



PERFORMANCE PLAN

DARTFORD BOROUGH COUNCIL
Annual Performance 2005/06 & 2006/07

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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%
		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 (BV109a)
	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	Local Development Framework agreed by October 2007. 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 (BVPI119a)
		Increase residents satisfaction with theatres & concert halls	Increase from 67% in 2003/04 to 70% by April 2007 and to 75% by 2010 (BVPI119d)

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 (BV89)
		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 200. (BV199a)
		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 fly-tipping	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 25% by April 2008 (BV82a(i))
		Reduce the number of kilograms of household waste collected per head	Reduce by 5% from 464kg in 2004/05 to 441 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 (BVPI119e)	
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 increase the ratio between planned & responsive repairs from 34:66 in 2005/06 to 60:40 by March 2007.
				Rent arrears, as % of debit, to account for no more than 2.0% by April 2007 (current figure 2%)
				Reduce FTA arrears from £264,000 at April 2006 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		Increase satisfaction in opportunities for participation from 79% in 2003/04 to 85% in 2007/08 (BV75)
		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.(BV199b)
	Ensure local people are able to obtain council housing	Increase the number of lettings to households within the Borough.	90% 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 (BV212)
		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
	Improve standard of council housing	To ensure that the Council's housing stock meets the Decent Homes Standard	Reduce No's in temporary accommodation from 285 in April 2006 to 235 by April 2007
			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 (BV3)
		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
			80% customer contact centre calls dealt with at first point of call by April 2007
	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
			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 (BV9)
			Increase the percentage of non-domestic rates collected from 98.8% in 2004/05 to 99.5% by April 2007. (BV10)
			Increase the percentage of rent collected from 98.1% in 2004/05 to 98.8% by April 2007. (BV66a)

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 8.5 days by April 2007.(BV12)
			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 2005/06 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. (BV109b)
			80% of other apps in 8 weeks. (BV109c)
			Reduce time taken from 44 days in 2004/05 to 26 days by April 2007 (BV78a)
			Increase accuracy from 95.4%% in 2004/05 to 98.5% by April 2007 (BV79a)
			Increase percentage of benefit claims assessed within 14 days
	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 from 91% in 2005/06 to 95% by April 2007
			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 60% in 2003/04 to 70% by April 2008
			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 2005/06 KEY TARGET OUTTURNS

Citizenship & Community – Action Outturns 2005/06

CC1 - Council Aspirations

Targets	Action Code & Title	Due Date	Progress	Completed Date	Latest Status Update
CC1(B) Review partnership arrangements	CC1(B)a Partnership arrangements - review	31/08/2006	100 %	April 2006	Review arrangements within new service plans agreed in April 2006.
	CC1(B)b Partnership arrangements - list of partnerships	31/08/2006	100 %	04/05/2006	As above
	CC1(B)c Partnership arrangements – Local Strategic Partnership	30/09/2006	80%		Review of the LSP action plan to be undertaken by August 2006

CC2 - Civic Pride

Targets	Action Code & Title	Due Date	Progress	Completed Date	Latest Status Update
CC2(A) Contribution made by PCSO's & Community Wardens	CC2(A)a PCSO's and Community Wardens funding opportunities	31/10/2006	0 %		There have been no further funding rounds
	CC2(A)b PCSO's and Community Wardens FPN arrangements	31/08/2005	100 %	31/08/2005	Implemented

CC3 - Leadership

Targets	Action Code & Title	Due Date	Progress	Completed Date	Latest Status Update
CC3(A) Responsiveness in emergencies	CC3(A)a Review the Emergency Plan & prepare a Civil Contingency Response Plan	31/07/2005	100 %	24/01/2006	Regulations delayed in Parliament until 27 July 2005. Draft Response Plan produced
	CC3(A)b Emergency planning - Business continuity	31/10/2005	70 %		External Business Continuity advice produced. Detailed DBC framework to be completed.
	CC3(A)c Emergency planning - training plan	31/05/2006	100 %	04/05/2006	
	CC3(A)d Emergency planning - Test Civil contingencies response plan	30/04/2006	75 %		Initial testing at Dartford River Crossing exercise 10/06/06. Further testing to be carried out.
	CC3(A)e Emergency planning - countywide exercise	31/10/2006	100 %	02/02/2006	County wide exercise held in February 2006.

Regeneration - Actions Outturns 2005/06

RT1 - Develop the economy with partners

Targets	Action Code & Title	Due Date	Progress	Completed Date	Latest Status Update
RT1(D) - To progress work on 'The Bridge'	RT1(D)a The Bridge - Unconditional agreement	31/05/2005	100 %	04/08/2005	Finalisation of negotiations with PROLOGIS Developments Ltd took longer than expected
	RT1(D)b The Bridge - start on site	30/06/2005	100 %	05/09/2006	Contract with Alfred McAlpine for infrastructure works is for a period of 24 months to completion. There are a number of sectional completions to be adhered in this period.

RT1 - Develop the economy with partners;

RT3 - Ensure Sustainability

Targets	Action Code & Title	Due Date	Progress	Completed Date	Latest Status Update
KT RT1(A) - 5% increase in employed statistics ; RT3(A) - Work with Kent Thameside Delivery Board	RT1(A)a Submit bid to secure favourable settlement from 2005-8 ODPM sustainable communities fund	31/07/2005	100 %	September 2005	The framework document was subject to a working party under the chairmanship of Cllr Martin. This was incorporated in a draft submitted to ODPM. Comments have now been received & a further iteration of the document has been produced.

RT2 - Provisions for existing and new populations

Targets	Action Code & Title	Due Date	Progress	Completed Date	Latest Status Update
RT2(B) - Town Centre Strategy	RT2(B)a Finalise Town Centre Regeneration Framework & consult	31/05/2005	100 %	Nov' 2005	Framework completed in September and consulted on in November 2005. Delay due to staff changes
	RT2(B)b Priority projects	30/06/2005	100 %	Feb' 2006	Completed with work to salvage ODPM funding for Town Centre Improvements and purchase of property in Market Street. Delay due to staff changes
	RT2(B)c Deliver priority projects	30/09/2005	100 %	31/03/2006	Initial bids made. Delayed due to difficulties with contract development by partners

Targets	Action Code & Title	Due Date	Progress	Completed Date	Latest Status Update
RT2(C) - Swanscombe & Greenhithe Delivery Plan & Masterplan	RT2(C)a Finalise Delivery Plan	30/04/2005	100 %	31/03/2005	
	RT2(C)b Finalise Masterplan & consult	30/04/2005	100 %	31/03/2005	
	RT2(C)c prepare & agree delivery programmes & secure funding	30/09/2005	100 %	Sept' 2005	Bids for funding submitted as part of the ODPM Project Framework
RT2(C) - Swanscombe & Greenhithe Delivery Plan & Masterplan	RT2(C)d Review and revise delivery plan	30/09/2005	100 %	22/09/2006	
RT2(D) - Implementation of the Regeneration Strategy	RT2(D)a Local Development Framework	30/11/2005	33 %		There has been some slippage & a revised Local Development Scheme has been produced. The next stage is expected to be published in July 2006. Over ambitious programme and work with Members has delayed the project.
	RT2(D)b Development Team approach	31/03/2006	100 %	31/03/2005	
	RT2(D)c Environmental Projects	31/03/2007	50 %		Some funding secured for environmental projects - work continues to progress further
	RT2(D)d Sustainable Communities Plan 2005/8	30/09/2005	100 %	30/09/2005	Bids developed & provided to Kent Thameside Delivery Board for incorporation into Kent Thameside Project Framework
	RT2(D)e Eastern Quarry and Swanscombe Peninsula	31/03/2006	100 %	19/04/2006	

RT4 - Achieve appropriate inward investment

Targets	Action Code & Title	Due Date	Progress	Completed Date	Latest Status Update
RT4(A) - Secure land required to develop Lowfield Street	RT4(A)a Prepare and submit evidence to CPO public enquiry	30/09/2005	100 %	05/01/2006	Enquiry took place in January 2006
RT4(B) - Eastern Quarry	RT4(B)a Negotiate and draft report for planning permission	30/09/2005	100 %	31/07/2005	Heads of Terms drawn up & reported to DC Board in July 2005; resolution to grant permission subject to S106 agreement approval of strategies & removal of objection from Highways Agency

Leisure Time - Actions Outturns 2005/06

LT1 - Availability of activities

Targets	Action Code & Title	Due Date	Progress	Completed Date	Latest Status Update
KT LT1(C) Complete work on the Judokwai	LT1(C)a Selection of contractor after stage 1 tender	01/04/2005	100%	27/04/2005	Contract with Como Construction Ltd completed
	LT1(C)b Planning consent finalised	01/04/2005	100%	04/03/2005	Detailed Planning Consent granted subject to reserved matters
	LT1(C)c Contract sum agreed with contractors	30/04/2005	100%	14/04/2005	Tendered contract sum agreed by Cabinet on 14/04/2005. Revised sum agreed by Cabinet on 22/09/2005.
	LT1(C)d Start on site	30/04/2005	100%	21/04/2006	
	LT1(C)e Final inspection	30/11/2005	90%	31/03/2006	Delays due to problems with sub-contractor in provision of accommodation block. Dojo main building completed and possession given to Dartford Judo Club on 31 March 2006. Landscaping works to be included in Outdoor Bowls contract in 2006/7
	LT1(C)f Project completion	28/02/2006	90%	31/03/2006	Please see LTI (C) e above
KT LT1(D) Complete Princes Park development	LT1(D)a Dartford Football Stadium - detailed planning application submission	01/04/2005	100%	23/09/2005	Planning Application was registered on 17/03/2005, revised on 15/06/2005 and planning permission granted on 23/09/2005
	LT1(D)b Dartford Football Stadium - selection of contractor	30/04/2005	100%	15/11/2005	Contractor selected but contract not signed until Planning Permission granted & reported to Cabinet on 22/09/2005 to agree fixed price contract sum. Contract with Jackson Construction Ltd completed on 15/11/2005
	LT1(D)c Dartford Football Stadium - start on site	31/07/2005	100%	14/11/2005	Delay caused by Kent County Council requirement to undertake additional archaeological investigations .
KT LT1(E) Commence work on Stone Lodge Phase 2	LT1(E)a Stone Lodge phase 2 - decision on outline planning application	30/04/2005	81%		(Position as at 31/03/2006) Revisions had to be undertaken to reflect relocation of Dartford Judokwai. These have been submitted to Development Control for a decision to be made on this application.
	LT1(E)b Stone Lodge phase 2 - review of project delivery	31/07/2005	0%		On hold due to budget reduction being made at Cabinet meeting on 22/09/2005

LT2 - Celebrate history of Dartford

Targets	Action Code & Title	Due Date	Progress	Completed Date	Latest Status Update
LT2(A) Review Museum Service	LT2(A)a Report to Cabinet seeking Members approval for areas of investigation	31/03/2005	100 %	31/03/2006	After preliminary discussions at MT this review has been delayed due to staff vacancies but a report has been presented to Quality Service Committee in March 2006 outlining proposals to take the review forward.
	LT2(A)b Develop proposals for service improvement	31/07/2005	50 %		Delayed as above, now being developed
	LT2(A)c Public Consultation	30/09/2006	0 %		QS Committee now agreed to consult with Members through a working party
	LT2(A)d Report to Members	30/12/2006	0 %		Due to delays will now be presented in January 2007

LT4 - Orchard Theatre

Targets	Action Code & Title	Due Date	Progress	Completed Date	Latest Status Update
LT4(D) Orchard Theatre programmed improvements	LT4(D)a Complete minor works	30/04/2005	100 %	30/04/2005	
	LT4(D)b Install new stage flooring	31/08/2005	100 %	31/08/2005	
	LT4(D)c Scheme for DDA and other improvements	31/07/2005	35 %		Report to Cabinet produced regarding catering review & improvements to both bars, foyer & sales kiosk
	LT4(D)d Implementation of DDA works	31/03/2006	20 %		Small works done such as DDA signage and access but further works deferred pending review

LT5 - Promote leisure opportunities.

Targets	Action Code & Title	Due Date	Progress	Completed Date	Latest Status Update
LT5(A) To improve arts provision	LT5(A)a Produce Arts Delivery Plan	30/04/2005	100 %	30/04/2005	Arts Delivery Plan produced.
	LT5(A)b Implement Arts Delivery Plan	31/10/2005	100 %	31/10/2005	Independent Arts Forum now in place and responsible for delivery

E1 Civic Pride & Ownership

Targets	Action Code & Title	Due Date	Progress	Completed Date	Latest Status Update
KT E1(A) Implement initiatives under Clean Neighbourhood Act	ER1(B)a Devise systems for administering Fixed Penalty Notice scheme	01/11/2005	100%	01/11/2005	
	ER1(B)b Implement as legislation allows	01/03/2006	50%		Delays with implementation of legislation. Delegations obtained April 2006
E1(C) Management plans for DCP & DH	PR1(D)a Present update report to Cabinet	31/07/2005	100%	28/07/2006	
	PR1(D)b Public Consultation	31/10/2005	100%	31/01/2006	Staff vacancy delayed consultation
	PR1(D)c Preparation of final plans	31/01/2006	100%	28/02/2006	Staff vacancy delayed final plan preparation
	PR1(D)d Approval by Cabinet	28/02/2006	100%	23/03/2006	Staff vacancy delayed plans being approved by Cabinet
	PR1(G)a Restart meetings of Dartford Heath Protection Group	31/07/2005	100%	23/03/2006	
	PR1(G)b Restart meetings of the Darenth Country Park Working Group.	30/09/2005	100%	21/09/2005	
KT E1(B) Increase recycled household waste to 22% by 2007/08	PR3(A)a Provision of recycling boxes	31/10/2005	100%	31/10/2005	
	PR3(A)b Green Waste Collections	31/10/2005	0%		Scheme deferred as BoxIt achieved 22% target
	PR3(A)c Promotion of recycling & waste minimisation	31/03/2006	100%	31/03/2006	
	PR3(A)d Improvement in 'bring' sites	31/03/2006	0%		Scheme deferred as recycling proposals reviewed

E3 To ensure that public and open spaces are clean and safe.

Targets	Action Code & Title	Due Date	Progress	Completed Date	Latest Status Update
KT E3(B) Fly-tipping is reduced and offenders prosecuted	E3(B)a Fly tipping - use of covert and other enforcement methods	30/04/2006	100 %	06/01/2006	Covert cameras & other surveillance methods used & several successful prosecutions achieved.
	ER1(A)b Fly-tippers initiatives	31/03/2006	100 %	31/03/2006	Joint working continued with Police, KCC, District Councils, the Environment Agency, Kent Fire and Rescue Service and others. Working with the Police resulted in 4 arrests for Fly-tipping. 15 Fixed Penalty Notices were issued for littering.

E3 To ensure that public and open spaces are clean and safe.; E4 To make Dartford a safe place to live and work

Targets	Action Code & Title	Due Date	Progress	Completed Date	Latest Status Update
E4(E) Reduce No: of illegal encampments ;KT E3(B) Fly-tipping is reduced and offenders prosecuted	ER1(A)c Ensure prosecutions are successful	31/03/2006	100%	31/03/2006	Regular meetings held through the year between EARS Officers and Legal to discuss and agree how cases are to be presented.

E4 To make Dartford a safe place to live and work

Targets	Action Code & Title	Due Date	Progress	Completed Date	Latest Status Update
KT E4(C) Reduce incidences of anti-social behaviour	E4(C)a Reduce anti social behaviour – review the operation of housing introductory tenancies	15/10/2005	0 %		Rescheduled as a review of 12 months operation due September 2006.
	E4(C)b Reduce anti social behaviour – report on proposal to introduce demoted housing tenancies	30/09/2005	100 %	22/09/2005	
	E4(C)c Reduce anti social behaviour - ASBO applications	30/04/2006	100%	30/04/2006	No further ASBOs issued - use of ABAs and successful interventions have reduced the need to proceed to ASBO.
	E4(C)d Reduce anti social behaviour - acceptable behaviour agreements	30/04/2005	100%	30/04/2006	15 ABAs issued
	E4(C)e Support to victims of anti social behaviour	30/09/2005	100%	30/09/2005	Leaflet produced & widely distributed, it identifies contact points for information & support.
E4(E) Reduce No: of illegal encampments	E4(E)a Carry out prevention works in hotspot areas	30/09/2005	100%	06/03/2006	All hotspots identified & preventative works undertaken where practical, further works were undertaken during winter season to address identified hotspots. Illegal encampments are at a very low level
E4(F) Support for victims of ASB	E4(F)a Improve contact points, information & support for residents suffering from ASB	30/09/2005	90%		Community safety information available on the website but requires review in line with the complete review of the DBC website. ASB leaflet distribution taken place at key locations including the Police Station, Civic Centre, Social Services and Libraries as well as within the ASB victim support pack and to areas where known ASB is occurring. Various contact points to report crime regularly advertised - this is an ongoing process. Local surgeries held by Station Officers and PCSOs supplemented by Mobile Police
E4(E) Reduce No: of illegal encampments	ER1(A)a Maximise land defences to minimise encampments, maintain robust enforcement action on encampments that do occur.	31/03/2006	100%	31/03/2006	

Housing - Actions Outturns 2005/06

H3 To offer support to families					
Targets	Action Code & Title	Due Date	Progress	Completed Date	Latest Status Update
KT H1(B) Secure 20 units of key worker accommodation	H3(E)c Secure 20 units of key worker housing	31/03/2006	100%	06/01/2006	21 units have been completed
KT H3(A) Compliance with Decent Homes Standard by April 2008	H2(A)a Finalise appraisal, including identification of preferred option & report to Cabinet & GAC.	31/07/2005	100%	31/07/2005	
	H2(A)b Obtain stock option appraisal sign off from GOSE	31/07/2005	100%	31/07/2005	
H3(D) Focus on core services to improve performance	H3(D)a Reduce void turnaround from 30 days to 21days	31/03/2007	50%		Further action required to improve performance. End of year figure @ 27 days.
	H3(D)b Ensure availability of maximum funding for delivery of service	31/03/2006	100%	31/03/2006	Budgets redefined and redirected to optimize service delivery.
	H3(D)c Improve utilisation of funds & capital resources - 60:40 balance	31/03/2006	100%	31/01/2006	2005/6 Target not applicable in current year due to curtailment of elements of the capital programme. Staff & strategy in place to deliver in 2006/7.
	H3(D)d Increase tenant satisfaction with participation and produce report	31/07/2005	100%	31/03/2006	Improvement plan in place regarding TP. RIO appointed, Tenant Forum re-engaged. Process ongoing.
H3(E) - Fit for Purpose status	H3(E)a Update Housing Strategy incorporating stock options financial assessment	31/07/2005	100%	22/11/2005	Approved by GAC 24/10/05 & agreed by GOSE in December 2005
	H3(E)b Prepare 30 year business plan and submit to GOSE	31/07/2005	100%	06/01/2006	Approved by GAC on 24/10/05 & submitted December 2005

Targets	Action Code & Title	Due Date	Progress	Completed Date	Latest Status Update
KT H3(A) Compliance with Decent Homes Standard by April 2008	HS2(A)a Develop accurate IT systems to extract data	17/07/2006	100%	17/7/2006	New software (& upgrades in place) awaiting IT to complete installation. Delayed due to staffing issues.
	HS2(A)b Develop and utilise handheld computers to assist with further data collection	11/09/2006	100%	31/12/2006	Implemented for DTD repairs to be rolled out for Stock Condition Survey data.
	HS2(A)c Produce Capital Programme of maintenance	15/05/2006	100%	31/5/2006	Initial programme 06/07 produced. Next phase being developed.
KT H3(C) Introduce demoted tenancies by January 2006	HS3(A)b Consider implementation of Demoted Tenancies	31/03/2006	100%	07/03/2006	

Quality Services - Actions Outturns 2005/06

QS1 To provide appropriate information externally

Targets	Action Code & Title	Due Date	Progress	Completed Date	Latest Status Update
KT QS1(A) Improve public consultation on services	C1(C)a Implement training for SNAP software for staff with in communications team	01/10/2005	100 %	01/10/2006	
	C1(C)b Implement Consultation Activities	01/11/2005	100 %	Ongoing	Consultation ongoing but specific surveys of Crime & Disorder Survey (March '06) & Staff survey (Feb '06) have been carried out within the year
	C1(C)c Implement new consultation (Stakeholders Strategy)	01/09/2005	50 %		Ongoing through GUSS 2006/07 and website
	QS1(A)a Consultation/Communication - Report proposals to Cabinet	30/04/2005	100 %	June 2005	Completed June 2005
QS1(B) Develop e-government services	QS1(B)a e-government - 100% e enabled services	31/12/2005	100%	20/06/2005	Target of 100% of the services for which the Council has responsibility that can be e-enabled, having been e-enabled was achieved six months ahead of the deadline.
	QS1(B)b e-government - priority outcomes	31/03/2006	94%	01/04/2006	48 of the 54 mandatory targets fully achieved by target date. A further 2 have since been achieved such that current percentage achievement is 96%
	QS1(B)c Implement online planning applications	31/01/2006	100 %	24/01/2006	
	QS1(B)d Implement online Building Control applications	31/01/2006	100 %	24/01/2006	
QS1(C) Review Communications & Consultation Strategy Action Plan	CH1(A)a(ii) Regularly review progress in implementation	30/04/2006	87%		InTouch, staff briefings, Senior Officer Team meetings & a new intranet are examples of progress made. Need to introduce extra magazine.
QS1(D) Develop new community consultation proposals.	QS1(D)a Review corporate consultation structure & develop new initiatives	30/04/2005	100 %	30/06/2005	

QS2 Strive for good service quality & ensure value for money

Targets	Action Code & Title	Due Date	Progress	Completed Date	Latest Status Update
QS2(H) Develop a Customer Contact Centre(CCC)	QS2(H)a Appoint a Project Manager	01/04/2005	100 %	01/06/2005	
	QS2(H)b Appoint CCC Manager	01/08/2005	100 %	19/08/2005	
	QS2(H)c Ensure accommodation is ready by January 2006	30/01/2006	100 %	10/04/2006	Building Works started 12/12/2005, back office accommodation ready end of January, customer facing areas ready end of March
	QS2(H)d Phase 1 launch	28/04/2006	100 %	01/04/2006	
	QS2(H)e Review and update service information on the website	01/04/2006	100 %	01/04/2006	Information needed for the launch of the CCC reviewed and updated. Ongoing for other service information.

Corporate Health - Actions Outturns 2005/06

CH1 Internal Communication

Targets	Action Code & Title	Due Date	Progress	Completed Date	Latest Status Update
KT CH1(A) Improve internal communications	CH1(A)a Communications & Consultation Strategy Action Plan	31/03/2006	100 %	31/03/2006	New Internal Communications Plan presented to Cabinet March 2005 . InTouch, staff briefings, Senior Officer Team meetings & a new intranet are examples of progress made.

CH2 Present Accessible Face

Targets	Action Code & Title	Due Date	Progress	Completed Date	Latest Status Update
CH2(C) Improve Councillor engagement & involvement	CH2(C)a Develop a programme of presentations for Members on major policy issues	28/02/2006	100 %	22/03/2006	Political Group Leaders have committed to the South East Charter. Training for Cabinet and Management Team 18.07.06. Following 18 July, further training for all Members will be targeted for 2006/07. Hosted (with some Member attendance) various training initiatives by Kent Thameside on policy matters
	CH2(C)b Finalise Member training proposals	30/07/2006	0%		Political Group Leaders have committed to the South East Charter. Training for Cabinet and Management Team 18.07.06. Following 18 July, further training for all Members will be targeted for 2006/07
	CH2(C)c Review new arrangements for Scrutiny & Overview	31/12/2005	100 %	06/01/2006	Constitution updated to show two separate committees
	CH2(C)d Provision of information to Members	31/12/2005	100 %	31/12/2005	Mod. Gov. implemented December 2005. Training targeted for 2006/07

CH3 Regular review of key activities

Targets	Action Code & Title	Due Date	Progress	Completed Date	Latest Status Update
CH3(B) Implement Asset Management Plan action plan	CH3(B)a Implement the detailed actions from the Asset Management Plan	31/12/2005	90 %		All complete except that the updated AMP will be reported to GAC in July so that it includes year end figures for 2005/6.
CH3(C) Procurement Strategy	CH3(C)a Review action plan from Procurement Strategy & implement approved plan	30/06/2005	50%		The strategy and action plan was reviewed but was considered to be in need of substantial revision. Discussions will be held with Portfolio member and junior minister in June and a revised timetable is included in the Finance and Resources service plan
	CH3(C)b Implement revised action plan by agreed dates	30/04/2006	0 %		See comment above on CC3(C)

CH4 Remove barriers preventing staff from performing excellently

Targets	Action Code & Title	Due Date	Progress	Completed Date	Latest Status Update
CH4(C) To encourage a positive, innovative & achieving culture	CH4(C)a Organisational change programme	31/07/2005	100 %	31/07/2005	
CH4(D) Workforce Development Plan	CH4(D)a Produce a Workforce Development Plan(WDP) for Cabinet approval.	31/10/2005	100 %	March 2006	This was incorporated in the Pay and workforce strategy that was approved by GAC on 20 March 2006
	CH4(D)b Produce a Pay & Workforce Strategy, incorporating the WDP for Cabinet approval.	31/03/2006	100 %	March2006	Approved by GAC on 20 March 2006
CH4(E) Performance Management	CH4(E)a Review & analyse performance management software packages & make recommendations	30/04/2005	100%	September 2005	Software package was procured in June 2005 and implemented in stages starting in September. Fully operational for 2006/7.
CH4(E) Performance Management	CH4(E)b Review the availability of service standards information as part of the service planning process.	30/04/2005	50 %		Work ongoing as part of service planning and performance management. Target completion October 2006
	CH4(E)c Review strengths & weaknesses of the performance management system	30/06/2005	100 %	24/04/2006	A review was undertaken during the year as part of the procurement of the software package and a review of the corporate plan and service plans. The corporate plan was approved by GAC on 24 April 2006
	CH4(E)d Service standards to be developed & made available to the public	30/06/2005	90 %		Dependent on CH4(e)d (i) and (ii) below.
	CH4(E)d(i) identify standards to be publicised & implement	30/06/2005	0 %		To follow CH4(E)b above.
	CH4(E)d(ii) On basis of review, develop new proposals for performance monitoring arrangements	30/09/2005	90 %		Proposals developed and reported to Cabinet on 23 March and 25 May. The documented performance management framework will be updated in July 2006
CH4(F) Finalise staffing structures	CH4(F)a Implement staffing changes from budget	30/04/2005	100 %	01/04/2005	
	CH4(F)b Report any structural changes to the MD for approval	31/07/2005	100 %	01/04/2005	

BEST VALUE AND LOCAL PERFORMANCE INDICATORS OUTTURNS 2005/06 AND FUTURE TARGETS

Key to Traffic light Icons



Outturn within 5 % of target
































Outturn between 10% and 5% of target




















Outturn more than 10% below target

















Best Value Performance Indicator Outturns 2005/06 & Future Targets











PI Code & Short Name	Actual Value 2004/5	All England Top Quartile 2004/5	Annual Target 2005/6	Actual Value 2005/6	Traffic Light Icon	Annual Target 2006/7	Annual Target 2007/8	Annual Target 2008/9	Note
BV2a Equality Standard for Local Government	1	N/A	2	1		2	2	3	
BV2b Duty to Promote Race Equality	53%	74%	67%	57%		61%	71%	76%	Policy has now been re-written and officers are reassessing the Council's position
BV8 % of invoices paid on time	89.24%	95.94%	100%	93.33%		100%	100%	100%	
BV9 % of Council Tax collected	97.10%	98.30%	97.60%	97.1%		97.40%	97.50%	97.70%	
BV10 Percentage of Non-domestic Rates Collected	98.80%	99.14%	99.50%	99.1%		99.50%	99.50%	99.50%	
BV11a Top 5% of Earners: Women	30%	40.28%	30%	32%		28%	30%	32%	
BV11b Top 5% of Earners: Ethnic Minorities	4.35%	3.39%	4.30%	9.09%		3.90%	4.00%	4.02%	
BV11c Top 5% of Earners: with a disability	Amended 2005/06	-	0%	0%		0%	0%	0%	
BV12 Working Days Lost Due to Sickness Absence	9.14	8.44	9	7.59		8.50	8	7.50	
BV14 Percentage of Early Retirements	0.44%	0.19%	0.50%	1.42%		0.48%	0.48%	0.48%	The final % has exceeded the expected target because restructures have led to long term efficiency savings
BV15 Percentage of Ill-health Retirements	0.44%	0.15%	0.50%	0%		0.48%	0.48%	0.48%	
BV16a Percentage of Employees with a Disability	3.55%	3.74%	3.60%	3.55%		3.60%	3.75%	3.90%	
BV16b Percentage of Economically Active People who have a Disability	6.2%	N/A	11.50%	11.50%		11.50%	11.50%	11.50%	
BV17a Ethnic Minority representation in the workforce – employees	3.77%	4.60%	4.00%	4.02%		4.10%	4.30%	4.60%	
BV17b Ethnic Minority representation in the workforce - local population	5.25%	N/A	5.70%	5.70%		5.70%	5.70%	5.70%	
BV63 Energy Efficiency of Housing Stock	68.2	68	70	68		70	72	74	Limited works during 2005/06 so 2004/05 figure retained.

PI Code & Short Name	Actual Value 2004/5	All England Top Quartile 2004/5	Annual Target 2005/6	Actual Value 2005/6	Traffic Light Icon	Annual Target 2006/7	Annual Target 2007/8	Annual Target 2008/9	Note
BV64 No of private sector vacant dwellings that are returned into occupation or demolished	11.00	56.25	13	4		14	15	15	Number of Private Sector vacant dwellings returned to occupation or demolished Jan - March 06 is 4. Outturn figure for 05/06 is 9 against a target of 13. Occupation of renovated fire damaged stock in London Road Greenhithe has been delayed for 2 weeks otherwise this target would have been achieved.
BV66a Rent Collection and Arrears Recovery	98.1%	98.33%	98.30%	97.79%		98.80%	98.90%	99%	Revised arrangements for 2006/07
BV66b Rent collection and arrears recovery	Amended 2005/06	-	10%	12.71%		10%	9%	8%	The increased number of tenants in arrears in this band reflects the overall increase in arrears levels. These are being addressed via better use of the system specifically prompted actions.
BV66c Rent Collection and Arrears Recovery: Notices Seeking Possession.	Amended 2005/06	-	45%	53.95%		45%	45%	45%	The number of those served with a NOSP has exceeded the target in line with the greater number of tenants over seven weeks in arrears. Serving a notice is essential in protecting the Councils interests should it be necessary to take legal action through the courts.
BV66d Rent Collection and Arrears Recovery: evictions	Amended 2005/06	-	0.05%	0.15%		0.05%	0.05%	0.05%	The percentage of tenants evicted for rent arrears has remained very low, and the target has not been breached due to any substantial increase in the overall total or any change in procedure. In fact the need to ensure that evictions are minimised has been reflected in altered working practices incorporating closer working with the housing options team and for example a letter is now sent by the homeless prevention officer at an early stage of possession proceedings inviting anyone threatened with legal action to come in for an interview.
BV76a Housing Benefits Security number of claimants visited	441.00	282.15	495	367		410	410	410	
BV76b Housing Benefits Security number of fraud investigators employed	0.55	N/A	0.55	0.55		0.53	0.53	0.53	
BV76c Housing Benefits Security number of fraud investigations	134.00	53.40	140	78.70		95	100	105	
BV76d Housing Benefits Security number of prosecutions & sanctions	6.30	5.31	7	6.72		8	8	9	
BV78a Speed of processing - new HB/CTB claims	44	29.38	29	30.07		26	25	24	
BV78b Speed of processing - changes of circumstances for HB/CTB claims	15.98	7.40	10	10.59		8	7	6	
BV79a Accuracy of processing - HB/CTB claims	95.47%	99%	98%	98.40%		98.50%	99%	99%	
BV79b(i) Percentage of Recoverable Overpayments Recovered (HB) that are recovered during period	Amended 2005/06	-	90%	62%		72%	74 %	76%	Target over ambitious as didn't take into account large overpayments which create problems with collection

PI Code & Short Name	Actual Value 2004/5	All England Top Quartile 2004/5	Annual Target 2005/6	Actual Value 2005/6	Traffic Light Icon	Annual Target 2006/7	Annual Target 2007/8	Annual Target 2008/9	Note
BV79b(ii) HB overpayments recovered as % of the total amount of HB overpayment debt outstanding	Amended 2005/06	49.93%	44%	31%		31%	33 %	35%	Target over ambitious as didn't take into account large overpayments which create problems with collection
BV79b(iii) Percentage of Recoverable Over payments Recovered – written off(HB)	Amended 2005/06	-	7%	3.95%		8%	9%	10%	Target over ambitious as didn't take into account large overpayments which create problems with collection and directly affects this PIs performance
BV82a(i) % of Household Waste Recycled	Amended 2005/06	17.92%	19%	17.02%		21%	25%	30%	Recycling scheme introduced later than anticipated.
BV82a(ii) Tonnes of Household Waste Recycled	Amended 2005/06	-	7850	6505.46		8040	9575	11490	As above.
BV82b(i) % of household waste composted	Amended 2005/06	-	2%	0%		0%	1%	3%	Composting scheme deferred.
BV82b(ii) Tonnes of household waste composted	Amended 2005/06	-	1875	0		0	380	1150	Composting scheme deferred.
BV82c(i) Household Waste Management (energy recovery) - percentage	Amended 2005/06	-	0%	0%		0%	74%	67%	
BV82c(ii) Household Waste Management (energy recovery) - tonnes	Amended 2005/06	-	0	0		0	28340	25660	
BV82d(i) Household Waste Management (landfill)	Amended 2005/06	-	77%	82.98%		79%	0%	0%	
BV82d(ii) Household Waste Management (landfill)	Amended 2005/06	-	29300	31718.18		30260	0	0	
BV84a Household waste collected per head, in kilos	464.00	396.70	460	441.38		441	415	394	
BV84b Household Waste Collection (% change in kilograms per head)	Amended 2005/06	-	0%	-4.78%		-5%	-5%	-5%	
BV86 Cost of household waste collection	32.43	35.31	35.35	32.86		38.00	39.15	40.30	New Contractors from 06/07
BV91a Kerbside Collection of Recyclables (one recyclable)	100%	100%	100%	100%		100%	100%	100%	
BV91b Kerbside collection of recyclables (two recyclables)	Amended 2005/06	-	100%	100%		100%	100%	100%	
BV106 New homes built on previously developed land	96%	94%	75%	100%		75%	60%	60%	
BV109a Major applications determined in 13 weeks	50%	69.01%	60%	62%		60%	60 %	60%	
BV109b Minor applications determined in 8 weeks	58%	75.40%	65%	77%		65%	65%	65%	
PI Code & Short Name	Actual	All England	Target	Actual	Traffic	Target	Target	Target	Note

	Value 2004/5	Top Quartile 2004/5	2005/6	Value 2005/6	Light Icon	2006/7	2007/8	2008/9	
BV109c Planning Applications: 'Other' applications	80%	88%	80%	75%		80%	80%	80%	
BV126 Domestic burglaries per 1,000 households	12.5	6.90	N/A	5.99		N/A	N/A	N/A	519 Domestic Burglaries recorded for 2005/06. Mid year population figure of 86,600 used in calculation.
BV127a Violent Crime per 1,000 Population	15.8	3.00	N/A	5.99		N/A	N/A	N/A	1982 Violent Crimes recorded for 2005/06. Mid year population figure of 86,600 used in calculation.
BV127b Robberies per 1,000 Population	10	5.96	N/A	22.88		N/A	N/A	N/A	141 Robberies recorded for 2005/06. Mid year population figure of 86,600 used in calculation.
BV128 Vehicle crimes per 1,000 population	17.4	7.77	N/A	21.14		N/A	N/A	N/A	1831 Vehicle crimes (excl. vehicle interference) recorded for 2005/06. Mid year population figure of 86,600 used in calculation.
BV156 Buildings Accessible to People with a Disability	50%	75.14%	50%	58.34%		60%	60%	60%	
BV157 E-government: E-enabled interactions	95.55%	86.97%	100%	100%		Deleted 2006/07			reported in ieg 4.5 and ieg 5 that 100% reached
BV164 Equal Access to Social Housing	Yes	N/A	Yes	Yes		Yes	Yes	Yes	
BV183a Length of stay in temporary accommodation (B&B)	3.32	1	5	3		4	4	4	
BV184a Non-decent local authority dwellings (%)	35.8%	20.75%	30%	41%		27%	25%	20%	Elements of capital programme deferred as not offering Value For Money. Additional elements therefore exceeding age limits
BV184b Non-decent local authority dwellings (change)	5.7%	22.60%	30%	11.50%		27%	25%	23%	As above.
BV166a Environmental Health Checklist	70.00%	97%	70%	70%		75%	80%	90%	
BV170a Visits to and Use of museums & galleries - All Visits	85	876.75	110	111		110	110	110	
BV170b Visits to and use of Museums & galleries - Visits in Person	73	514.25	90	81		90	90	90	
BV170c Visits to and Use of Museums - School Groups	346	7031	250	385		250	250	250	
BV174 Racial Incidents Recorded	6	N/A	5	5		5	4	4	
BV175 Racial incidents resulting in further action	100%	100%	100%	100%		100%	100%	100%	







PI Code & Short Name	Actual Value 2004/5	All England Top Quartile 2004/5	Annual Target 2005/6	Actual Value 2005/6	Traffic Light Icon	Annual Target 2006/07	Annual Target 2007/08	Annual Target 2008/09	Note
BV179 Standard searches carried out in 10 working days	98%	100%	90%	98%		Deleted 2006/07			
BV199a Local street and environmental cleanliness - Litter and Detritus	Amended 2005/06	-	23%	18%		19.70%	17.20%	15%	
BV199b Local Street and Environmental Cleanliness - Graffiti	Amended 2005/06	-	30%	10%		25.50%	21.70%	18.90%	
BV199c Local Street and Environmental Cleanliness - Fly-posting levels	Amended 2005/06	-	30%	2%		25.50%	21.70%	18.90%	
BV199d Local Street and Environmental Cleanliness - Fly-tipping	Amended 2005/06	-	10	3		3	3	3	
BV200a Plan-making: Local Development Scheme submitted?	Amended 2005/06	N/A	Yes	Yes		Yes	Yes	Yes	
BV200b Plan-making: Milestones Met?	Amended 2005/06	N/A	Yes	Yes		Yes	Yes	Yes	
BV200c Plan-making: Monitoring Report	Amended 2005/06	-	Yes	Yes		Yes	Yes	Yes	
BV202 Number of people sleeping rough	3	N/A	5	3		5	5	5	
BV203 Change in number of families in temporary accommodation	17.03%	-6.93%	-10%	-9.85%		-10%	-10%	-10%	
BV204 Planning appeals allowed	55%	25%	35%	33%		35%	35%	35%	
BV205 Quality of Planning Service checklist	46%	88.90%	88%	94%		94%	100%	100%	
BV211a Repairs and Maintenance Service - planned	New Indicator 2005/06	-	72%	71.4%		Deleted 2006/07			
BV211b Repairs and Maintenance Service - emergencies	New Indicator 2005/06	-	15%	15.8%		Deleted 2006/07			
BV212 Average time taken to re-let local authority housing.	24.00	N/A	24	28.66		21	20	19	Arrangements have been altered and the personnel involved in carrying out inspections changed that led to a dip in performance. Subsequently a further change has been made to shift the focus of void inspections to the maintenance team and further changes are planned with voids administration that should lead to a improved performance.
BV213 Preventing Homelessness - number of households where homelessness prevented	New Indicator 2005/06	-	0.40	0.45		0.45	0.50	0.50	



















PI Code & Short Name	Actual Value 2004/5	All England Top Quartile 2004/5	Annual Target 2005/6	Actual Value 2005/6	Traffic Light Icon	Annual Target 2006/7	Annual Target 2007/8	Annual Target 2008/9	Note
BV214 Housing Advice Service - % of repeat homelessness within 2 years	New Indicator 2005/06	-	3%	2%		3%	3%	3%	
BV216a Identifying Contaminated Land	New Indicator 2005/06	-	N/A	393		N/A	N/A	N/A	This does not require targets. They are end of year figures based on performance.
BV216b Information on contaminated land	New Indicator 2005/06	-	N/A	2%		N/A	N/A	N/A	This does not require targets. They are end of year figures based on performance.
BV217 Pollution Control Improvements Completed On-time	New Indicator 2005/06	-	100%	90.3%		100%	100 %	100%	
BV218a Abandoned vehicles - % investigated within 24 hrs	New Indicator 2005/06	-	100%	81.4%		80%	80%	80%	Targets reviewed following transfer of function form Highways.
BV218b Abandoned Vehicles - % removed within 24 hours of required time	New Indicator 2005/06	-	100%	57.14%		80%	80%	80%	As above.
BV219a Preserving the Special Character of Conservation Areas	New Indicator 2005/06	-	6	6		6	6	6	
BV219b Preserving the Special Character of Conservation Areas: Character Appraisals	New Indicator 2005/06	-	0%	0%		16.50%	16.50%	16.50%	
BV219c Preserving the Special Character of Conservation Areas: Management Proposals	New Indicator 2005/06	-	0%	0%		1%	1%	1%	
BV226a Advice & Guidance Services - total	Amended 2005/06	-	£270000	£199764		£200000	£200000	£200000	This indicator was introduced in 2005/06 and is also yearly monitored so has no historical information to base performance on. This will change next year.
BV226b Advice & Guidance Services - CLS Quality Mark	Amended 2005/06	-	37%	49.93%		50%	50%	50%	
BV226c Advice & Guidance Services: direct provision	Amended 2005/06	-	£170000	£160148		£160000	£160000	£160000	

General User Satisfaction Survey Performance Data – Collected every 3 Years

PI Code & Short Name	Annual Target 2003/04	Actual Value 2003/04	Annual Target 2006/7
BV3 Overall satisfaction with the authority	68%	57%	67%
BV4 Satisfaction with complaint handling	44%	31%	40%
BV74a Tenant Satisfaction with Landlord (All)	85%	79%	85%
BV75a Tenant Satisfaction with Participation (All)	51%	44.2%	60%
BV80 Overall user satisfaction with benefits service	80%	79.4%	88%
BV80a Contact/access facilities at benefit office	80%	82%	88%
BV80b Service in benefit office	75%	77.6%	88%
BV80c Telephone service in benefits office	75%	61.6%	75%
BV80d Staff in benefit office	83%	79.6%	88%
BV80e Clarity etc, of forms & leaflets for benefits	65%	62.5%	70%
BV80f Time taken for a decision in benefits	75%	67.6%	80%
BV89 Satisfaction with cleanliness of streets	65%	58%	65%
BV90a Satisfaction with household waste collection	90%	92%	75%
BV90b Satisfaction with waste recycling	75%	74%	90%
BV111 % of applicants satisfied with the Planning service received	85%	86%	86%
BV119a % satisfied with sports and leisure	55%	55%	58%
BV119c % satisfied with museums and galleries	43%	45.1%	49%
BV119d % satisfied with theatres and concert halls	66%	67%	70%
BV119e % satisfied with parks and open spaces	68%	74%	78%

Local Performance Indicator Outturns 2005/06 & Future Targets

PI Code & Short Name	2004/05 Actual Value	Target 2005/6	2005/6 Actual Value	Traffic Light Icon	Target 2006/7	Target 2007/8	Target 2008/9	Note
E3.3a The %age of residents surveyed that feel safe/very safe in Dartford daytime.	67%	85%	92%		85%	85%	85%	
E3.4a The %age of residents surveyed that feel safe/very safe in Dartford night time.	49%	50%	50%		55%	55.00%	55.00%	
E1.4a Average No: of days individual unauthorised encampments on Public Land	Amended 05/06	5	3		5	5	5	
CC7a(i) No: of unauthorised Traveller days in year on: Public Land	Amended 05/06	70	51		Deleted 2006/07			
CC7a(ii) No: of unauthorised Traveller days in year on: Private Land	Amended 05/06	50	17		Deleted 2006/07			
CC11 %age of benefit claims assessed within 14 days of all information being received.	76.65%	90%	72%		95%	96%	97%	Poor performance in Q4 due to introduction of IDOX. Month 12 achieved 91% so is improving.
CC12 Number of young people participating in the Dartford Youth Council	35	275	190		Deleted 2006/07			No meeting held in February 2006, target based on 4 meetings per year
R10 Number of housing units with planning approval not yet built.	4613	12829	4770		13656	12162	11188	The difference between actual and expected outcomes is largely due to the fact that pp for Eastern Quarry has not been formally issued (although there has been a resolution to grant) The Highways Agency has issued a holding direction pending a resolution of highway issues
R12a No: of successful applications for external funding	6	6	3		2	1	1	Although number is less than expected value far exceeds the target
R12b Amount of funding received	13034	7000	13000		549000	49000	50000	
L5a No: of exhibitions & talks given each year at the Museum	1	3	3		3	3	3	
L5b No: of talks given within the Museum & other venues.	25	25	24		20	25	25	
L6 No: of visitors to Central Park during the Dartford festival weekend	25000	30000	25000		25000	25000	25000	Disappointing attendances on Sunday after excellent numbers on Saturday
L7 No: of young people attending Summer Sizzlers holiday activities	3287	1500	435		Deleted 2006/07			Various issues affected the delivery of the Summer Sizzlers programme specifically staffing, delays in finalising programme content & take-up from organisations
E2 Speed of removal of fly-tipping	1.30	1.30	1.30		1.30	1.30	1.30	
E8 Cost per square metre of Council land maintained per annum	0.48	0.49	0.49		0.50	0.52	0.54	

PI Code & Short Name	2004/05 Actual Value	Target 2005/6	2005/6 Actual Value	Traffic Light Icon	Target 2006/7	Target 2007/8	Target 2008/9	Note
E9a Market stalls occupancy: Thursday	74%	70%	64%		70%	70%	70%	
E9b Market stalls occupancy: Saturday	95%	95%	92%		95%	95%	95%	
E3.5b(i) %age of food premises inspected within target for: high risk areas	93.50%	100%	100%		100%	100%	100%	
E3.5b(ii) %age of food premises inspected within target for: other risk areas	70.50%	70%	92.6%		75%	75%	75%	
H1.1a No: of affordable homes secured.	84	120	41		140	140	140	Delays on site has meant that the anticipated number of affordable housing units being brought forward in 2005/2006 has fallen. It is expected that the majority of units will be brought forward in 2006-2008.
H2 No: of key worker homes secured.	0	20	21		20	30	30	
H2.1b Amount of rent arrears as a percentage of debit	2.64%	2.30%	2%		2.20%	2.10%	2.00%	
H3.1a No: of lettings to households within the Borough.	97%	86%	97%		90%	90%	90%	
H4 No: of lettings to households outside the Borough.	13%	14%	3%		10%	10%	10%	
H13b Average relet times for Council houses let in the financial year - Policy	311	80	41.6		75	70	65	
H11 %age of rent lost through local authority dwellings becoming vacant: Houses	0.91%	0.50%	0.88%		0.50%	0.45%	0.40%	Arrangements have been altered and the personnel involved in carrying out inspections changed that led to a dip in performance. Subsequently a further change has been made to shift the focus of void inspections to the maintenance team and further changes are planned with voids administration that should lead to a improved performance.
CH4 %age of telephone calls answered within 6 seconds.	81%	79%	86%		80%	80%	80%	
CH6 %age of correspondence answered within 7 days.	99.60%	99.70%	100%		99.80%	99.80%	99.80%	
CH3a Staff Surveys - Job Satisfaction	<u>2003/04</u> 59%	64%	60%		-	65%	-	
CH3b Staff Surveys - Communications	60%	66%	65%		-	70%	-	
CH3c Staff Surveys - Management Style	42%	46%	48%		-	53%	-	
CH3d Staff Surveys - Working Together	76%	83%	79%		-	80%	-	
CH3e Staff Surveys - Customer Care	60%	66%	70%		-	77%	-	
CH3e Staff Surveys – Training & Development	New Indicator 2005/06		66%		-	72%	-	

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 2005/06 Dartford Borough Council have awarded one contract that involved a transfer of staff and this contract complied with all the requirements of the Code of Practice.