to 85% by 2010	

Aim	Objective	Critical Success Factor
To ensure an effective, efficient and high performing frontline housing Landlord service(cont'd)	To ensure that all repairs completed on time	Increase percentage of urgent repairs completed on time from 98% in 2006/07 to 98.5% in 2007/08
		Increase percentage of non - urgent repairs completed on time from 97% in 2006/07 to 99% in 2007/08
	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 11% in 2006/07 to 9% by 2007 and 8% by 2008(BV199b)
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 29 days in 2006/07 to 20 days by April 2008 (BV212)
		Increase the No: of non-local authority owned vacant dwellings returned to occupation or demolished as a direct result of action by the Local Authority from 11 in 2006/07 to 30 in 2007/08(BV64)
Reduce periods of stay in Bed & Breakfast and number of families in Temporary Accommodation.	Reduce families in paid, privately owned temporary accommodation from 37 in 2006/07 to 25 by April 2008	
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:- – 75% by April 2008 80% 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:

Aim	Objective	Critical Success Factor
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 54% in 2006/07 to 60% by April 2010 (BV3)
	Ensure equal access to services	Obtain level 3 of the Equality Standard by April 2008
	Ensure value for money	Achieve level 3 for the value for money section of the Use of Resources Assessment by April 2008 and Level 4 by 2010
	Respond to customer enquiries speedily and efficiently	Maintain percentage of telephone calls answered within 20 seconds at 80%
80% customer contact centre calls dealt with at first point of call by April 2008		
To respond in a timely and effective way to complaints or comments about our services.	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(BV4)
		Reduce the total number of complaints referred to the Ombudsman from 4 in 2004/05 to 1 by April 2007, and to 0 by 2010
		To ensure that the average No: of days to answer complaints remains at 21.
		To ensure that the Ombudsman does not issue any decisions on Complaints with findings of maladministration

## **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:

Aim	Objective	Critical Success Factor	
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 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% in 2006/07 to 97.5% in April 2008 and 98% by April 2010(BV9)
			Increase the percentage of non-domestic rates collected from 99.2% in 2006/07 to 99.5% by April 2008.
			Increase the percentage of rent collected from 97.53% in 2006/07 to 98.27% by April 2010
	Maximise staff resources and make the Council the employer of choice by all groups		Reduce staff sickness from 8 days in 2006/07 to 7 days by April 2010.
			Reduce turnover for voluntary leavers from 10.36% in 2006/07 to 10% by 2008.
			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	81% of minor apps in 8 weeks.(BV109b) by April 2008.
91% of other apps in 8 weeks (BV109c) by April 2008			
Housing Benefit: Increase the speed & accuracy of processing new claims			Reduce average time taken from 27.32 days in 2006/07 to 26 days by April 2008 (BV78a)
			Increase accuracy from 98.4%% in 2006/07 to 99% by April 2008 (BV79a)
Increase percentage of benefit claims assessed within 14 days			Increase from 87% in 2006/07 to 95% by April 2008. (CH2.3a)
Increase the amount of Housing Benefits overpayments recovered			Increase the amount of Housing Benefit overpayments recovered as a %age of all HB overpayments from 79.45% in 2006/07 to 80% by April 2009 (BV79bi)
			Increase the amount of Housing Benefit overpayments recovered as a %age of the total amount of HB overpayment debt outstanding at the start of the year, plus any amount of HB overpayments identified during the year from 38.73% in 2006/07 to 40% by April 2008 (BV79bii)

Aim	Objective	Critical Success Factor
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 38.3% in 2006/07 to 50% by April 2007
Ensure that staff are informed about the priorities of the Council	Provide information to staff on a regular basis	<p>Increase in staff satisfaction with internal communications from 65% in 2005/06 to 70% by April 2008</p> <p>Increase in number of staff who understand council priorities from 65% in 2006/07 to 70% by April 2008</p>
To adopt the principles of good corporate governance, including risk management.	Ensure the risk management strategy and practices operate effectively	<p>Maintain level 3 for the internal control section of the Use of Resources Assessment.</p> <p>Internal Audit review of Risk Management process assessed as satisfactory by April 2008</p> <p>Ensure that the key corporate risks for the authority are produced and appropriate monitoring reports identifying both key and service level risks are presented to management team and The Audit Board on a quarterly basis.</p>
	Formalise the performance management system and ensure it meets needs of Members, Directors and service managers	Produce appropriate monitoring information which identifies where objectives are not being met to allow management team to decide on the appropriate course of action.