

Introduction

This is the third Best Value Performance Plan produced by Dover District Council, in line with the Government's initiative of Best Value. Dover District Council is committed to Best Value and making sure you get the best services possible, however they may be provided. The plan tells you more about our services, compares our performance with that of other Local Authorities, identifies targets, sets out priorities and, more importantly, gives you the opportunity to let us know your views.

This Performance Plan and separate Performance Indicator booklet are ways in which the community, partner and business organisations can track performance and progress towards achieving best value and hold Dover District Council to account. It is published each year and independently audited to ensure it is fair, honest and accurate.

The Council is undergoing a period of change and will make significant reductions to the base Council budget over the next three years to ensure that the finances of the authority are sound.

The Council will ensure the organisation remains healthy to deliver efficient and effective services to the public. This year the organisation will be restructured to allow the key themes and priorities to be delivered.

The targets and priorities contained in this Plan and the Council's draft Corporate Plan, (to be considered by the Council in July), are not the only ones being pursued by the Council - the authority is committed to working in partnership with others to develop and deliver the District wide Community Strategy and the East Kent Triangle Area Action Plan, which includes key priorities:

- Investing in infrastructure
- Strong local economy
- Investing in education and skills
- Investing in quality of life

Part of our vision is to bring the greatest proportion of the Council's finances to impact positively on as many of the District's people as possible.

Two key principles underpin the vision:

- (a) To offer statutory services efficiently and with maximum value for money in line with the findings of the various Best Value reviews.
- (b) To develop our enabling capabilities – working increasingly with partner organisations to deliver services. These services and partnerships will be developed in line with the Community Strategy process and we will increasingly target areas of the District with the highest levels of deprivation and social exclusion.

We want everyone to take pride in their District and, to help achieve this aim, we will endeavour to involve as many people in the community as possible.

Cllr P Wells – Leader, Dover District Council

The Best Value Performance Plan

This Plan contains details of how we did last year, whether we achieved our targets, and if not, explanations. The plan also contains targets we hope to achieve in the coming year.

A summary of the Best value Performance Plan was sent to all residents as part of the Council Tax leaflet. This year the publication date for the Plan changed to June.

A sample of Performance Indicators (PIs) has been included in this plan to illustrate our performance compared to other authorities. Part 2 of the Plan also contains Audit Commission Indicators, Best Value Indicators and Local Performance Indicators developed by the Council. For each of these are standards, targets and comparisons together with comments where appropriate.

Services not subject to a formal review during 2002/2003, or those that have already been reviewed are still required to demonstrate that they are improving and implementing the principles of best value.

Best Value

Service reviews are undertaken by small teams made up of a Council service/business manager responsible for the management of the individual service review, a Council Best Value officer, Council staff and representatives from the community, our partners and the voluntary sector as appropriate.

Before the review starts the service collects baseline data and 'benchmarks', compares, with other service providers

During the service review we:

- Consult service users, community and partners, about the service they want and about service standards
- Compare performance with that of other councils and providers of similar service to check efficiency and best practice
- Demonstrate competitiveness by considering other providers of the service as a way to ensure value for money
- Challenge why and how a service is being provided and future service provision

After the review a five-year business plan is developed, monitored, reviewed and inspected.

Service Review Programme

The Council is currently reviewing the programme of Best Value Service Reviews, guidance from the Government has changed in this area and there is no longer a need to review all services within a 5 year period, although all services must still be subject to a review. Alongside the restructuring of the Council and the development and delivery of the Corporate Plan and Community Strategy, key services will be identified each year for review, this will be reported back to you in the following years Performance Plan. This allows the Council more freedom and flexibility to target those services that could be delivered more effectively and efficiently and make better use of resources to improve the service to you.

Our Aim and Key Themes

“by 2010 our District will be one in which everyone can have pride”

Dover District Council is committed to working with other organisations and involving the public on the key themes of:

- Community
- Regeneration
- Opportunity and Access
- Environment

To achieve this aim we will:

- ✓ Continue to engage with the community and other organisations to develop a clearer understanding of their priorities.
- ✓ Communicate more effectively the impact of this engagement, develop a better understanding within the community of the work of this Council and be honest about our capabilities and intentions.

- ✓ Develop a clear set of organisational priorities and objectives to guide the development of the Council's future decisions in conjunction with our partners.
- ✓ Reappraise all Council services against these priorities over the next 12-18 months in order to redefine the services to be maintained, increased, or reduced.
- ✓ Work with all Members, Staff and Unions to create an organisation capable of affording and sustaining its role in the Community.
- ✓ Work with other local authorities and providers to deliver services across District boundaries where this is more financially viable and where the service can be provided more efficiently.

The following pages detail the four themes which are presented as “How we did last year” and “What we are going to do in 2002/2003”. The sections, commencing on Page 6, report on the objectives in last years Plan, whether we achieved them and a selection of future objectives.

A Comparison of Our Performance

The Council's fully audited 2000/2001 performance indicator results were published in the Dover Express and Dover Mercury October 2001. The Audit Commission has published a national report in January 2002 showing comparisons across all authorities for 2000/2001. This information is available from the Audit Commission's website at http://www.audit-commission.gov.uk/pis/pi_data_01.shtml

Our performance indicators are recorded and monitored using a computer based system designed in-house. This system has been commended by District Audit, the council's auditors, and the Improvement & Development Agency (IDeA).

The results are published quarterly for consideration by our management team to ensure that resources are deployed as effectively as possible. Recently, the Audit Commission has published a document outlining every single council's performance during 2000/2001. Among the 69 indicators that district councils are required to report on by law we came joint second for one, and joint third for two and third for one. For the majority of the 69 indicators we have performed well against other district councils.

This is the third year since councils have formally collected best value performance information. There have been further amendments and modifications to the indicators, which will explain the changes presented in the performance indicator section of this report.

However, earlier this year a report entitled 'Strong Local Leadership - Quality Public Services' was published. Among its many ambitions, it confirmed that the indicators would now remain unchanged to allow councils to properly compare and assess their performance. Therefore, the next performance plan in June 2003 will be able to consider in more detail how your council is performing.

Even so, we are still able to conduct comparative assessments on our performance with other local councils. A selected number are presented below with the full set published in the performance indicator report accompanying this performance plan.

The figures given below are for performance during 2000/2001. The reason for using 2000/1 data is because confirmation of actual performance between all authorities during 2002/2003 was not possible before publication, even so, some limited comparisons have been undertaken in Part II of the Performance Plan. In future years, we hope to use the most current data to inform you of our performance compared against other local councils.

Description	Dover	Thanet	Canterbury	Swale	Shepway	Ashford	Kent Average (excluding Medway)
The percentage of persons satisfied with the overall service provided by the authority.	59.0%	50.20%	65.0%	64%	56.0%	59%	62.63%
Percentage of Council Tax collected.	97.6%	96%	96.6%	95.70%	96.1%	97.46%	97.01%
Local authority rent collection and arrears: proportion of rent collected.	97.40%	96.30%	96.20%	Not Available	99.29%	98.88%	97.82%
Percentage of the total tonnage of household waste arisings which have been recycled.	4.55%	8.76%	11.5%	15%	9.9%	8.05%	9.86%
Cost of waste collection per household.	£16.90	£17.12	£31.12	£30.37	£15.37	£26.40	£24.13
Percentage of residents by targeted group satisfied with the local authorities, cultural and recreational activities:							
Sport/leisure facilities	48%	46.30%	58%	36%	51%	54%	53.44%
Museums/galleries	48%	42.30%	56%	Not Available	Not Available	46%	45.54%
Parks/open spaces	68%	63.20%	60%	46%	64%	62%	63.13%
Total net spending per head of population	£132.18	Not Available	£106.80	£108.48	£130.89	£95.54	£106.74

Community – How we did last year

The following table details what we said we would do last year and whether we have achieved these targets.

Ref.:	Action:	Achieved/Comments:
1.	10% of housing in multiple occupation (HMO) to be registered and fit for letting	Not achieved. HMO Registration Officer resigned, so target not attainable in current year, no replacement agreed.
2.	Facilitate the start of 12 houses in partnership with Social Landlords in Deal	Achieved. Land purchased by White Cliffs Housing Group Association, forward funding secured from housing company
3.	Develop and implement a strategy for lobbying in support of a single primary care trust	Arguments for joint primary care trust, covering Dover and Thanet Districts accepted with local involvement in allocation of resources and arrangements in place to ensure adequate representatives from Dover District within the new structure.
4.	Have a demonstration project in place for the Health Improvement Plan reward scheme	Achieved. Melbourne School Breakfast Club set up.
5.	Complete the transfer of the Deal and Dover Leisure Centres to a new charitable trust	Achieved with Vista Leisure.
6.	Commence construction of Deal Dry Side	Achieved. Commenced 21 May 2001.
7.	Recruit 6 Community Support Officers in Dover	Funding achieved for only 2 for Dover, not 6.
8.	Undertake 1 Community Action Plan pilot	Neighbourhood Action Framework being developed this financial year
9.	Support 20 Community Projects	Supported 98 community projects through Community Chest alone since 1999
10.	In partnership with KCC Youth and Community and other organisations further develop the 'Teenscheme' across the District, specifically targeting priority areas and disadvantaged youth	Achieved.
11.	Develop, in association with local schools a citizen programme	Citizenship Conference held in October 2001, 68 children took part representing 10 local schools.
12.	Appoint a Community Development Officer for the Priory Ward, develop a Community Action Plan and develop a team to deliver it	Recruitment and planning ongoing

13.	Commence the Coalfield Heritage Initiative and undertake the first Community Curators project at Buckland	Coalfield Initiative due to commence in April 2002, subject to successful fundraising. Buckland Project completed and very successful.
14.	Complete the Dover to Deal initial phase of the National Cycle route	Achieved. Now working to improve upon sections of the route on the basis of monitoring and observation of actual use.
15.	Build the Deal Sports Leisure Centre to be ready for use in Spring 2002	Currently on site – anticipated completion 24 February 2002
16.	With partners, complete the refurbishment of the Deal Community Centre (Jolly Gardener)	A better site has become available and the Council is working with Golf Road Community Company to bring this forward.
17.	Continue to encourage two premises to enter and succeed in the Heartbeat Award Scheme	Achieved. Blakes, Castle Street Dover and Sandwich Technology School (plus others).
18.	Continue Playscheme in 2001 on a targeted basis	Achieved.
19.	Set up and run Sure Start Programme to provide support and health measures for children prior to attending school	Achieved. Sure Start Director in post and running programme.
20.	With our partners review, improve and implement the Community Safety Plan for Dover District and introduce local performance indicators for reductions in Domestic Burglary, Robbery and Motor Vehicle Crime.	Achieved. Performance Indicators are in place and monitored quarterly. The next Community Safety Plan (Crime Reduction Strategy) is on target to be published April 2002.
21.	To have in place a cohesive Community Strategy Partnership including a Rural and an Urban Regeneration Board.	Achieved. Community Strategy is underway, due to complete Easter 2002.

A snapshot of performance:

Best Value Performance Indicator (BVPI)	Description	2000/2001 Actual	2001/2002 Target	2000/2001 Overall District Level Median	Comments:
BVPI116	Spending per head of population on cultural and recreational facilities and activities	£15.23	£17.14	£14.00	Spending in line with District level median. Actual figure for 2001/02 is less than target largely due to closure of White Cliffs Experience.
BVPI126	Domestic burglaries per 1,000 households and percentage detected	10.3%	9.77%	9.5%	For further information on crime reduction please see page 38 for details on how to obtain a copy of the Dover District Crime Reduction Strategy.
BVPI128	Vehicle crimes per 1,000 population and percentage detected	10.5%	10.44%	11.2%	
Please note BVPI's 126-128 are controlled by Kent Police					

Community – What we are going to do and how we will work towards our community targets in 2002/2003.

To meet social needs, reduce crime and the fear of crime and create a healthy District in which both the individual and the community realise their potential.

Key areas include: Housing, Leisure and Culture, Crime, Health

By 2010 the achievements of the District Council and other organisations working together with the wider community and in line with the District's Community Strategy will be:

1. To address levels of crime and disorder and the fear of crime
2. To provide, promote and develop a range of social, leisure and cultural activities
3. To increase the choice, quality and availability of housing
4. To promote social inclusion and encourage and develop communities to help themselves

To achieve these objectives we will work towards a number of targets with our partners, for example:

- Commence the building of St.Radigunds Community Centre and look to develop similar schemes in other priority areas
- Develop an integrated community facility on North Deal playing field
- Develop a Youth Strategy
- Develop a Housing Strategy, HRA Business Plan and to meet the milestones for improvement, as identified by the Best Value Review
- Continue with partnerships, support in developing Community projects
- Support, with partners, funding application for Project DELTA to identify health needs of local residents and to address those needs with services, creating Healthy Living Centre Schemes.

Regeneration - How we did last year

The following table details what we said we would do last year and whether we have achieved these targets.

Ref.:	Action:	Achieved/Comments:
1.	Develop a skills monitoring methodology and set targets for future years	Project ongoing, working with partners to complete
2.	Work with the new Learning and Skills Council to improve the level of skills within the District	Liaison with Learning and Skills Council takes place via the Community Learning Forum.
3.	Extend the Labour market survey to the whole District and develop targets to meet the needs	Labour Market Survey for Dover, Canterbury and Coalfields areas completed.
4.	Set up a forum to link schools with skills and business needs to the local area	Community Learning Forum for Dover, Canterbury and Coalfields Communities operating successfully.
5.	Produce a training/skills plan for the District and introduce a pilot employment skills and training access point	Achieved. Skills Access Points established in 7 locations, 5 of them in the Coalfields area.
6.	Commence marketing and evaluate responses for the Dover Town Investment Zone	Achieved. Marketing of site complete and successful, selection of preferred developer to be made after assessment of bids received.
7.	The master plan for Phase 2 of the Betteshanger site to be agreed and planning permission in place	Masterplan revised following outputs from public consultation. Planning application received early 2002. Redevelopment of this site on course.
8.	Commence work on the strategy for the Coombe Valley area of Dover	Application for funds due to go to SRB 6 Steering Group.
9.	Work with developers and land owners at the Sandwich Industrial Site to identify alternative locations for existing businesses	Planning application for residential received to redevelop Sandwich Industrial Estate. Some dispersal of small companies noted but most will stay on the remaining part of the industrial area. This redevelopment on course.
10.	Gain commitment from South East England Development Agency (SEEDA) that the White Cliffs Business Park Phase 2 is a key strategic site for East Kent	Preparatory work has commenced to provide information baseline on which a decision will be taken to proceed to bring this part of the WCBP into public ownership.
11.	Actively assist with the marketing of the Port Zone	Marketing Dover District to companies planning

			relocation has commenced, concentrating on Logistics (Port Zone) and Call Centre operators.
12.	Continue to assist Dover Harbour Board to attract development and jobs to the Port Zone of the White Cliffs Business Park at Dover (the site is capable of creating up to 1,300 jobs) – partly achieved in 2000/01		Leads from Council's marketing programme passed on. Ongoing.

A snapshot of performance:

Best Value Performance Indicator (BVPI)	Description	2000/2001 Actual	2001/2002 Target	2000/2001 Overall District Level Median	Comments:
BVPI110	Average time taken to determine all planning applications	8 weeks	8 weeks	9.3 weeks	Time taken is on target and less than the District average.

Regeneration – What we are going to do and how we will work towards our regeneration targets in 2002/2003.

To create a District where there are opportunities to meet the aspirations of an appropriately trained and motivated workforce.

Key areas include: Skills, Education and Employment, Inward Investment/Business Development, Area Based Regeneration and Tourism

By 2010 the achievements of the District Council and other organisations working together with the wider community and in line with the District's Community Strategy will be:

1. To encourage participation and improve education and skills levels through partnership working
2. To revitalise the communities within the District including the redevelopment of the former Coalfield areas
3. To work with local businesses and tourism partners to maintain the District as a key visitor destination
4. To maximise and support the growth of the Port and recognise the benefits to the District

To achieve these objectives we will work towards a number of targets with our partners, for example:

- Commence development of the Aylesham Regeneration Programme to include residential and community facilities, by appointing a developer partner
- Assist in the completion and support of the Dover Discovery Centre Project
- Appoint a developer to commence work on the Dover Town Investment Zone (St.James and York Street areas of Dover)
- Work with Dover Harbour Board to bring forward the development of the Port of Dover, including the White Cliffs Business Park Phase 2.

Opportunity and Access – How we did last year

The following table details what we said we would do last year and whether we have achieved these targets.

Ref.:	Action:	Achieved/Comments:
1.	Develop and adopt, with KCC and transport providers, a District Transport Strategy, encourage Deal and Dover Town Councils to participate in the transport partnership and appoint a transport co-ordinator	Continuing with Deal Area Responsive Transport (DART) Scheme for Deal. Rural Transport Action GIS survey complete. Seeking funding for the post of transport co-ordinator.
2.	Instigate the Port of Dover study and continue to work with Dover Harbour Board to lobby for the upgrade of the A2	Successful launch of Port of Dover project and attendant publicity. Townwall Street study completed and a value assessment of the Port also completed.
3.	Agree the infrastructure required for the redevelopment of the Betteshanger Colliery Site	South East England Development Agency well advanced with the planning of the redevelopment of this site. New access planned onto A258, workspace determined at 250,000 sq.ft
4.	Introduce a statutory concessionary fare scheme for senior citizens	Achieved
5.	Introduce a pilot access point where information and advice can be obtained on Council services and services provided by partners	Project is under review – considering the use of the Skills and Access Points.
6.	Commence an audit of all Council owned buildings to identify the level of compliance with the Disability Discrimination Act	Reece Adams House and Area Office Counters completed.
7.	Develop outreach and community projects for Buckland	SRB team working with established agencies in Buckland.
8.	Continue preparatory work on the Sandwich Corridor Scheme	Dualling of Sandwich Corridor part of A256 to commence early 2002, planning application to redevelop the Sandwich Industrial Estate now received and planning for environmental improvements in the Corridor well advanced.
9.	In partnership with registered social landlords develop proposals raised from the Housing Green Paper (May 2000) to meet issues raised for improving the choice of social housing	Currently carrying out a review of the allocation policy, registered social landlords and others are being consulted. Statement on choice required by Homeless Act 2002 in all authorities policies.

10.	Provide a recycling site in Wingham	Provision of site deferred due to failure to identify appropriate location.
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A snapshot of performance:

Best Value Performance Indicator (BVPI)	Description	2000/2001 Actual	2001/2002 Target	2000/2001 Overall District Level Median
BVPI156	The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people	69%	78%	Unavailable

Opportunity and Access – What we are going to do and how we will work towards our opportunity and access targets in 2002/2003.

To provide opportunity and access for all individuals to all goods and services and to enable businesses to deliver those goods and services where needed.

Key areas include: Transport, Infrastructure and Access to Services/Information

By 2010 the achievements of the District Council and other organisations working together with the wider community and in line with the District's Community Strategy will be:

1. To improve access to shops, services and information, including access through (Information Communication Technology) ICT
2. To ensure provision of suitable infrastructure
3. To ensure equal access to DDC services

To achieve these objectives we will work towards a number of targets with our partners, for example:

- Lobby the Strategic Rail Authority and Government to improve the rail links to the District and East Kent.
- Promote the need for the dualling of the A2, improvements to the A20 at Townwall Street, Dover and improve the Northern Road Access into Pfizer (East Kent Access Phases 1,2 and 3)
- Implement the Council's e-government strategy
- Progress the rural and community transport policy, for example continuing the implementation of the DART (Deal Area Responsive Transport) scheme.
- Undertake an accessibility audit of corporate buildings and facilities.

Environment – How we did last year

The following table details what we said we would do last year and whether we have achieved these targets.

Ref.:	Action:	Achieved/Comments:
1.	Each department to develop a clear action plan to conform with the LA21 Strategy	Little progress made as post of LA21 Officer vacant, subject to budget setting
2.	Undertake a pilot for recycling waste	Committee approval given for introduction of pilot in July 2002
3.	Adopt and enforce the open space improvement programme	Not achieved and unlikely to achieve in the foreseeable future due to a vacant post pending the outcome of new budget setting.
4.	Develop a set of measures to monitor actions to protect the countryside	Achieved. A monitoring system developed which records the loss of greenfield sites to development.
5.	Adopt and enforce the LA21 contracts toolkit within all future Council contracts	Little progress made as post of LA21 Officer vacant, subject to budget setting
6.	Develop a set of indicators to measure progress on sustainable development in the District	Little progress made as post of LA21 Officer vacant, subject to budget setting
7.	Provide an environmental arts project for young people in the District	Environmental programme of activities co-ordinated entitled 'Elements for Easter', undertaken in partnership with various agencies and DDC recycling section.
8.	Undertake an education and publicity campaign including teaching resources on waste reduction and recycling	Ongoing programme of support to schools and promotion of waste reduction and recycling developed.
9.	Develop an A to Z of recycling including information on green alternatives, where to buy products etc	A to Z of recycling currently being written for publication early 2002
10	Prepare a Contaminated Land Register	Achieved

A snapshot of performance:

Best Value Performance Indicator (BVPI)	Description	2000/2001 Actual	2001/2002 Target	2000/2001 Overall District Level Median	Comments:
BVPI82a	Percentage of the total tonnage of household waste arising which have been recycled	4.55%	4.2%	10.8%	The Council has a statutory target of 10% recycling by 2003/04 which it is working to achieve by the introduction of doorstep recycling during the coming year.
BVPI91	Percentage of population resident in the authority's area which are served by a kerbside collection of recyclables or within 1 Kilometre radius of a recycling centre	30%	35%	95%	The doorstep recycling scheme will significantly increase the percentage of the population served over the coming years.
BVPI88	Numbers of collections missed per 100,000 collections of household waste	16	18	40	The Council's performance remains in the upper quartile – a very good service as the Council's has a much lower number of missed collections than the District average.

Environment – What we are going to do and how we will work towards our environment targets in 2002/2003.

A District where consideration for the care and long term future of our surroundings, natural and man-made, is part of everyday life and decision making, ensuring that the District is a healthy and attractive place to live.

Key areas include: Waste Reduction, Recycling, Energy Efficiency, Promotion and Protection of the Countryside and Built Environment.

By 2010 the achievements of the District Council and other organisations working together with the wider community and in line with the Community Strategy will be:

1. To encourage and educate with regard to waste minimisation, reuse and recycling to residents and businesses and develop facilities and services in this area
2. To protect greenfield land from future development
3. To protect and enhance green areas and wildlife habitats in towns and conserve the built environment

To achieve these objectives we will work towards a number of targets with our partners, for example:

- Pilot a waste recycling project in Sandwich, Ash and North Deal
- Work with Dover Harbour Board to ensure the air quality of our Port
- Undertake environmental improvements on major routes into the District
- Protect the future of Deal Pier
- Produce supplementary planning guidance to support the Local Plan planning process.

Best Value Service Reviews

Under Best Value all aspects of the Council's services are subjected to review on a rolling 5 year programme. During the last year (2001/2002), the following service reviews were completed, undertaken, or will start shortly:

- Coastal Protection
- Community Safety
- Construction and Maintenance of Council Responsible Buildings and Structures
- Council Housing Management
- Forward Planning
- Health and Safety (internal only)
- Internal Audit (internal only)
- Licensing
- Publication and Printing
- Tourism
- Town Hall

Coastal Protection:

This review commenced in October 2001 and considered the requirement to provide coastline defences around the District to prevent erosion. The review found that the current coastal strategy was acceptable and required no further action. The review was completed in April 2002.

Community Safety:

This review commenced in August 2001, currently the review team are consulting with staff, partners and the general public on how the service is delivered. The review is due to be completed by Spring 2002

Construction and Maintenance of Council Responsible Buildings and Structures:

This major review addressed services provided across departments and considered the Direct Labour Organisation, planned maintenance and repairs management of Council houses, quantity surveying and architectural services, Property Management Services and Valuation Services. A number of options were developed for consideration and after consultation the option chosen was that of creating a single property division to incorporate all of the above services to provide a more focused and flexible service to users and clients.

The review began in April 2000 and was completed in January 2001, internal restructuring has now also taken place.

Council Housing Management:

The review commenced in May 2000 and considered allocations and lettings, housing applications, council housing management and customer services, empty houses management and the housing revenue account income. After consultation with tenants, internally and other authorities the following options were considered:

1. Large Scale Voluntary Transfer (LSVT)
2. Retention of stock ownership and management, including enabler/landlord split and small scale voluntary transfer
3. Arms length company
4. Private Finance Initiative

Option 2 was chosen, with the decision supported by members. An implementation timetable has been drawn up, the Landlord/enabler split will be in place by Spring 2002 where a further Best Value review of the New Housing Management structure will take place. This review was completed in October 2001.

Forward Planning:

On hold, awaiting the outcome of restructuring within the Council

Health and Safety (Internal only):

This review commenced in April 2001 and considered the provision of the highest standards for health and safety within our working environment. The initial review was put on hold to allow for a formal reassessment of the service. This has now been completed and the review is progressing. The review is due for completion in June 2002.

Internal Audit:

This review has been completed and a five year programme developed towards partnership working with other local authorities, especially our closet neighbours, Canterbury, Ashford, Shepway and Thanet. Also an East Kent Partnership group has been developed that also includes Medway and Swale.

Licensing:

The scoping of this review area is underway and commenced in Spring 2002, the review is expected to be completed Summer 2002.

Publication and Printing:

This review commenced in July 2000 and considers the publishing, design, printing and Corporate Identity for publications produced by the Council. The review is currently on hold, awaiting the outcomes of a document management study, for example, how we produce/store and manage our documents.

Tourism:

This review commenced in May 2000 and was a small scale review addressing the Council's approach to tourism. A five year plan for tourism in the District is currently being prepared.

Town Hall:

This review commenced in November 2001 and the anticipated completion date is June 2002. The review looks at the commercial, community use and heritage of the Town Hall, the internal and external structure of the Grade2* listed building (and suitable uses), the state of repair, staffing requirements, catering and costs of hiring. The team is currently undertaking the challenge and consultation elements of the review.

Housing Inspection and Best Value Inspectorate

The Best Value Inspectorate, reviewed the way in which the Council undertook the Best Value Service Reviews into Construction and Maintenance and Housing Management in November 2001.

The results of the two inspections were published in April 2002.

The Inspectors classed the Housing Management Service provided by the Council as poor, with poor prospects for improvement. The inspection team gave the service no stars. (The rating may be from 0-3, where 0 is poor and 3 is excellent). This was because financial planning for housing management is considered weak. In addition to this, it was not clear to some tenants what rent they are expected to pay and the council's rent collection rate has dropped substantially in the last 18 months.

There were a number of strengths within the service:

- Housing staff are customer focussed.

- There is evidence of working in the 'spirit of partnership' on some refurbishment projects with Tenant Representatives to examine options to fund improvements and develop a fresh Business Plan for the future.

The Construction and Maintenance Service was classed as fair but with poor chances for improvement. The inspection team gave the service a one star rating, as performance management within the service was considered weak, the service was not operating as a fully integrated unit and had not developed the asset management plan further.

There were again a number of strengths within the service:

- Users of the service are generally satisfied with the quality and accessibility of the service.
- The service performance for housing repairs completed within government time limits is amongst the best when compared to other councils. It has been awarded the Chartermark award for excellence for its building maintenance service.

The reports make a number of recommendations for improvement. Work has already been undertaken to address the identified weaknesses, in addition Action Plans for both the services are being developed. These plans will identify ways in which the two services can develop their service provision to enable them to be amongst the top quartile of performing services in the country.

The Council does not underestimate the amount of work needed to improve the services, and want to build on the strengths and eradicate the weaknesses to deliver the best service possible. Regular meetings will be held with the Inspectorate to monitor progress.

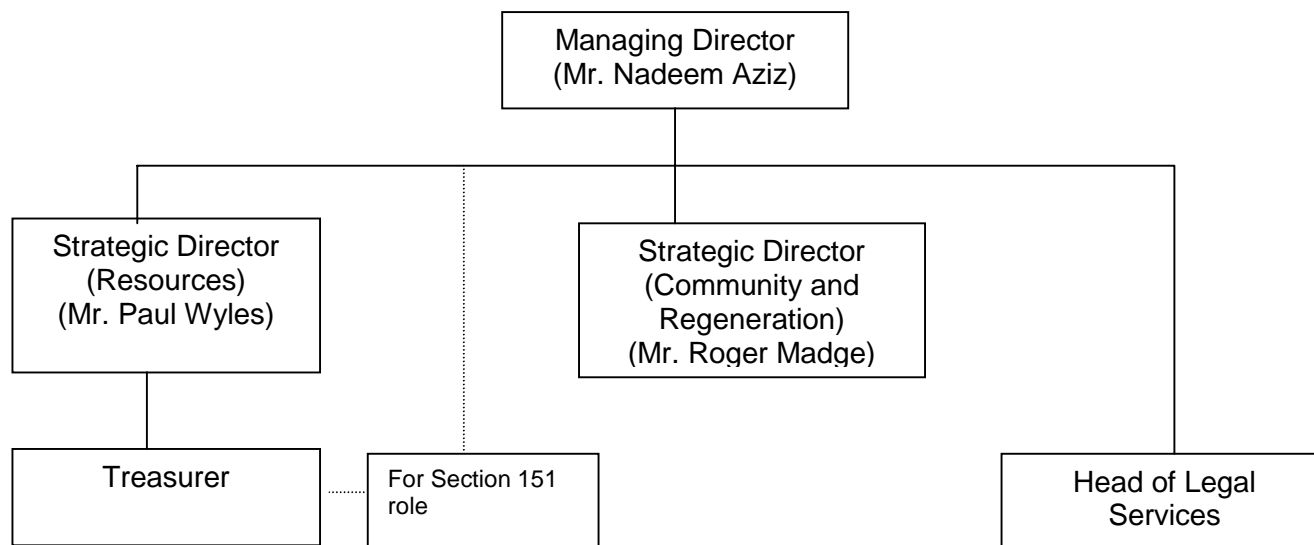
Reshaping Dover District Council:

Along with adopting new political arrangements of a Leader with Cabinet, under the Local Government Act 200 (explained in more detail on Page 30), the Council is also going through a period of restructuring and re-focusing.

As you are aware priorities within the Community and within the Council change. The Council is now reassessing its services and activities and the way in which they are provided. Alongside developing the Community Strategy process with partners, the Council is also looking to the long term and areas/issues that are priorities, whilst balancing this against requirements to make financial changes.

A new Corporate Plan has been drafted and will be considered by Council in July, in light of the new structures highlighting the Councils priorities, these can be found in this Plan under the key themes of Community, Opportunity and Access, Regeneration and Environment.

At the end of March, and with the departure of the Chief Executive, the Director of Health and Housing and the Director of Finance and Central Support, a new structure has been implemented within the Council.



The Council has effectively moved from five departments to three directorates containing service delivery units. This new structure aims to improve co-ordination and efficiency within the Council, there are fewer departments which should reduce the problems of departmentalism, ensuring more efficient services are provided.

Future checks and new initiatives

Two further 'checks' on how well the Council is performing, and whether the best service is being provided given the resources available will also be introduced to complement the process of Best Value. These are:

- *Corporate Governance:*

This is the system by which the Council is directed and controlled. All Local authorities were required to prepare and adopt a Local Code of Corporate Governance by 31 March 2002. Your Council has completed this task and the Local Code will help ensure accountability, effectiveness, openness and inclusivity in all actions, looking at how the Council do things and operate. There are 6 broad areas to which Corporate Governance will be applied:

- Community
- Service Delivery
- Roles and Responsibilities
- Risk Management
- Standards of conduct
- Financial Governance.

These will cover all the activities and responsibilities of the Council, ensuring how the Council operate is open and honest.

- *Comprehensive Performance Assessment (CPA):*

The underlying principle of CPA is that every Council is delivering only the services their public want and to the best of their ability. There are four key questions that the Council must consider:

- What is the Council trying to achieve?
- How has the Council set about delivering its priorities?
- What has the Council achieved/not achieved to date?
- What has the Council learnt, what it plans to do next?

The process of CPA will identify how well the Council provides its services and the outcomes will drive performance and funding.

Through these processes, the Community Strategy, Corporate Plan and further consultation we will have a bigger picture of what we are trying to do as a Council, how we are trying to do it, how effective we are and that we are delivering services to a good standard. More information on the above two processes and how they are working will be contained in the next Best Value Performance Plan.

Supporting People:

Supporting People is a Department of Transport Local Government and the Regions (DTLR) initiative that changes the funding of supported accommodation for vulnerable people. It creates a new grant administered by Local Authorities. For Dover District Council the implementation team is led by Kent County Council from a Commissioning Forum which comprises all local authorities across Kent. The grant replaces funds previously administered by a variety of agencies. Supporting People aims to bring together a set of separate budgets and funding systems and give 'support' the place it deserves.

The programme will provide housing support services to a wide range of vulnerable people, the aim being to improve the quality and effectiveness of support services by:

- Focusing provision on need
- Improving the range and quality of services
- Integrating 'support' with wider local strategies
- To enable people to remain, or establish themselves independently in the community
- To be part of the range of preventative strategies being developed by local authorities, aimed at giving early help to avoid acute or crisis care
- To form part of 'packages' of provision designed to meet the multiple and varied needs of vulnerable clients
- To ensure that the full range of vulnerable groups receive support services. Older people in sheltered accommodation from a large part of the programme and are a key priority for continued support.
- Encourage more co-ordination with NHS bodies in commissioning and finding services.

Supporting People will go live as of April 2003, but will require a huge amount of work by Dover District Council and partners.

For further information please contact Melanie Wyles on 01304 872087, or email melaniewyles@dover.gov.uk

Community Strategy

The Government wants to see strategies being prepared by 'local strategic partnerships', bringing together Councils, public sector agencies, local businesses, voluntary organisations and local communities. The strategy will set out a shared vision for the community that will reflect local needs and recognise the potential for all sections of the community to contribute ideas and resources.

The Council has facilitated a number of events (Community Strategy Forums) in working towards developing a strategy, including two events held in May 2000 and May 2001. There was general acceptance from these events that the proposed partnership will work towards the vision of 'by 2010 our District will be one in which everyone can have pride', as identified by the Best Value Performance Plans. From the Community Strategy Forum events, attended by representatives from community and voluntary groups, local businesses and statutory organisations, the following structure has been developed for progressing the Community Strategy:

The Forum (with over 200 members) is a consultation group who will oversee the development and implementation of the Strategy process, they meet annually. Of the Forum, a smaller group has been developed, known as the Local Strategic Partnership (LSP), who will establish a clear direction ensuring the needs, identified by the community, are addressed and everyone works together. A 'Making the Difference' Board has also been established to take forward specific issues.

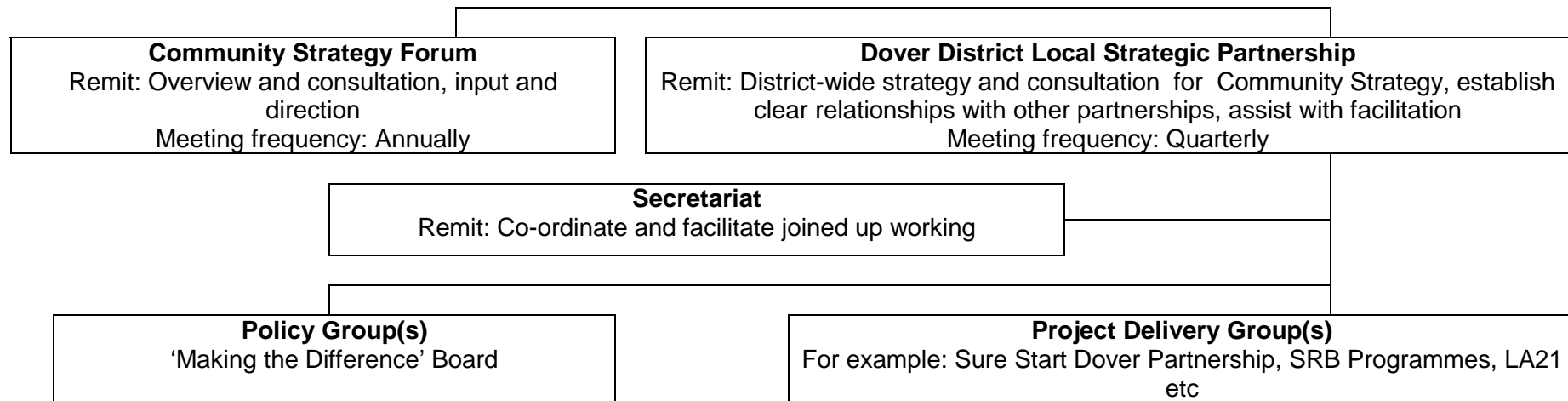
The Local Strategic Partnership currently consists of senior representatives of the following organisations:

During 2001 stakeholder and community consultation was analysed to develop objectives, targets and priorities to take the Community Strategy process forward. These are all contained in the draft Community Strategy (for details see Appendix 2:Other Strategies that we have produced).

Citizens Advice Bureau
Connex South Eastern
Dover and Deal Trades Union Council
Dover Access and Mobility
Dover District Chamber of Commerce
Dover District Council
Dover Harbour Board
East Kent Coastal Primary CareTrust

English Heritage
Kent Association of Parish Councils
Kent County Council
Kent Police
Pfizer Ltd
South Kent College
Vista Leisure
White Cliffs Housing Association

Dover District Community Strategy Structure



Financial Statement and Link to Corporate Objectives

Financial information on the Consolidated Revenue Account

Each year the Council approves the budgeted expenditure on its services for the forthcoming year. In conjunction with this the Council reviews its expenditure for the current year in order to forecast its likely expenditure at the year end. That expenditure is financed from a number of sources. However, in order to exercise control on the level of expenditure, the Council is obliged to prioritise expenditure within guidelines drawn up by Central Government.

	2001/02 Budget	2001/02 Forecast	2002/03 Budget
HOW THE MONEY IS SPENT			
Housing	29,374,111	29,937,270	30,847,180
Environmental Health	4,105,577	4,252,190	4,514,270
Highways and Concessionary Fares	2,710,690	2,768,940	2,840,250
Planning	2,720,771	2,678,670	2,444,900
Tourism, Marketing and Leisure	5,458,015	5,374,394	5,127,220
CT Benefit and Rent Allowances	19,430,414	19,605,720	19,488,850
Cost of Collection	1,061,526	1,013,130	873,630
Corporate and Democratic Core	2,155,324	2,230,932	1,862,780
Coast Protection	740,499	643,000	783,250
Miscellaneous	2,196,832	2,274,189	1,991,500
Trading Undertakings	326,522	269,320	256,720
Total Expenditure	70,280,281	71,047,755	71,030,550

	2001/02 Budget	2001/02 Forecast	2002/03 Budget
WHERE THE MONEY COMES FROM			
Fees and Charges	4,578,778	5,033,946	4,185,700
Housing – Rents and Charges	15,690,431	15,578,870	15,501,660
Council Tax	3,654,711	3,654,711	3,901,560
Non Domestic Rates	4,108,255	4,108,255	4,634,598
Revenue Support Grant	5,023,804	5,000,736	4,747,817
Collection Fund Surplus	127,000	140,538	78,000
Govt. Grants and Contributions	23,501,485	22,524,160	23,012,370
Interest and Investment Income	1,215,000	1,129,000	1,069,000
Internal Funding and Asset Rents	12,380,817	13,877,539	13,899,845
Total Income	70,280,281	71,047,755	71,030,550

The Councils medium term financial plan recognises the need to identify budget savings over the three year period 2002/2003 to 2004/2005. In making these savings the Council needs to be realistic in the targets it sets. In this years Plan less targets have been set under the Key Themes than in previous years and this reflects the position of the Council not to over commit resources, but to prioritise those areas highlighted by residents as main areas of concern. The objectives in the Corporate Plan and targets contained within this Performance Plan have been identified through consultation with residents and are reflected in the Councils financial plan.

Capital Expenditure 2001/2002

Capital expenditure is incurred on items that provide value to the Council and its community for more than one year, and is generally financed by loans, grants, revenue balances and proceeds from the sale of capital assets. Such expenditure can be incurred over several years due to the nature of the projects.

Due to the demands consistently placed upon the limited availability of capital funding, the Council consistently reviews its priorities within the Capital Programme.

Scheme	2001/2002 £
Deal Sports Hall	870,000
Renovation Grants	811,000
Housing Revenue Account Schemes	2,958,000
Sea Defences	1,048,000
Regeneration Projects	256,000
Works at Whitfield Offices	239,000
Community Projects and Millennium	348,000
Others	251,000
Total	6,781,000

Update on New Political Management Structures

During 2000/2001 and in line with the Local Government Act 2000, the Council consulted widely on three main forms of political structure available, namely: a Cabinet with Leader, an Elected Mayor and an elected Mayor with Council Manager. To ensure that the Council's decision was informed by public opinion, consultation was undertaken over a long period together with a programme of information giving and involvement. The Council used articles and questionnaires in the Council's Resident's Newsletter, focus groups and citizens panel, information packs and questionnaires to partner organisations and direct mail-shots.

To ensure a statistically reliable survey of residents across the District the Council commissioned MORI (Market and Opinion Research International) – a market research company. This involved face to face interviews with over 1000 residents, chosen to be representative of the whole community, combined with an information giving process to ensure as far as was possible that people had the opportunity to become familiar with the models.

During the consultation the Council also tried to gain a better understanding of what you wanted from the change to political management. The overwhelming view was that Councillors should spend more time in the community listening to people. This change will be at the heart of the Council's aspirations for the new system.

Following two years of experimental decision-making arrangements the Council moved, with effect from May, to a Cabinet and Leader form of political management. Within this the Executive, comprising the Leader and seven Cabinet Members exercise decision-making ability within the newly formed Constitution. In addition to the Cabinet, the Council has introduced a system of three Scrutiny and Overview Committees linked to the three strategic areas of the Authority. The Council maintains a Planning Committee, a Licensing Committee and a Standards Committee.

Within this process it is intended that wide involvement of other elected Members will be maintained and the consultation with the community will be enhanced. To this end the Council will introduce community consultative forums on key issues during the year to involve a wider group of the population ahead of decisions being taken.

These changes are summarised as follows: -

- The Executive Cabinet, appointed annually, carry out all of the Council's functions, except those which must by law be carried out by the full Council.
- Other Members of the Council will serve on three Overview and Scrutiny Committees which, in their overview role will advise the Cabinet on budgetary/policy matters and service delivery issues, and in their scrutiny role will review the decisions of the Cabinet and hold it to account for its actions.
- In addition a small group of Regulatory Committees will deal with Planning, Standards and Licensing functions.
- The Council's officers will be responsible for operational matters, which must be carried out in accordance with the decisions taken by Councillors.

The new arrangements mark a positive step forward by:

- ensuring that meetings at which decisions are taken are open to the press and public
- reducing the number of Committees and Working Groups
- giving more information to residents about the key decisions being taken; and
- involving residents in the decisions which directly affect communities.

If you would like further information, or a copy of the Council's new Constitution please contact David Blackburn on 01304 872352 or email davidblackburn@dover.gov.uk

Commitment to Social Inclusion

Social Inclusion is a process whereby those groups who are wholly or partially excluded from full participation in the society in which they live are encouraged to become involved and the necessary means are provided where possible to include them. The reasons why some groups are excluded could include, for example, unemployment, lack of access to benefits and poor transport networks.

The Council is already involved in various processes encouraging people to have a say in the future of the District, for example, Community Strategy, Local Agenda 21, the District Sport and Recreation Strategy and providing better access to services and information.

During 2001 the Council undertook a study across all departments and services to identify the projects/initiatives that address exclusion. This document is now used to assist the Council in highlighting any gaps and removing the duplication of resources and effort.

The Council has also adopted the following commitment statement:

“Dover District Council is committed to address any areas of exclusion and actively encourage all residents to become involved in the future of the District. The success of this initiative will depend on all residents having real choices in how they contact the Council, and being empowered by easy access to the information they need”

Equality of Opportunity

The Council is intent on achieving equality of opportunity in all its practices and services. No person will be discriminated against on grounds of race, gender, gender reassignment, colour, ethnicity or national origin, nationality (including citizenship), religion, disability, social background, HIV status, responsibilities as a carer, age, marital status, sexual orientation, part-time working or job-share, trade union membership, people with spent convictions or any other disadvantaged groups.

The Council produced a new Equal Opportunities Policy in September 2001 and will ensure the policy underlines service delivery, employment practices, policy making and partnership with the public, private and voluntary sectors.

Electronic Government

Councils are required to deliver the benefits of technological advancement and e-Government to their communities and by 2005 it should be possible to access, and in many cases, receive services electronically from all public service providers.

Dover District Council have produced an 'Implementing Electronic Government Statement' as the first step in providing electronically enabled, joined up access to services across East Kent. A Project Board will now be established to take the process forward.

The Council recognises that there is a wide range of 'interactions' with customers through a number of different sources: telephone, personal visits, letter, internet, email, digital television. The Dover e-government strategy will cover all contact types, and include the ability to pay and receive money, goods and services electronically (ecommerce).

The Council has commissioned a survey of its 'Citizens Panel' to identify priorities for the Dover and will incorporate the responses into the Dover e government strategy. Following this consultation Action Groups will be set up with agencies which have been identified as potential partners.

The Council will use the Citizens Panel survey results to identify key business priorities. The e government strategy will interface with partner strategies and the Action groups will agree shared targets and mechanisms for customer evaluation of service delivery.

Improvement and Development Agency follow –up visit

In September 2000, the Council hosted a visit by the Improvement and Development Agency (IDeA), who compared the Council's achievements against a benchmark of an ideal council. During a week long visit, members of the review team spoke to nearly 200 residents, representatives of partner organisations, the media, councillors, and staff.

In their original report the IDeA team praised the Council for excellent service provision, helpful, professional and competent staff, a positive approach to Best Value and effective response to the unique issues affecting the District.

The review team also identified areas for improvement and during the past year the Council agreed an Improvement/Action Plan to build on its successes and meet the challenges highlighted by the review. The Council has also since developed a progress report on meeting the points contained in the Improvement/Action Plan.

The review team originally identified that the Council needed to be more innovative and proactive, less departmentalised, improve consultation and communication with residents and better define the role of councillors.

Following a review, an authority is visited twice more, by the Improvement and Development Agency team, within two years in order to assess the progress it has made against the key recommendations in the report. The first follow up visit took place on 1 October 2001. The initial visit saw the team review the internal workings of the Council to determine whether the Council is continuing to move forward. The second visit, still to be announced, will determine how residents, partners and the media think the Council has made progress.

After their first follow-up visit the review team, comprising members of the original review team for consistency, came to the following conclusions:

- ◆ Good progress has been made in a number of areas, which formed the key recommendations of the original review report. There is much clearer political leadership and this is acknowledged and appreciated by the management team, staff and non-executive members.
- ◆ The review team commended the good start that had been made to the community strategy process. (Details of the Community Strategy process can be found on Page 26)
- ◆ Key challenges facing the Council include the implementation of the new political management structures. The team suggest that the Council give particular thought to the role and resourcing of the proposed community forums, it is also suggested that knowledge could be gained from other authorities who have experiences in these structures. (Details of the new political management structures can be found on Page 30)
- ◆ The team found that there is also work to be done on the function of scrutiny and suggested again that the Council learn from others, as well as ensuring that appropriate development opportunities and support are available to members who are part of the scrutiny structures.
- ◆ The review team also recognised that the Council has and is facing significant change in light of the need to achieve savings of £2.6m over the next two to three years, this process involves voluntary redundancies and a restructuring of the officer structures. The review team emphasise that this process needs to be carefully managed with clear communication and a strategy for ensuring timely information is made available to staff. (Financial information can be found on Page 28)

Key messages from Audit:

Audit recognised it has been another challenging year for the Council and set out the following key messages:

Performance Management:

- Overall performance management arrangements at the Council are good. Corporate aims and objectives are fed into service plans and into the setting of service and individual objectives. There is scope to improve linkages between key strategic plans, and in making the best use of performance indicators and targets – issues to be addressed alongside the development of the Community Strategy.
- Performance measurement systems and systems for monitoring performance indicator outcomes are in place. The quarterly Management Information Reports could usefully be incorporated into the annual Scrutiny programme
- Services are generally performing well, and, as performance management develops, the Council should continue to refine the use of performance indicators and targets as a tool for focusing on further improvement.
- Need to closely monitor the effect of organisational restructuring upon service delivery, given low staffing levels and high overtime working in some areas.
- The Council has responded to national initiatives, including establishing a new political structure. It is important that key areas such as the roles of statutory officers, scrutiny and officer support are kept under review to ensure effectiveness.

Council's response:

- *The Council has been working towards developing a performance culture, this has become more focused with the new Comprehensive Performance Assessment arrangements – Performance Indicators and key strategies will be intrinsically linked*
- *The Management Information Report has been successfully incorporated into the annual Scrutiny programme.*
- *A Transitional Structure Review Team is in place to ensure the restructuring process is as smooth and transparent as possible.*

Best Value:

- Best Value has become integral to the Council's approach to managing services. Members' involvement in the service review process has increased, and the review programme has been revised to reflect an emphasis upon more complex, cross-cutting reviews. It is important lessons are learnt from the recently completed Best Value Inspections.

Council's response:

- *Teams have been developed to implement the findings of the recent Inspections and the Council works closely with Best Value Inspectors to monitor progress*

E-government:

- Some progress has been made on meeting the requirements of the e-government agenda, but much work remains to be done. There is a need to increase awareness across all areas of the Council.

Council's Response:

- *Work is continuing in this area to ensure we meet the national target for 2005.*

Financial Position:

- The Council's financial position remains under pressure, although the overall level of reserves is adequate. Significant budget savings need to be identified over the next three years to minimise the reduction in balances.
- The balance on the Housing Revenue Account (HRA) is in deficit, following the identification at audit of an inadequate bad debt provision. It is also probable that additional sums will be needed to write off unpaid housing repair debts. Priority must be given to producing a revised strategy for ensuring that an adequate working balance is established for the HRA in 2001/2002.
- The level of housing rent arrears and housing repairs debts gives cause for concern, and remedial action is required to ensure that arrears are reduced and debt management procedures are strengthened.

Council's response:

- *The Transitional Structure Team will be identifying areas where significant budget savings can be made*
- *Following the recent Best Value Inspections work is underway on the HRA, level of housing rent arrears and general debt management procedures.*

Financial aspects of corporate governance:

- On the basis of Audits work in reviewing financial aspects of corporate governance, we are satisfied that the Council's arrangements are adequate. The work of Internal Audit has been of high standard.

Appendix 1: Council Services provided in Kent:

Summarised below are services carried out by your District Council, Kent County Council and the Town and Parish Councils. Kent County Council provides services to 1,260,000 residents, has 84 elected members, over 25,000 staff, covers an area of 3,532,296 hectares and has a budget of over £1 billion. Within Dover District there are 32 Parish Councils and Town Councils in Dover, Deal and Sandwich.

Dover District Council

A list of the services we carry out can be found in our A-Z Guide of Services. A copy is available from all Council offices and can be viewed on the Council's website.

Services carried out by Dover District Council include: Building Control, Coast Protection, Community Safety, Economic Development, Environmental Health, Housing and related services, Housing Benefit and Council Tax Benefit, Land Charges, Leisure, Museums, Parks and Sports Facilities, Planning (Local Plan, conservation, most planning and related applications), Recycling, Refuse Collection and Tourism Promotion.

Kent County Council

Services carried out by Kent County Council include: Education, Fire Brigade, Highways and Transportation, Libraries, Planning (Structure Plan, Waste and Minerals Local Plans and related planning applications), Register Offices, Social Services, Trading Standards and Waste Disposal.

Town and Parish Councils

Services carried out by Town and Parish Councils can include: Maintenance of some sports pitches, monuments and village halls, bus shelters and public benches, footpaths, car parks and public conveniences.

Dover District Council

Tel: (01304) 821199

Website: www.dover.gov.uk

Kent County Council

Tel: (01622) 671411

Website: www.kent.gov.uk

Details of Parish and Town Councils can be found on the Dover District Council's website: www.dover.gov.uk

Appendix 2: Other key Plans/Strategies that we have produced:

Coastal Strategy

The Council's Strategy to ensure the continued provision of effective coast defences to those areas of the coast which are the Council's responsibility.

For further information please contact:

Roger Walton, Head of Property Services
Community and Regeneration

Telephone: 01304 872420 Email: rogerwalton@dover.gov.uk

Community Strategy

The Community Strategy is a partnership document, of which DDC is a member of the partnership. The Strategy aims to improve the economic, social and environmental well being within the District and to improve the quality of life for everyone.

For further information please contact:

Suzy Tigwell, Policy and Projects Officer or Michelle Traylor, Corporate Support Officer
Community and Regeneration Corporate Services

Telephone: 01304 872063

Telephone: 01304 872311

Email: suzytigwell@dover.gov.uk

Email: michelletraylor@dover.gov.uk

District Sport and Recreation Strategy

The first Dover District Sport and Recreation Strategy was published in 1995; since then an Action Plan has been compiled on an annual basis and progress is reviewed twice yearly.

For further information please contact:

Charles Walker, Recreation Services Manager
Planning and Technical Services Manager

Telephone: 01304 872447 Email: charleswalker@dover.gov.uk

Dover District Crime Reduction Strategy

The Crime Reduction Strategy details how the District of Dover Crime Reduction Partnership aims to further reduce crime levels in the District. The Strategy will focus on reducing violent crime; town centre crime; rural crime; burglaries; vehicle crime; youth crime; public disorder; anti-social behaviour; drug and alcohol related crime and fear of crime.

For further information please contact:

Caroline Davis, Corporate Support Officer

Corporate Services

Telephone: 01304 872315 Email: carolinedavis@dover.gov.uk

Housing Strategy/Housing Strategy Update 2001/East Kent Triangle Joint Housing Strategy 2001

The Housing Strategy explains the actions the Council and its partners propose to take over a year period. It involves looking at the housing needs and conditions in the area holistically, linked to employment, training, education and infrastructure. The Council updates the Strategy each year but prepares a fresh strategy every 5 years, usually following detailed surveys of the housing needs and conditions in the District. In 2001 the Council started working more closely with the neighbouring authorities of Thanet and Canterbury to produce a Joint Strategy for the East Kent Triangle.

For further information please contact:

Pauline Lloyd, Housing Manager

Community and Regeneration

Telephone: 01304 872266 Email: paulinelloyd@dover.gov.uk

Local Agenda 21 Plan

This environmental policy is currently being reassessed following the launch of the Local Agenda 21 Plan 2001-2003. A revised version will be agreed later this year following further consultation and integration into the Community Strategy.

For further information please contact:

Andrew Case, Corporate Support Officer

Corporate Services

Telephone: 01304 872318 Email: andrewcase@dover.gov.uk

Consultation and how you can become involved:

In accordance with Sections 3 and 5 of the Local Government (Best Value) Performance Plans and Review Order 1999 we have a duty to consult. During 2001/2002 we have carried out the following consultation exercises:

1. General consultation is regularly sought through the Residents Newsletter (DDC News) and the Tenants newsletter
2. A second Community Strategy event was held in May 2002 and the Community Strategy was consulted on with community, voluntary, statutory, and private groups/organisations and through the Residents Newsletter
3. The Council work with a Citizens Panel, made up of 814 residents who are consulted regularly.
4. Consultation was carried out over a prolonged period and alongside a programme of information giving and involvement on the new political structure of the Council (please see Page 30). Articles and questionnaires were placed in the Residents Newsletter, plus focus groups and citizens panel, information packs and questionnaires to partner organisations and direct mail-shots. The Market and Opinion Research International (MORI) were also commissioned to undertake a statistically reliable survey of residents, involving face to face interviews with over 1000 residents, chosen to be representative of the whole community. The Council will continue to undertake regular tracking surveys, in conjunction with MORI and Community Consultative Forums will also be established.
5. Consultation undertaken for Best Value Service Reviews:
 - Community Safety: For the Crime Reduction Strategy and to form views on the Council's involvement in Community Safety, four focus groups were run with MORI, who also facilitated statutory, non-statutory and voluntary group consultation. An article was also run in the Residents Newsletter asking for comments.
 - Housing Strategy: The Best Value Inspectorate not only consulted with Officers and Members of the Council about service delivery but also tenants groups, residents groups, landlords and housing associations.
 - Town Hall: Consultation on the way forward for the Town Hall was sought from Officers, Members, residents and users through an awayday, articles in local newspapers and also local radio features.
6. An Internet survey was conducted through the Citizen's Panel, achieving an excellent response rate of 71%. Main points included:
 - 50% of residents have or expect to have access to the internet
 - Some Council services over the web would be welcome as an addition but not instead of traditional methods
 - Insufficient current users of the Internet are visiting or are aware of what is on the Council's website
7. Annual Town and Parish Council meetings are held for consultation and information sharing.

During the past two years your Council has worked closely with MORI who have assisted us in developing a Research and Consultation Strategy. The objectives of the Strategy are:

- To base decisions more soundly on the views of the key stakeholders
- For an increasing proportion of the public to recognise both that Dover District Council listens and acts on consultation and research
- To ensure that all research undertaken provides value for money
- Uses a mixture of suitable techniques
- Does not repeat or duplicate previous research, except for trend purposes
- To widely communicate the results and action taken
- To exceed the minimum government requirements for research and consultation
- To ensure that appropriate training and support for members and officers is provided

We have also used the results from previous consultation exercises and feedback on the last two Performance Plans to form the basis of this years Best Value Performance Plan.

If you require further details on our consultation process please contact:

Chris Lean,
Communications Manager,
Dover District Council,
White Cliffs Business Park,
Dover,
Kent,
CT16 3PD
Telephone: (01304) 872054
Email: chrislean@dover.gov.uk

Your views are important:

We want to know if you share the aim and key themes for the District together with the actions identified in this Plan. By letting us know your views we hope the Plan can be developed each year so that it promotes the well being of all those who live, work in and visit the District.

We welcome any comments about the Plan or any other aspect of the Council, your views will be used in the preparation of future plans and the development of our services.

You can let us know your views and opinions by writing to:

Paul Wyles, Strategic Director (Resources),
Dover District Council,
White Cliffs Business Park,
Dover,
Kent,
CT16 3PJ
or by email: paulwyles@dover.gov.uk

A copy of this Plan is published on our website at :

www.dover.gov.uk

A summary of this document is available if required and it is also available on audio tape. If you would like the summary, or tape, please contact Michelle Traylor, Corporate Support Officer on telephone number 01304 872311, or email: michelletraylor@dover.gov.uk

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Introduction

Welcome to the second part of Dover District Council's Best Value Performance Plan. This document contains the performance indicator information and other related data.

Performance indicators are a way of measuring how your council is operating. There are several types of indicator, with the main ones referred to as National and Local. National indicators are set by central government and all authorities must report on them. Local indicators are set at a local level and can record far more information specific and relevant to our area.

During 2002/2003 we will witness further dramatic changes to the way central government reports each council's performance with a new improvement tool called Comprehensive Performance Assessment (CPA). The indicators will form part of this, but CPA will go much further in inspecting how a council operates. Documentation on how the CPA will affect district authorities is not available until late June 2002 and so could not be included in time for this publication. However, it is clear that performance data will remain a crucial tool in helping us to deliver and improve the services you want, the best way we can.

This document is intended to provide you with a fair and accurate representation of the Council's achievements and areas for improvement over the forthcoming year.

If you require further clarification on this document, please contact:



Ande Case
Corporate Performance Officer



andecase@dover.gov.uk



01304 872318



White Cliffs Business Park
Whitfield
CT16 3PJ

Please note that the Best Value Performance Plan is available either by request, in local libraries and area offices or on our website:
www.dover.gov.uk/bv/

Performance Summary

This document provides the statistical information for our Best Value Performance Plan (BVPP) 2001/2002. It outlines the National indicators we report on that help to demonstrate our performance over the past financial year. This document includes comparative analysis with all local authorities in Kent.

Performance during 2001/2002

Overall, our performance was satisfactory. Last year brought several competing priorities to our resources and we have coped well in continuing to develop improvement. We are working on new systems this year to enhance our performance and hope to keep on continually improving during 2002/2003.

Comparative performance with previous years

Despite further amendments and deletions/additions to the indicator list, we appear to have improved overall again this year. Even so, we need to continue working with our staff, the community and our partners to find new ways of improving performance or providing a better/enhanced level of service.

Comparative performance with other local authorities

This year we have two forms of comparative tables. One is a complete actuals table for 2000/2001 and the second is a more limited actuals listing for 2001/2002. These tables show that overall we are performing well against other councils in Kent although there are areas that we can learn from. It is rewarding that this performance measurement partnership working continues among the Kent councils. This partnership will become crucial with the arrival of Comprehensive Performance Assessment as central government has set local councils another steep learning curve. Our ability to share information and experiences is always invaluable.

Mandatory targets (Top Quartile Indicators)

During 2001/2002 there were 10 indicators that were either retained or were given a mandatory performance target by central government. Last year it was reported that the expectation was for mandatory targets to be increased to help ensure a consistent increase in performance. Despite this, the number of mandatory targets has been reduced by central government for 2002/2003 following consultation. Our policy though is to continually seek to improve on performance or retain the level of performance if it is already at a good standard. Therefore, the reduction of mandatory top quartile targets will not affect our commitment to delivering you the best services that we can.

Summary of mandatory Top Quartile Indicators

BV8 (Corporate Health) The percentage of invoices for commercial goods and services which were paid by the authority within 30 days of such invoices being received by the authority.

- The national target for 2001/2002 has been set at 97.5% and 100% by 2002/2003. Our target for 2001/2002 was 98.5%, however we only achieved 96.58%. This means that we did not meet the target for last year. However, our methods are being reviewed this year and we hope to meet the target for 2002/2003.

BV9 (Corporate Health) Percentage of Council Tax collected.

- The national target for 2004/2005 has been set at 98.2%. We achieved a figure of 97.6% in 2001/2002 and are therefore confident that we will meet or exceed the target by 2004/2005.

BV10 (Corporate Health) The percentage of non-domestic rates due for the financial year which were received by the authority.

- The national target for 2004/2005 has been set at 98.7%. We achieved a figure of 99.3% in 2001/2002 and are therefore confident that we will meet or exceed the target by 2004/2005.

BV12 (Corporate Health) The number of working days/shifts lost due to sickness absence.

- The national target for 2004/2005 has been set at 6.8 days. We achieved a figure of 8.78 days, an increase from last year's 7.9 days. We are therefore considering what changes we will need to make, if appropriate, to meet the target.

BV14* (Corporate Health) The percentage of employees retiring early (excluding ill health retirements) as a % of the total workforce.

- The national target for 2004/2005 had been set at 0.45%. We achieved a figure of 3.48%, an increase from last year's 0.80%. However, this is a unique increase due to the corporate restructuring currently taking place at the council. We therefore remain confident that we will meet the top quartile target by 2004/2005.

BV15* (Corporate Health) The percentage of employees retiring on grounds of ill health as a percentage of the total workforce.

- The national target for 2004/2005 had been set at 0.35%. We achieved a figure of 0.41% in 2001/2002. We therefore remain confident that we will meet the top quartile target.

BV68* (Community) Average relet times for local authority dwellings let in the financial year.

- The national target for 2004/2005 had been set at 25 days. We achieved a figure of 35.85 days, a significant decrease from last year's figure of 43.14 days. We therefore remain confident that we will meet the top quartile target.

Best Value Performance Plan - Part 2 - Performance Indicators 2001/2002

BV106 (Environment) Percentage of new homes built on previously developed land.

- The national target for 2008 has been set at 60%. We achieved a figure of 81.9% an increase on last year's figure of 76%. As we are already significantly above the target we have achieved central government's criteria on this indicator.

BV109 (Corporate Health) Percentage of applications determined within 8 weeks.

- A national target is set for this indicator at 80%. We achieved a figure of 72.9%, an increase on last year's figure of 64%. We are confident we will reach the national target based on this year's performance.

BV157 (Opportunity & Access) The percentage of interactions with the public, by type, which are capable of electronic service delivery and which are being delivered using internet protocols or other paperless methods.

- The national target for 2004/2005 has been set at 100%. We achieved a figure of 33.38%. We therefore remain confident over the next 2/3 years that we will meet the top quartile target.

* Indicator now removed from the Top Quartile list.

Overall, we have either met or are working towards central government's national standards. Although work remains to be done on some of these top quartile indicators, we strongly believe they are achievable. We also remain committed to every aspect of performance being improved or retained at a good level. Therefore, although top quartiles are a useful catalyst to spur improvement we consider all performance important not just those targets set by central government.

The list of national indicators has again been modified this year. However, central government have promised that this will be the last revision to be made. Despite this promise some challenges remain. Central government's expectation on moving the publication of the Best Value Performance Plan to the end of June were that actuals could be reported for the year. We have endeavoured to meet this target although some mechanisms have yet to be streamlined by central government.

It should be noted that the indicators were not audited in time by District Audit, as their guidance documentation only became available in early May. We are confident though that the indicators reported are accurate. However, there will be notification at a later date, once the indicators are audited, to inform you of any amendments that were required.

However, indicators are only part of the story in relation to how your council is performing. In developing the complete picture we will be working hard this year in starting to build a total performance management tool that will be able to clearly and accurately report on the services provided by your council.

Comparing Annual Performance

Appendix One reports on our performance for this period.

Overall, we achieved the majority of the targets set out in last year's plan. Of those that failed to achieve their target, most have evidence to explain the shortfall. This demonstrates that, although we are making progress in delivering the best services and supporting functions we can, there is still room for improvement. Listed below are examples of areas of good performance and those in need of improvement, which is intended to illustrate the figures contained at Appendix One.

Areas of good performance

- The percentage of urgent repairs completed within Government time limits has stayed high for the second year running with 99.70% in 2000/2001 and 99.18% in 2001/2002. We were joint second highest in England & Wales during 2000/2001 for this indicator.
- The average cost of handling a Housing Benefit or Council Tax Benefit claim has fallen for the second year running from £72.15 in 2000/2001 down to £68.85 in 2001/2002.
- The percentage of Housing Benefit cases for which the calculation of the amount of benefit due was correct remained at 91% for the second year running.
- The number of collections missed per 100,000 collections of household waste has remained at the low level of 16 missed collections for the second year running.
- The percentage of new homes built on previously developed land has risen from 76% in 2000/2001 to 81.90% in 2001/2002. This continuing improvement helps to protect the natural environment in our district.

Areas in need of improvement

- The number of kilograms of household waste collected per head has remained high this year at 366kg. Although this is a slight decrease on the previous year from 369kg, we will still need to look at ways of reducing waste and increasing recycling rates.
- The proportion of unfit private sector dwellings made fit or demolished fell well below the target set. We need to assess the reasons why and, if appropriate, work towards improving the number of private sector dwellings made fit.
- Our average time for processing new Housing Benefit claims has risen from 47 days in 2000/2001 to 64 days in 2001/2002. Although new regulations were introduced during 2001/2002 we still need to reduce this processing time.
- The percentage of recoverable overpayments (excluding Council Tax Benefit) that were recovered in the year has only reached 50.30%. We will be working hard to improve on this recovery rate during 2002/2003.
- The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people has been reassessed and found to be only 12.50% during 2001/2002. We will be looking at ways to dramatically improve this.

Comparative performance with other local authorities

Appendix Two and Three report on our comparative performance. Appendix Two contains all actual comparative data for 2000/2001. Appendix Three contains actual comparative data for 2002/2003 although, unfortunately, not all councils could take part in this exercise.

As a member of the Kent Best Value Officer's Group (KBVOG), we regularly work with the other local authorities in Kent to share data and learn from experiences. It has been decided again this year to provide comparative data with other Kent authorities* rather than 'similar' (known as 'nearest neighbour') authorities from across England (see page 8). We feel this provides you with a clearer picture of how we are performing as a council. If we compared ourselves with other coastal authorities it would be difficult to gauge their performances against the localised issues affecting us. In addition, the sharing of data between the KBVOG incurs no real cost and therefore helps to support the ethos of Best Value.

* Medway are excluded from these appendices as they are a unitary authority and no useful comparisons could be made.

Appendix Two (Comparing 2000/2001)

Areas of good performance

- In line with nearly all other authorities the number of complaints to the Commission for Local Government Administration in England that were classified as "maladministration" was 0.
- We are among the higher performing authorities for the proportion of homelessness applications on which the authority makes a decision and issues written notification to the applicant within 33 working days
- We recorded the highest percentage of urgent repairs completed within Government time limits at 99.7%.
- We recorded the highest satisfaction level of tenants of council housing with the overall service provided by their landlord at 88%.

Areas in need of improvement

- We recorded one of the lowest scores for the percentage of persons satisfied with the overall service provided by the authority at 59%. We hope we will be able to improve on this figure following the restructuring.
- We recorded the highest number of days for the average re-letting times for local authority dwellings. We are reviewing how to reduce the days taken to let our properties.
- We have the lowest percentage of resident population who are served by a kerbside collection of recyclables or live within a 1 kilometre radius of a recycling centre at 30%. Most authorities reported 100%, which we will be working towards.

Appendix Three (Comparing 2001/2002)

This year Gravesham Borough Council, Maidstone Borough Council, Shepway District Council, Swale Borough Council and Tunbridge Wells Borough Council agreed to supply their most current performance indicator information. We feel that the more 'topical' the data, the more meaningful the comparisons can be.

However, it should be noted that due to significant changes in the best value programme this year, the indicators have not yet been audited by an independent assessor (such as District Audit) and therefore accurate comparisons cannot be confirmed. It is envisaged that for the Performance Plan next year we will be able to compare current audited data to provide you the clearest picture of our performance set against other local councils in Kent.

That said, we are able to draw some general conclusions from the data supplied:

- Overall, our performance is equivalent to that of the other local authorities.
- Of those indicators where we appear to be performing above average, we will ensure we maintain or further improve our levels of delivery and service provision.
- Of those indicators where we appear to be performing below the average, we will consult with the other authorities to learn how they are achieving a better level of performance and to see how, if appropriate, we can adopt their working practices.

Please note that the comparable figures for 1999/2000 are available on our website but have been excluded from this document.

Comparing performance with our 'nearest neighbours'

The Institute of Public Finance (IPF) have developed a system whereby we can identify local authorities most similar to ours using various formulas ranging from population size to economic income. In 2001/2002 we did not use this approach to compare performance since only two Kent authorities fell within the top ten 'nearest neighbours'. In order, our IPF nearest neighbours are Swale Borough Council (Kent); Shepway District Council (Kent); Restormel Borough Council (Cornwall); Tendring District Council (Essex); Carrick District Council (Cornwall); Sedgemoor District Council (Somerset); Waveney District Council (North Suffolk); Eastbourne Borough Council (Sussex); Worthing Borough Council (Sussex); and Scarborough Borough Council (North Yorkshire). Consideration will be given this year to the benefits of developing this approach to comparing performance balanced against comparing our 'real' nearest neighbours such as Canterbury City Council and Thanet District Council.

How successful were we?

Your council is fully committed to providing you with a good or improving level of service for all the functions we provide. The indicators highlight areas of good and weak performance. However, the indicators are only a guide to a service's level of performance. Central government also use an inspection team to assess each council on a service by service basis. However, this approach is set to be significantly enhanced this year with the arrival of Comprehensive Performance Assessment (CPA).

CPA is an inspection system that considers the council in its entirety and assesses four key questions:

- What is the Council trying to achieve?
- How has the Council set about delivering its priorities?
- What has the Council achieved/not achieved to date?
- What has the Council learnt and what does it plan to do next?

Overall, the prime driver behind CPA is to ensure that your council is delivering the services you want and that the council has the capacity and desire to improve those services. Unlike previous years, CPA focuses more on the management of the council rather than overall performance. This means that the managers of each service will be required to show evidence of continuous change/improvement to their service. To add weight to this approach a 'scorecard' will be independently produced (by the Audit Commission) after the CPA is completed and delivered to every household in the District.

Although this is an increased pressure on our resources, we are confident that we can demonstrate our willingness and capacity to change. We are already working on implementing the key objectives of CPA and have been in discussions with other local authorities (including Kent County Council who piloted CPA) on how to best deliver it.

Even so, despite a commitment to change, our areas of good and weak performance remain similar to those reported last year:

Areas of good performance include housing repairs; payment of invoices; planning and culture.

Areas of weak performance include public accessibility; land searches; compliance with equality regulations and recycling.

We are however confident that the restructuring process currently being undertaken will help to tackle these concerns during 2002/2003.

New National Performance Indicators

There have been further changes to the national indicators for 2002/2003. Overall, there has been a reduction from 62 to 46 indicators. It should be noted though that, due to the level of sub-questions, in real terms the number of indicators to be reported on has only fallen from 69 to 66.

It has been reported that this will be the last significant modification to the national indicators so that proper comparative analysis can be undertaken by local authorities. If the list of indicators remains unchanged going into 2003/2004 this will significantly help both in terms of comparing our performance internally and with other authorities.

The differences between the 2001/2002 and 2002/2003 national indicators can be seen by comparing Appendix One and Appendix Four. Unlike last year's Best Value Performance Plan we did not combine the two years (see Performance Indicators 2001 - Appendix One) as it was felt this approach was confusing and over-complicated.

Our Local Performance Indicators

The benefits of local indicators are that the information they give is specific to our district. This means that we can report on council related issues / services / functions local to you and show you how we are improving them. The only weakness with local indicators is that they are often unique and cannot be compared. However, we are working in collaboration with other councils to ensure at least some of the indicators can be used comparatively so as to provide you with a clearer picture of our performance.

Last year we reported on how we were developing local indicators and that they would be published in the Best Value Performance Plan 2001/2002. Disappointingly, despite some real commitment to develop them, work is still ongoing. We do have a growing level of local indicators currently in use around the council but these will not be reported upon this year. During 2002/2003 we will be devising a comprehensive list of local indicators following the restructuring programme.

As part of this development programme, several of the deleted national indicators from 2001/2002 have been adopted by the council as local indicators and we will continue to report on them. It is hoped that, by retaining previous national indicators, comparative analysis can be undertaken with other local councils. The other benefit of retaining national indicators is that systems are already in place to collect the data and therefore no real cost is involved in continuing to report on them.

New developments in our performance

During 2001/2002 much work was undertaken to enhance the performance of your council. The key developments were:

- Designing in-house a Management Information System (MIS) to record the performance of each indicator on a quarterly basis; store last year's performance details; collect the top performing council's results and other key information. The MIS has been commended by District Audit and the Improvement & Development Agency (IDeA).
- Developing the Management Information Report (MIR) which uses data from the MIS but also reports on personnel and financial matters on a quarterly basis to Management Team. This assisted managers in addressing areas of weak performance efficiently and quickly.
- Placing the national performance indicators (with local indicators to follow) and their actuals on to our website so that the public are kept constantly informed as to our progress.
- Signing up to the IDeA 'Learning Pool'. This is an internet based system that allow councils to share any type of information or data so as to improve productivity and reduce duplication. We are one of the pilot authorities currently trialing the system.

Conclusion on our performance

During 2001/2002 your council both made significant improvements and encountered some great difficulties in regard to performance. Despite this, we feel overall that progress has been made in improving the services we deliver to you. In 2002/2003 we will be facing a new challenge in the guise of Comprehensive Performance Assessment (CPA). The resources required to successfully implement CPA will need to be carefully balanced against a background of front line service priorities and your aspirations for the District. We are therefore confident that, following the restructuring of the council, we will be able to achieve a significant number of goals during the year with longer-term objectives being supported along the way.

Appendix Four outlines our targets to be achieved by April 2003. Overall, we are looking forward to the challenges that 2002/2003 will bring as we can see how they will benefit both the public and the council in helping us to deliver continually improving services and functions.

	Indicator Description	Actual for 1999/2000	Actual for 2000/2001	District Avg. 2000/2001	Target for 2001/2002	Actual for 2001/2002	Comment
Community	The average weekly costs per local authority dwelling of management	£15.50	£12.98	£10.08	£14.84	To be agreed	
	The average weekly costs per local authority dwelling of repairs	£11.50	£15.38	£12.17	£13.18	To be agreed	
	Proportion of homelessness applications on which the authority makes a decision and issues written notification to the applicant within 33 working days	–	84%	86%	88%	84%	OK
	Average relet times for local authority dwellings let in the financial year	35 days	43.14 days	39 days	35 days	35.46 days	OK
	Robberies per 1,000 population and percentage detected	–	–	–	0%	0.30%	OK
	Vehicle crimes per 1,000 population and percentage detected	14.30%	10.99%	–	10.44%	7.90%	Achieved
	The number of racial incidents recorded by the authority per 100,000 population	–	2.76	6	1	0	Achieved
	The percentage of racial incidents that resulted in further	–	66.66%	78%	0%	0%	Achieved
	The number of domestic violence refuge places per 10,000 population which are provided or supported by the authority	–	0.55	0.49	0.55	0.55	Achieved
Opportunity & Access	Number of pupils visiting museums and galleries in organised school groups	2,500	4,608	–	3,200	11,992	Achieved
	Domestic burglaries per 1,000 households and percentage detected	12.70%	10.39%	11%	9.77%	7.80%	Achieved
	The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people	–	–	–	78%	12.50%	Failed
	The percentage of interactions with the public, by type, which are capable of electronic service delivery and which are being delivered using internet protocols or other paperless methods	–	–	–	10%	33.38%	Achieved
	The number of museums operated by the authority	1	4	–	3	3	Achieved
	The number of visits to/usage's of museums per 1,000 population	1,467	1,406	440	1,072.32	877.25	OK
	The number of those visits that were in person per 1,000 population	985	701	553	335.39	380.09	OK

	Indicator Description	Actual for 1999/2000	Actual for 2000/2001	District Avg. 2000/2001	Target for 2001/2002	Actual for 2001/2002	Comment
Regeneration	The proportion of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority	↯	2.90%	2.90%	3%	1.35%	<i>Failed</i>
	The proportion of private sector dwellings that have been vacant for more than 6 months at 1 April 2001 that are returned into occupation or demolished during 2001/02 as a direct result of action by the local authority	↯	0.60%	3.30%	0.40%	0.96%	<i>Achieved</i>
	The number of local authority dwellings receiving renovation work during 2001/02 as a proportion of the number needing renovation work at 1 April 2001 - (<£5,000)	↯	40.70%	46%	40%	39.50%	<i>OK</i>
	The number of local authority dwellings receiving renovation work during 2001/02 as a proportion of the number needing renovation work at 1 April 2001 - (>£5,000)	↯	6.10%	8.80%	5%	7.60%	<i>Achieved</i>
	The percentage of urgent repairs completed within Government time limits	97%	99.70%	88%	97.50%	99.18%	<i>Achieved</i>
	The average time taken to complete non-urgent responsive repairs	↯	9.83 days	22 days	10 days	11.49 days	<i>OK</i>

	Indicator Description	Actual for 1999/2000	Actual for 2000/2001	District Avg. 2000/2001	Target for 2001/2002	Actual for 2001/2002	Comment
Environment	Has the authority established a timetable for preparing a community strategy that works towards a long-term sustainable vision for the area?	¬	¬	Yes (77%)	Yes	Yes	<i>Achieved</i>
	Energy Efficiency - the average SAP rating of local authority owned dwellings	53	54	53	54	57	<i>Achieved</i>
	Percentage of the total tonnage of household waste arisings which have been recycled	5%	4.55%	9.80%	4.20%	4.10%	<i>Failed</i>
	Percentage of the total tonnage of household waste arisings which have been composted	0%	0%	1.10%	0%	0%	<i>OK</i>
	Number of kilograms of household waste collected per head	345 kg	369 kg	387 kg	350 kg	366.6 kg	<i>OK</i>
	The cost per square kilometre of keeping relevant land and relevant highways for which the authority is responsible, clear of litter and refuse	¬	¬	£71,919	£113,250	£114,622	<i>Failed</i>
	Cost of waste collection per household	£17.30	£16.90	£30.41	£20.25	£23.46	<i>Failed</i>
	Number of collections missed per 100,000 collections of household waste	20	16	278	18	16	<i>Achieved</i>
	Percentage of population resident in the authority's area which are served by a kerbside collection of recyclables or within 1 kilometre radius of a recycling centre	0%	30%	87%	35%	30%	<i>Failed</i>
	Percentage of new homes built on previously developed land	70%	76%	55%	75%	81.90%	<i>Achieved</i>
	Score against a checklist of enforcement best practice for environmental health/trading standards	¬	¬	58%	46.60%	46.60%	<i>Achieved</i>

	Indicator Description	Actual for 1999/2000	Actual for 2000/2001	District Avg. 2000/2001	Target for 2001/2002	Actual for 2001/2002	Comment
Corporate Health	The level (if any) of the Commission for Racial Equality's standard for local government to which the authority conforms	1	1	0.6	1	None	<i>Failed</i>
	The number of complaints to an Ombudsman classified as "Maladministration"	0	0	↯	0	0	<i>Achieved</i>
	The percentage of turnout for local elections	36%	35.60%	34%	30%	36%	<i>Achieved</i>
	The percentage of invoices for commercial goods and services which were paid by the authority within 30 days of such invoices being received by the authority	↯	↯	88%	98.50%	96.58%	<i>Failed</i>
	Percentage of Council Tax collected	97%	97.60%	97%	97.60%	97.60%	<i>Achieved</i>
	The percentage of non-domestic rates during for the financial year which were received by the authority	↯	↯	98%	98.50%	99.30%	<i>Achieved</i>
	The percentage of senior management posts filled by women	16%	16.37%	20%	17%	22.52%	<i>Achieved</i>
	The number of working days/shifts lost due to sickness absence	8 days	7.9 days	9.8 days	9 days	8.78 days	<i>Achieved</i>
	Voluntary leavers as a percentage of staff in post	10%	6.74%	10.70%	5%	6.27%	<i>OK</i>
	The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total workforce	2%	0.80%	0.68%	1%	3.48%	<i>OK</i>
	The percentage of employees retiring on grounds of ill health as a percentage of the total workforce	↯	↯	0.54%	0%	0.41%	<i>OK</i>
	The percentage of local authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition compared with the percentage of economically active disabled people in the authority area	↯	↯	2.40%	2.75%	2.05%	<i>OK</i>
	The percentage of local authority employees from minority ethnic communities compared with the percentage of the economically active minority ethnic community population in the authority area	↯	↯	1.40%	1%	1.02%	<i>Achieved</i>
	Local authority rent collection and arrears: proportion of rent collected	99%	97.40%	97.20%	98%	97.09%	<i>OK</i>
	Local authority rent collection and arrears: rent arrears of current tenants as a proportion of the authority's rent roll	2%	2.28%	2.60%	2%	2.82%	<i>Achieved</i>
	Local authority rent collection and arrears: rent written off as not collectable as a proportion of the authority's rent roll	>1%	0.30%	0.46%	0.50%	0.25%	<i>Achieved</i>

	Indicator Description	Actual for 1999/2000	Actual for 2000/2001	District Avg. 2000/2001	Target for 2001/2002	Actual for 2001/2002	Comment
Corporate Health	Percentage of rent lost through local authority dwellings becoming vacant	1%	1.55%	1.80%	1%	1.49%	OK
	Security: whether the authority has a written and pro-active strategy for combating fraud and error which embraces specified initiatives including those sponsored by the Department of Social Security, which is communicated regularly to all staff? Yes/No	Yes	Yes	Yes (81%)	Yes	Yes	Achieved
	The average cost of handling a Housing Benefit or Council Tax Benefit claim, taking into account differences in the types of claim received	£150	£72.15	£63.55	£74.31	£68.85	Achieved
	Speed of processing: (a) Average time for processing new claims	↯	47 days	48 days	53 days	64 days	Failed
	Speed of processing: (b) Average time for processing notifications of changes in circumstance	↯	23 days	16 days	27 days	28 days	OK
	Speed of processing: (c) Percentage of renewal claims processed on time	↯	41%	65%	52%	46%	Failed
	Accuracy of processing: (a) Percentage of cases for which the calculation of the amount of benefit due was correct on the basis of the information available for the determination for a sample of cases checked post-determination	↯	91%	96%	87%	91%	Achieved
	Accuracy of processing: (b) The percentage of recoverable overpayments (excluding Council Tax Benefit) that were recovered in the year	↯	52%	59%	62%	50.30%	Failed
	Planning cost per head of population	£12.19	£11.08	£12.15	£13.05	£12.17	Achieved
	The number of advertised departures from the statutory plan approved by the authority as a percentage of total permissions granted	2%	3%	0.90%	5%	0%	Achieved
	Percentage of applications determined within 8 weeks	65%	64%	65%	69%	72.90%	Achieved
	Average time taken to determine all applications	↯	8 weeks	10 weeks	8 weeks	8 weeks	Achieved
	Score against a checklist of planning best practice	56%	67%	58%	69%	67%	OK
The adoption by the authority of a local culture strategy	No	No	No (83%)	Yes	No	Failed	
Spending per head of population on cultural and recreational facilities and activities	↯	£15.23	£21.61	£17.14	£14.00	OK	

	Indicator Description	Actual for 1999/2000	Actual for 2000/2001	District Avg. 2000/2001	Target for 2001/2002	Actual for 2001/2002	Comment
Corporate Health	Does the authority follow the Commission for Racial Equality's code of practice in rented housing?	Yes	Yes	Yes (55%)	Yes	No	<i>Failed</i>
	The percentage of museums which are registered under the museums registration scheme administered by Resource (Museums, Libraries and Archives Council)	100%	100%	↯	100%	100%	<i>Achieved</i>
	Has the local authority established a corporate strategy to reduce crime and disorder in their area? Yes/No If No, has the authority established a timetable for doing so?	↯	No	↯	Yes	No	<i>OK</i>
	Is the authority part of a Community Legal Service Partnership? Yes/No	↯	↯	↯	Yes	Yes	<i>Achieved</i>
	The percentage of standard searches carried out in 10 working days	65%	73.15%	94%	90%	27.35%	<i>Failed</i>

Key to Comment Terms	Total Number Recorded
<i>Achieved</i> - the target was met or exceeded.	34
<i>Failed</i> - the target was not met.	14
<i>OK</i> - although the target was not met, it is within tolerance given unforeseen circumstances/changes that occurred during the year either to the service or the indicator.	19 (excluding BV65a and BV65b which have yet to be calculated)

	Description	Ashford	C'bury	Dartford	Dover	G'sham	M'stone	S'oaks	Shepway	Swale	Thanet	T&M	TW
Community	The average weekly management cost per local authority dwelling	£10.83	£ 13.16	£ 14.41	£ 12.98	£ 10.30	£ 9.56		£ 12.34		£ 11.23		
	The average weekly costs of repairs per local authority dwelling	£16.34	£ 10.84	£ 10.93	£ 15.38	£ 14.74	£ 17.46		£ 8.27		£ 14.87		
	Proportion (days) of homelessness applications on which the authority makes a decision and issues written notification to the applicant within 33 working days	99.25%	89%	74.0%	84%	98%	64%	86.60%	73%	84%	81.50%	83.81%	89%
	Average re-letting times for local authority dwellings let in the financial year	23.03	25	35	43.14	39	37.40		37		26.6		
	Satisfaction (%) of tenants of council housing with the overall service provided by their landlord	83%	81%	75%	88%	78.50%	66%		82%		72%		
	Satisfaction (%) of tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord	60%	58%	51%	61%	45.80%	47%		65%		58%		
	Domestic burglaries per 1,000 households	13.8	9.6	11.6	10.3	18.8	12.7	9.5	12.4	11.5	12.4	12.2	11.2
	Violent crimes per 1,000 population	10.2	10.0	9.8	11.2	9.6	8.5	4.5	10.1	9.7	14.1	5.3	6.6
	Vehicle crimes per 1,000 population	13.3	10.1	25.3	10.5	22.2	15.4	17.5	12.2	16.5	9.9	12.2	11.4
	The number of racial incidents recorded by the authority per 100,000 population	0	0	1.70	2.76		0	1	0	0		0	0
	The percentage of racial incidents that resulted in further action	0%	0%	100%	66.66%		0%	1%	0%	0%		0%	0%
	The number of domestic violence refuge places per 10,000 population which are provided or supported by the authority	0	0.15	0.11	0.55	0.65	0.21		0.70	0.001	0	0.19	0.58
	The percentage of repair jobs for which an appointment was both made and kept by the authority		93.80%		91.57%	0%	91%		0%		0%		

	Description	Ashford	C'bury	Dartford	Dover	G'sham	M'stone	S'oaks	Shepway	Swale	Thanet	T&M	TW
Community	New tenancies given to vulnerable people excluding elderly people, as a percentage of all new tenancies except those given to the elderly	16.60%	13.40%	92%	1.49%	44.70%	1%		12.21%		4.10%		
	The average number of homeless households in temporary accomodation during the year in bed and breakfast accomodation	15	2	25	8	24	1	36	28	165	7.1	2	35
	The average length of stay (weeks) in bed and breakfast accomodation	0.78	2	10	8	3	2	11	8	17	6.6	4	9
	The number of swims and other visits (to swimming pools and sports centres) per 1,000 population	4323	6,130	2,677	3,789	6900	5,910	7,925	1,249	6,147	1961	10,111	6,078
Opportunity & Access	Number of pupils visiting museums and galleries in organised school groups		14,456.0	563.0	4,608.0	141	8,800.0		0.0	173	2781		1,656.00
	Percentage of residents by targeted group satisfied with the local authorities, cultural and recreational activities												
	Sport/leisure facilities	54%	58%	48.20%	48%	60%	57%	63%	51%	36%	46.30%	66.80%	53%
	Museums/galleries	46%	56%	39%	48%	29%	59%				42.30%		45%
	Theatres/concert halls		67%	64.60%	39%	55%	53%		59%	28%	49.30%		57%
	Parks/open spaces	62%	60%	62%	68%	61%	68%	67%	64%	46%	63.20%	72.40%	64%
	Satisfaction with cultural & recreational services	47%	61%	Not Surveyed	55%	48%	55%	48%	58%	50%	46.80%	72.20%	54%
	The number of the authority's buildings open to the public	13	34	12	13	16	12	22	27	6	20	11	22
The number of such buildings in which all public areas are suitable for and accessible to disabled people	1	11	6	9	5	2	16	1	0	4	2	4	
	The number of public conveniences sites provided by the authority normally throughout the year	14	30	4	29	11	21	18	22	23		16	25
	The number of playgrounds and play areas provided by the Council per 1,000 children under 12	2.5	1.8	1.6	8.3	2	2.6	0.7	3.1	3	1	1.4	2.3

	Description	Ashford	C'bury	Dartford	Dover	G'sham	M'stone	S'oaks	Shepway	Swale	Thanet	T&M	TW
Opportunity & Access	The number of playgrounds and play areas provided by the Council per 1,000 children under 12. The percentage of these which conform to national standards for local unequipped play areas.	0%	0%	0%	0%	18%	2%	0	0%	0%	0%	0%	14%
	The number of playgrounds and play areas provided by the Council per 1,000 children under 12. The percentage of these which conform to national standards for local equipped play areas.	28.80%	24.32%	50%	11%	55%	61%	42%	26%	31%	25%	35%	86%
	The number of playgrounds and play areas provided by the Council per 1,000 children under 12. The percentage of these which conform to national standards for larger, neighbourhood equipped play areas.	11.10%	8%	23%	6%	27%	0%	0%	2%	4%	8.33%	0%	0%

	Description	Ashford	C'bury	Dartford	Dover	G'sham	M'stone	S'oaks	Shepway	Swale	Thanet	T&M	TW
Regeneration	The proportion (%) of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority	0%	2.50%	5%	2.90%	2.40%	0.02%	1%	2%	1.50%		2.10%	2.90%
	The proportion (%) of private sector dwellings which have been vacant for more than 6 months at the beginning of the financial year and which are returned into occupation during that financial year as a direct result of action by the local authority	0%	0.60%	1.30%	0.60%	2%	24%	1.50%	2.50%	1.20%		24.90%	0%
	The number (%) of local authority dwellings receiving renovation work during a financial year as a proportion of the number needing renovation work at the beginning of that financial year <£5,000	22.22%	89%	20.10%	40.70%	91%	22.60%		29%		50%		
	The number (%) of local authority dwellings receiving renovation work during a financial year as a proportion of the number needing renovation work at the beginning of that financial year <£5,000	2.02%	7%	0.40%	6.10%	5%	1.05%		55.70%		100%		
	The percentage of urgent repairs completed within Government time limits	89%	99.50%		99.70%	98%	97.47%		88%		83.50%		
	The average time taken to complete non-urgent responsive repairs	10.96	9		9.83	21	13.96		21.00		22		

	Description	Ashford	C'bury	Dartford	Dover	G'sham	M'stone	S'oaks	Shepway	Swale	Thanet	T&M	TW	
Environment	The adoption by 31 December 2000 by the authority of a Local Agenda 21 plan and the authority's confirmation in writing that this has been done	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
	Energy Efficiency – the average SAP rating of local authority owned dwellings		64	50	54		54		52		68			
	Energy Efficiency – the average annual charge in the average SAP rating of local authority owned dwellings		5	0	54		1		1		14			
	The completion by the authority of a full review and assessment of air quality in its area, which includes consultation with statutory consultees, in order to determine whether or not an air quality management areas has to be designated	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes
	Percentage of the total tonnage of household waste arisings which have been recycled	8.05%	11.5%	6.2%	4.55%	9.40%	9.0%	10.60%	9.9%	15%	8.76%	14.8%	10.60%	
	Percentage of the total tonnage of household waste arisings which have been composted	0.77%	0%	0%	0%		2%	0%	0%	0%	3.58%	0.4%	0%	
	Number of kilograms of household waste collected per head	386.2	402.7	437	369	349	408.3	405	360.5	379	490	451.6	430	
	The cost (£) per square kilometre of keeping relevant land and relevant highways for which the authority is responsible, clear of litter and refuse	£97,054	£88,784	£96,257	£103,125	£137,109	£69,730	£79,717	£56,077	£176,963		£87,447	£150,729	
	Cost (£) of waste collection per household	£26.40	£31.12	£23.96	£16.90	£22.10	£24.18	£24.31	£15.37	£30.37	£17.12	£32.45	£25.30	

	Description	Ashford	C'bury	Dartford	Dover	G'sham	M'stone	S'oaks	Shepway	Swale	Thanet	T&M	TW
Environment	Number of collections missed per 100,000 collections of household waste	1068.42	39.94	17	16	39.66	70	11.9	23.76	29	32.7	514.10	25
	Percentage of people satisfied that the authority has met their duty to keep their relevant land and relevant highways for which the authority is responsible clear of litter and refuse	59%	68%	63.50%	56%	56%	63%	72%	59%	61%	52.10%	69.90%	72%
	Percentage of survey respondents expressing satisfaction with Waste Collection	87%	91%	87.10%	84%	84%	84%	88%	83%	90%	78.60%	92.90%	89%
	Percentage of survey respondents expressing satisfaction with Recycling Facilities	57%	71%	64%	68%	66%	62%	75%	68%	64%	53.20%	75.20%	66%
	Percentage of population resident in the authority's area which are served by a kerbside collection of recyclables or within 1 kilometre radius of a recycling centre		100%	100%	30%	100%	75.0%	100%	100%	96%	75%	100%	95%
	Percentage of new homes built on previously developed land	5%	58%	77%	76%	92%	54%	60%	47%	19.3	84.6%	87%	67.4%
	The percentage of highways that are either of a high or acceptable standard of cleanliness		84.40%	95%	89%	95%	93%	90.80%	98%	82.5		98%	97.50%
	The average time (days) taken to remove fly tips	2	1.8	1.1	1	1	2	1	1	4		1.1	1.2
	The percentage of food premises inspections that should have been carried out that were carried out for high risk premises	100%	100%	67%	97.7%	100%	100%	48.50%	98.2%	99%	100%	100%	97%
	The percentage of food premises inspections that should have been carried out that were carried out for other premises	97%	100%	54%	96.30%	43%	100%		99.20%	38%	81%	100%	98.20%

	Description	Ashford	C'bury	Dartford	Dover	G'sham	M'stone	S'oaks	Shepway	Swale	Thanet	T&M	TW
Corporate Health	The percentage of employees retiring on grounds of ill health as a percentage of the total workforce	0.35%	0.49%	1.33%	0%	0.40%	0.15%	1%	0.71%	1%	0%	0%	0%
	The percentage of employees declaring that they meet the Disability Discrimination Act 1995 disability definition as a percentage of the total workforce		0.74%	2.68%	2.40%	1.90%	0.75%	1%	0%	2%	0.60%	1.54%	1.7% - 3%
	The percentage of employees from minority ethnic communities within the Best Value authority's workforce	1.06%	1.17%	4.25%	1.20%	3.70%	2%	1%	0%	1%	0.20%	0.44%	1%
	Local authority rent collection and arrears: proportion (%) of rent collected	98.88%	96.20%	97.50%	97.40%	98.30%	98.74%		99.29%		96.30%		
	Local authority rent collection and arrears: rent arrears of current tenants as a proportion (%) of the authority's rent roll	1.60%	2.80%	2.18%	2.28%	2.40%	1.62%		2.33%		2.80%		
	Local authority rent collection and arrears: rent written off as not collectable as a proportion (%) of the authority's rent roll	1.80%	0.10%	0.10%	0.30%	0.06%	0.50%		0.19%		1.20%		
	Percentage of rent lost through local authority dwellings becoming vacant	0.64%	1.50%	1.22%	1.55%	1.30%	1.53%		1.15%		0.90%		
	Security: whether the authority has a written and pro-active strategy for combating fraud and error which embraces specified initiatives including those sponsored by the Department of Social Security, which is communicated regularly to	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes
The average cost (£) of handling a Housing Benefit or Council Tax Benefit claim, taking into account differences in the types of claim received	£ 72.43	£ 62.67	£ 65.73	£ 72.15	£ 48.15	£ 63.60	£ 44.81	£ 55.90	£ 161.33	£ 46.00	£ 80.10	£ 42.95	

	Description	Ashford	C'bury	Dartford	Dover	G'sham	M'stone	S'oaks	Shepway	Swale	Thanet	T&M	TW	
Corporate Health	Speed of processing: (a) Average time for processing new claims (days)	32.45	86.79	28.63	47	37	42	60	98.07	70	47	25	67	
	Speed of processing: (b) Average time for processing notifications of changes of circumstances (days)	9.47	15.59	6.77	23	17.5	18.00	18	36.08	34	13	5	24	
	Speed of processing: (c) Percentage of renewal claims processed on time	88.42%	41.17%	62.29%	41%	43%	50%	37%	55%	38%		84%	46.70%	
	Accuracy of processing: (a) Percentage of cases for which the calculation of the amount of benefit due was correct on the basis of the information available for the determination for a sample of cases checked post-determination	97.87%	83%	92%	91%	94.40%	95.25%	90%		95%	96.15%	91%	96.40%	
	Accuracy of processing: (b) The percentage of recoverable overpayments (excluding Council Tax Benefit) that were recovered in the year	40%	41.17%	28%	52%	49.90%	57%			92%		53%	70.90%	
	User satisfaction survey (%) covering issues of accessibility, staffing issues such as helpfulness and communications and information including issues such as clarity or adequacy and timeliness of the information													
	Contact/access facilities @ benefit office	84%	65.40%	77.40%	81%	81%	80%	80%	62%	74%	79.70%	82%	79%	
	Service in benefit office	83%	50.25%	74.90%	85%	82%	82%	78%	61%	77%	76.50%	84.9%	75%	
	Telephone service	78%	22.35%	70.50%	74%	72%	67%	73%	48%	62%	71.30%	76.9%	67%	
	Staff in benefit office	87%	50.65%	82.10%	83%	83%	83%	82%	70%	78%	81.30%	85.1%	78%	
	Clarity etc. of forms & leaflets	65%	52.75%	61%	58%	61%	61%	56%	48%	62%	59.10%	62.6%	58%	
	Time taken for a decision	73%	45.50%	71%	61%	67%	69%	65%	40%	53%	71.10%	70.6%	67%	
	Planning (£) cost per head of population	£9.73	£14.45	£14.63	£11.08	£13.67	£14.60	£20.20	£9.16		£7.67	£12.81	£15.85	
The number of advertised departures from the statutory plan approved by the authority as a percentage of total permissions granted	0.83%	0.60%	1%	3%	1.40%	0.28%	24%	0.80%	1%	1.10%	2.39%	4%		

	Description	Ashford	C'bury	Dartford	Dover	G'sham	M'stone	S'oaks	Shepway	Swale	Thanet	T&M	TW
Corporate Health	Percentage of applications determined within 8 weeks	78%	62%	75%	64%	78.40%	59%	52%	76.06%	75.60%	59.44%	49.87%	53%
	Average time taken to determine all applications	10.14	11.40	11.00	8.00	11.5	11.00	13	7.71	10.1	10.86	12.00	13
	Percentage of applicants satisfied with the service received	77%	86%	80.40%		70.90%	83%	60.80%	86%	79%	80.10%	75.60%	70%
	Score (%) against a checklist of planning best practice	60%	76.30%	50%	67%	80%	90%	50%	0.56%	80%	70%	70%	30%
	The adoption by the authority of a local culture strategy	Yes	No	No	No	No	Yes	No	No	No	No	No	No
	Spending (£) per head of population on cultural and recreational facilities and activities	£25.85	£29.03	£11.00	£15.23	£21.43	£11.18	£13.85	£22.94		£23.60	£26.69	£22.02
	Total net spending per head of population	£95.54	£106.80	£106.24	£132.18	£99.40	£110.09	£91.87	£130.89	£108.48		£92.90	£99.75
	Does the authority follow the Commission for Racial Equality's code of practice in rented housing	Yes	Yes	Yes	Yes	Yes	Yes		Yes		Yes		
	The percentage of all current tenant's owing over 13 weeks' rent (net of housing benefit) at 31st March 2001, excluding those owing less than £250	3.68%	5.70%	2.19%	3.40%	2.60%	1.75%		5.17%		3.29%		
Has the recovery of overpaid housing benefit been included?	Yes	No		Yes	Yes	No		No					
	The percentage of standard searches carried out in 10 working days	100%	100%	98%	73.15%	98.80%	100%	99.70%	96.46%	90%	97.60%	93.50%	99.70%
	The net cost per swim / visit	£2.34	£0.67	£0.21	£2.50	£0.57	£0.44	£0.90	£0.66	£2.30		£0.61	£0.40
	The level (if any) of the Commission for Racial Equality's standard for local government to which the authority conforms.	1	2	1	1	1	0	2	0	1	1	0	0
	The number of complaints to an Ombudsman classified as "maladministration".	1	0	0	0	0	0	0	0	0	0	0	0

	Description	Ashford	C'bury	Dartford	Dover	G'sham	M'stone	S'oaks	Shepway	Swale	Thanet	T&M	TW
Corporate Health	The percentage turnout for local elections.	62.03%	36.0%	32.40%	35.60%	31.25%	27.10%	37.60%	34.4%	30.40%	28.60%	32.90%	29.60%
	The percentage of invoices for commercial goods and services which were paid by the authority within 30 days of such invoices being received by the authority.	84.40%	81%	94.10%	98%	94.60%	76%	76%	83.7%	88.20%	93.90%	84.40%	87.10%
	Percentage of Council Tax collected.	97.46%	96.60%	97.20%	97.60%	96.90%	97.30%	98.90%	96.10%	95.70%	96%	97.30%	97.10%
	The percentage of non-domestic rates due for the financial year which were received by the authority.	98.33%	98.80%	99.20%	98.30%	99.60%	97.40%	98.40%	97.80%	93%	97.10%	97%	98.40%
	The percentage of senior management posts filled by women.	20%	36.40%	33.33%	16.37%	18.75%	12%	30%	24%	16%	17%	9.09%	17.60%
	The number of working days/shifts lost due to sickness absence.	5.17	11.08	9.38	7.90	9	8.35	9.5	8.48	7.25%	16.45	7.90	6.9
	Voluntary leavers as a percentage of staff in post.	12.57%	12.39%	10.58%	6.74%	10.80%	4.43%	13.30%	8.55%	8.50%	5.20%	16.76%	18.60%

Please note: Blank fields indicate that no figure was available / required.

Please also note:

The following abbreviations were used for spacing purposes: T&M = Tonbridge & Malling; C'bury = Canterbury; G'sham = Gravesham; M'stone = Maidstone; S'oaks = Sevenoaks; TW = Tunbridge Wells

	Indicator Description	Dover	Gravesham	Maidstone	Shepway	Swale	Tunbridge Wells
Community	The average weekly costs per local authority dwelling of management	To be agreed	£11.18	£10.87	£14.14	N/A	N/A
	The average weekly costs per local authority dwelling of repairs	To be agreed	£14.53	£22.11	£9.98	N/A	N/A
	Proportion of homelessness applications on which the authority makes a decision and issues written notification to the applicant within 33 working days	84%	91.61%	86%	60%	68.80%	93%
	Average relet times for local authority dwellings let in the financial year	35.46 days	41 days	37 days	24.5 days	N/A	N/A
	Domestic burglaries per 1,000 households and percentage detected	7.8	16.38	10.80	11.60	14.20	8
	Robberies per 1,000 population and percentage detected	0.3	1.05	To be agreed	0.6	9.5	0.6
	Vehicle crimes per 1,000 population and percentage detected	7.9	22.45	13	8.5	14.8	9.5
	The number of racial incidents recorded by the authority per 100,000 population	0	4.34	0	0	0	To be agreed
	The percentage of racial incidents that resulted in further action	0	50%	0	0	0	To be agreed
	The number of domestic violence refuge places per 10,000 population which are provided or supported by the authority	0.55	0.04	0.21	0.7	0.75	0.58

	Indicator Description	Dover	Gravesham	Maidstone	Shepway	Swale	Tunbridge Wells
Opportunity & Access	Number of pupils visiting museums and galleries in organised school groups	11,992	300	To be agreed	N/A	250	2,659
	The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people	12.50%	75%	18%	27%	16%	35%
	The percentage of interactions with the public, by type, which are capable of electronic service delivery and which are being delivered using internet protocols or other paperless methods	33.38%	31.65%	32%	Not monitored	31%	20%
	The number of museums operated by the authority	3	1	To be agreed	0	5	2
	The number of visits to/usages of museums per 1,000 population	877.25	22	To be agreed	N/A	39	694
	The number of those visits that were in person per 1,000 population	380.09	22	To be agreed	N/A	39	558

	Indicator Description	Dover	Gravesham	Maidstone	Shepway	Swale	Tunbridge Wells
Regeneration	The proportion of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority	1.35%	2.90%	3.20%	1.20%	1.89%	1.82%
	The proportion of private sector dwellings that have been vacant for more than 6 months at 1 April 2001 that are returned into occupation or demolished during 2001/02 as a direct result of action by the local authority	0.96%	2.30%	1.39%	0%	11.37%	0.21%
	The number of local authority dwellings receiving renovation work during 2001/02 as a proportion of the number needing renovation work at 1 April 2001 - (<£5,000)	39.50%	97.28%	39.94%	73%	N/A	N/A
	The number of local authority dwellings receiving renovation work during 2001/02 as a proportion of the number needing renovation work at 1 April 2001 - (>£5,000)	7.60%	52.17%	2.59%	68%	N/A	N/A
	The percentage of urgent repairs completed within Government time limits	99.18%	96.21%	100%	97.50%	N/A	N/A
	The average time taken to complete non-urgent responsive repairs	11.49 days	34 days	9 days	18.4 days	N/A	N/A

	Indicator Description	Dover	Gravesham	Maidstone	Shepway	Swale	Tunbridge Wells
Environment	Has the authority established a timetable for preparing a community strategy that works towards a long-term sustainable vision for the area? Yes/No	Yes	Yes	Yes	Yes	Yes	No
	Energy Efficiency - the average SAP rating of local authority owned dwellings	57	53.58	60	64	N/A	N/A
	Percentage of the total tonnage of household waste arisings which have been recycled	4.10%	10%	8%	12.70%	13.50%	12.70%
	Percentage of the total tonnage of household waste arisings which have been composted	0%	0%	4%	0%	0.4%	0
	Number of kilograms of household waste collected per head	366.6 kg	358 kg	418 kg	340 kg	454 kg	420 kg
	The cost per square kilometre of keeping relevant land and relevant highways for which the authority is responsible, clear of litter and refuse	£114,622	£141,846	To be agreed	£52,306	£176,993	£163,696
	Cost of waste collection per household	£23.46	£22.98	To be agreed	£22.85	£31.19	£25.41
	Number of collections missed per 100,000 collections of household waste	16	35.06	To be agreed	23	28.67	54
	Percentage of population resident in the authority's area which are served by a kerbside collection of recyclables or within 1 kilometre radius of a recycling centre	30%	100%	75%	100%	98.0%	100%
	Percentage of new homes built on previously developed land	81.90%	94.23%	52%	To be agreed	20%	90.65%
	Score against a checklist of enforcement best practice for environmental health/trading standards	46.60%	86.60%	81.70%	37%	70%	69%

	Indicator Description	Dover	Gravesham	Maidstone	Shepway	Swale	Tunbridge Wells
Corporate Health	The level (if any) of the Commission for Racial Equality's standard for local government to which the authority conforms	None	Level 1	Level 1	None	Level 1	None
	The number of complaints to an Ombudsman classified as "Maladministration"	0	0	0	1	0	3
	The percentage of turnout for local elections	36%	62.62%	31.70%	36%	58%	31.50%
	The percentage of invoices for commercial goods and services which were paid by the authority within 30 days of such invoices being received by the authority	96.58%	94.11%	To be agreed	94%	90.50%	86.70%
	Percentage of Council Tax collected	97.60%	96.82%	To be agreed	96.10%	96.40%	97.30%
	The percentage of non-domestic rates during for the financial year which were received by the authority	99.30%	99.70%	To be agreed	98.60%	92.40%	97.60%
	The percentage of senior management posts filled by women	22.52%	32.72%	12%	24%	10.50%	12.50%
	The number of working days/shifts lost due to sickness absence	8.78 days	9.26 days	8.27 days	6.7 days	8.4 days	7.4 days
	Voluntary leavers as a percentage of staff in post	6.27%	10.88%	13.23%	10%	10.75%	15%
	The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total workforce	3.48%	1.38%	0%	0.30%	0%	0.25%
	The percentage of employees retiring on grounds of ill health as a percentage of the total workforce	0.41%	0.69%	0.60%	0.40%	0.75%	0.25%
	The percentage of local authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition compared with the percentage of economically active disabled people in the authority area	2.05%	2.59%	7.40%	Not monitored	0.50%	2.90%

	Indicator Description	Dover	Gravesham	Maidstone	Shepway	Swale	Tunbridge Wells
Corporate Health	The percentage of local authority employees from minority ethnic communities compared with the percentage of the economically active minority ethnic community population in the authority area	1.02%	3.79%	3%	Not monitored	0.75%	1.89%
	Local authority rent collection and arrears: proportion of rent collected	97.09%	94.86%	99.40%	97%	N/A	N/A
	Local authority rent collection and arrears: rent arrears of current tenants as a proportion of the authority's rent roll	2.82%	4.06%	1.44%	3.50%	N/A	N/A
	Local authority rent collection and arrears: rent written off as not collectable as a proportion of the authority's rent roll	0.25%	1.05%	0.75%	0.50%	N/A	N/A
	Percentage of rent lost through local authority dwellings becoming vacant	1.49%	1.36%	1.49%	1.45%	N/A	N/A
	Security: whether the authority has a written and pro-active strategy for combating fraud and error which embraces specified initiatives including those sponsored by the Department of Social Security, which is communicated regularly to all staff? Yes/No	Yes	Yes	Yes	Yes	No	Yes
	The average cost of handling a HB or CTB claim, taking into account differences in the types of claim received	£68.85	To be agreed	£111	£62.09	£62.74	£48.77
	Speed of processing: (a) Average time for processing new claims	64 days	48 days	28 days	59 days	53 days	50 days
	Speed of processing: (b) Average time for processing notifications of changes in circumstance	28 days	30 days	6 days	33 days	40 days	17 days
	Speed of processing: (c) Percentage of renewal claims processed on time	46%	30.24%	73%	56%	59%	59%

	Indicator Description	Dover	Gravesham	Maidstone	Shepway	Swale	Tunbridge Wells
Corporate Health	Accuracy of processing: (a) Percentage of cases for which the calculation of the amount of benefit due was correct on the basis of the information available for the determination for a sample of cases checked post-determination	91%	97.92%	96.80%	96%	89%	97.60%
	Accuracy of processing: (b) The percentage of recoverable overpayments (excluding Council Tax Benefit) that were recovered in the year	50.30%	To be agreed	78.39%	58%	75%	48.70%
	Planning cost per head of population	£12.17	£13.74	To be agreed	£9.93	£10.13	£19.00
	The number of advertised departures from the statutory plan approved by the authority as a percentage of total permissions granted	0%	0.28%	0.20%	0.44%	0%	5%
	Percentage of applications determined within 8 weeks	72.90%	79.48%	75%	72%	71.10%	53%
	Average time taken to determine all applications	56 days	63 days	63 days	53.9 days	70 days	84 days (12)
	Score against a checklist of planning best	67%	85%	90%	67%	70%	40%
	The adoption by the authority of a local culture strategy	No	No	To be agreed	No	No	No
	Spending per head of population on cultural and recreational facilities and activities	£14.00	£18.80	To be agreed	£24.31	£10.30	£47.19
	Does the authority follow the Commission for Racial Equality's code of practice in rented housing?	No	Yes	Yes	Yes	N/A	N/A
	The percentage of museums which are registered under the museums registration scheme administered by Resource (Museums, Libraries and Archives Council)	100%	0%	To be agreed	N/A	0%	100%

	Indicator Description	Dover	Gravesham	Maidstone	Shepway	Swale	Tunbridge Wells
Corporate Health	Has the local authority established a corporate strategy to reduce crime and disorder in their area? Yes/no If no, has the authority established a timetable for doing so?	No	No	To be agreed	No	Yes	Yes
	Is the authority part of a Community Legal Service Partnership? Yes/No	Yes	Yes	Yes	Yes	No	Yes
	The percentage of standard searches carried out in 10 working days	27.35%	97.14%	100%	55%	50%	96%

	Indicator Description	Targets for 2002/2003
Community	Part (a) - Does the authority have a Community Strategy developed in collaboration with the local strategic partnership, for improving the economic, social and environmental well being in a way that is sustainable? If the authority answers "yes" to part (a) it should answer parts (b) and (c): If the authority answers "no" to part (a) it should answer part (d).	Yes
	Part (b) - By when (mm, yy) will a full review of the community strategy be completed? If such a review was scheduled for this year, was it completed on time?	Apr-03
	Part (c) - Has the authority reported progress towards implementing the community strategy to the wider community this year? If no, by when (mm, yy) will this be undertaken?	No. Jun-02
	support the production of the strategy?	N/A
	Satisfaction of tenants of council housing with the overall service provided by their landlord.	90%
	Satisfaction of tenants of council housing with the overall service provided by their landlord: with results further broken down by black and minority ethnic tenants.	90%
	Satisfaction of tenants of council housing with the overall service provided by their landlord: with results further broken down by non-black and minority ethnic tenants.	90%
	Domestic burglaries per 1,000 households and percentage detected.	No Target
	1,000 population.	No Target
	per 1,000 population.	No Target
	Violent crimes per 1,000 population and percentage detected, broken down to show: (c) violent offences committed in connection with licensed premises per 1,000 population.	No Target
	Violent crimes per 1,000 population and percentage detected, broken down to show: (d) violent offences committed under the influence per 1,000 population	No Target
	Vehicle crimes per 1,000 population and percentage detected.	No Target
	The number of racial incidents recorded by the authority per 100,000 population.	0
	The percentage of racial incidents that resulted in further action.	0%
	The number of domestic violence refuge places per 10,000 population, which are provided or supported by the authority.	0.55
	The average length of stay in bed and breakfast accommodation.	8 weeks
The average length of stay in hostel accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need.	72 weeks (18 months)	

	Indicator Description	Targets for 2002/2003
Opportunity & Access	Public reassurance and quality of life: (a) Percentage of residents surveyed who said that they feel 'fairly safe' or 'very safe' after dark whilst outside in the local authority area.	Available 03/04
	Public reassurance and quality of life: (a) Percentage of residents surveyed who said that they feel 'fairly safe' or 'very safe' during the day whilst outside in the local authority area.	Available 03/04
	The % of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people.	12.50%
	The number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery.	40%
	The number of visits to/usages of museums per 1,000 population.	1,205.35
	The number of those visits that were in person per 1,000 population.	395.84
	The number of pupils visiting museums and galleries in organised school groups.	11,992
Regeneration	The proportion of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority.	1%
	action by the local authority.	10
	The proportion of Local Authority homes which were non-decent at 1 April 2002.	41%
	The percentage change in proportion of non-decent Local Authority homes between 1 April 2002 and 1 April 2003.	10%
		99%
Environment	Energy efficiency - the average SAP rating of local authority owned dwellings.	58
	Percentage of the total tonnage of household waste arisings which have been recycled.	4.51%
	Percentage of the total tonnage of household waste arisings which have been sent for composting.	0%
	Number of kilograms of household waste collected per head.	377.6 kg
	Cost of waste collection per household.	£25.81
	Percentage of population resident in the authority's area served by a kerbside collection of recyclables.	36%
	Percentage of new homes built on previously developed land.	80%
	Score against a checklist of enforcement best practice for environmental health/trading standards.	70%

	Indicator Description	Targets for 2002/2003
Corporate Health	The level (if any) of the Equality Standard for Local Government to which the authority conforms.	1
	The percentage of invoices for commercial goods and services which were paid by the authority within 30 days of such invoices being received by the authority.	100%
	Percentage of Council Tax collected.	97.90%
	The percentage of non-domestic rates due for the financial year which were received by the authority.	98.70%
	The percentage of top 5% of earners that are women.	17.64%
	The percentage of top 5% of earners from black and minority ethnic communities.	5.88%
	The number of working days/shifts lost due to sickness absence.	8.5 days
	The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total work force.	3.48%
	The percentage of employees retiring on the grounds of ill-health as a percentage of the total work force.	0%
	compared with the percentage of economically active disabled people in the authority area.	2.05% compared to 10.24%
	The percentage of local authority employees from minority ethnic communities compared with the percentage of the economically active minority ethnic community population in the authority area.	1.02% compared to 1.14%
	Local authority rent collection and arrears: proportion of rent collected.	98.50%
	Security: whether the authority has a written and pro-active strategy for combating fraud and error which embraces specified initiatives including those sponsored by the Department of Works and Pensions, which is communicated regularly to all staff - Yes/No.	Yes
	Speed of processing: Average time for processing new claims.	58 days
	Speed of processing: Average time for processing notifications of changes of circumstances.	20 days
	Speed of processing: Percentage of renewal claims processed on time.	56%
	information available for the decision for a sample of cases checked post-decision.	94%
	Accuracy of processing: The percentage of recoverable overpayments (excluding Council Tax Benefit) that were recovered in the year.	51%
	Planning cost per head of population.	£13.35
	major applications in 13 weeks.	60%
minor applications in 8 weeks.	65%	

	Indicator Description	Targets for 2002/2003
Corporate Health	other applications in 8 weeks.	80%
	The number of planning decisions delegated to officers as a percentage of all decisions.	90%
	Standards for social landlords on tackling harassment included in the Code of Practice for Social Landlords: Tackling Racial Harassment?	Yes
	Percentage of authority expenditure on legal and advice services which is spent on services that have been awarded the Quality Mark and meet a priority legal need identified in the Community Legal Service Partnership strategic plan.	0% (no relevant Quality Marks)
	The percentage of standard searches carried out in 10 working days.	50%
	The energy consumption/m ² of local authority operational property, compared with comparable buildings in the UK as a whole.	To be agreed
	Average lamp circuit wattage compared with average consumption/wattage by local authorities in the UK.	To be agreed
	The adoption by the authority of a Local Cultural Strategy.	Yes (100%)

Please also note: The indicators marked with 'No Target' are set and provided by Kent Police.