



ANNUAL PERFORMANCE

2024 - 25

Together - Proud to be Gravesham



CONTENTS

| | |
|---------------|-------|
| INTRODUCTION | 03 |
| OVERVIEW | 04 |
| PERFORMANCE | 04-07 |
| #oneborough | |
| #onecommunity | |
| #onecouncil | |

INTRODUCTION

Leader of the Executive

Two years into our administration, the past 12 months has seen us focus on delivering the projects and services Gravesham residents need, expect, and deserve. This annual report highlights the impact of our efforts for the local community.

In March we received the news that our £20m allocation from the Levelling Up Fund had been signed off by government. Proposals focus on a 'hub and spoke' model to support health, wellbeing, employment and skills across the borough – all key challenges locally. £17m of the funding will be used to replace the ageing Cascades Leisure Centre, with the remaining £3m of funding helping deliver a range of initiatives within the borough's urban areas to improve public spaces, create new workspaces for small businesses and accommodate new community uses.

The importance of securing this funding cannot be overstated. It will make a tangible difference to the lives of residents in some of the country's most deprived wards, helping to address health inequalities, giving local people access to skills opportunities, and making our urban centres fit for the future.

The past 12 months also saw us take a significant step in our efforts to reduce down our carbon emissions. Our waste collection fleet is made up of 134 vans, of which 18 are electric vehicles, and 24 HGVs. They consume around 320,000 litres of diesel per year, which is over 22% of our greenhouse gas emissions. Alongside a programme of new smaller electric vans, to meet the significant challenge in front of us we took the decision to convert the fuelling of our fleet to Hydrotreated Vegetable Oil as a direct replacement for diesel, presenting a much cheaper and simpler alternative for us at this point to electrification. Another progressive step taken to deliver a cleaner, greener environment for the community.

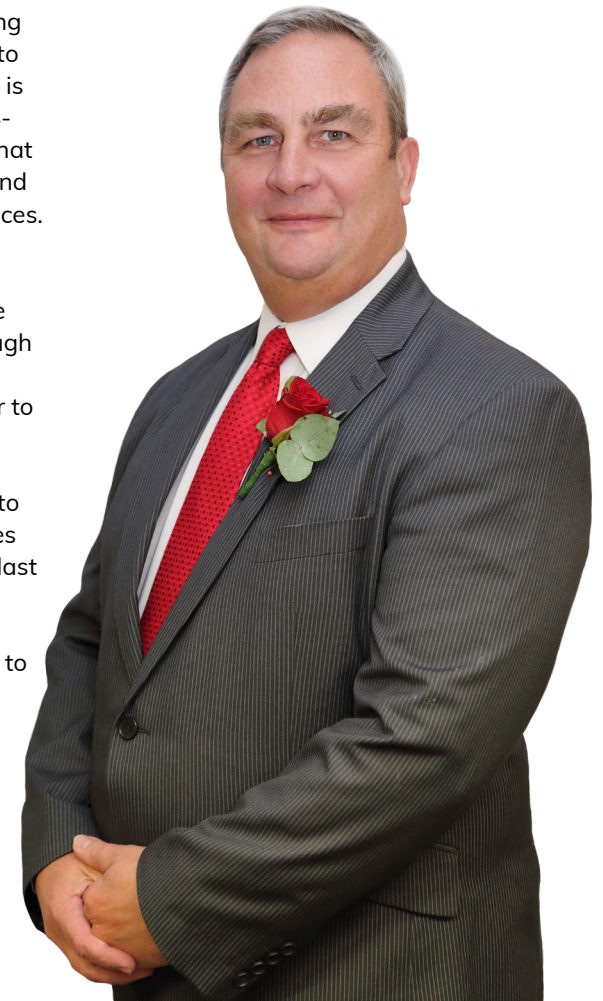
Our work goes beyond big ticket projects. This administration was elected on a platform of delivering quality council services and so it is always pleasing to receive positive feedback on how we are doing. This is especially true in the area of housing, where in 2024-25 we saw the first set of results for a new system that assesses how well social housing landlords in England are doing at providing good quality homes and services. I am delighted to say that 75.4% of respondents reported they are satisfied with the overall service from the council as a social housing landlord. But we haven't stopped there. All feedback we receive through this ongoing process is reviewed to ensure that we continuously improve our services and our local offer to our tenants.

As council Leader, it gives me immense satisfaction to see how our efforts have positively impacted the lives and livelihoods of the Gravesham community in the last year.

Together, as one community, we really can be proud to be Gravesham.



Councillor John Burden
Leader of the Executive

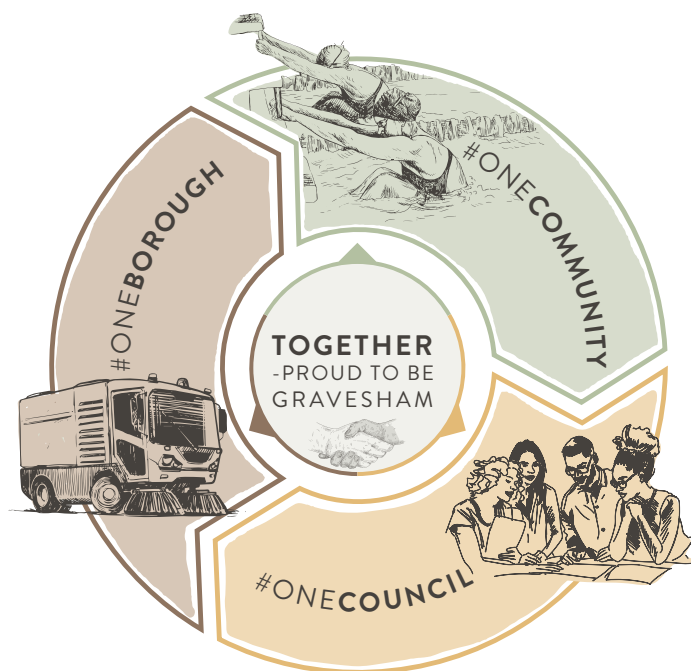


OVERVIEW

In October 2023, the council adopted its [Corporate Plan](#) for 2023-27.

The Corporate Plan presents the scale of the authority's plans for the borough and sets the tone and guiding principles on which all council activity will be based over the period.

In seeking to deliver against that ambition, we have established a suite of corporate objectives and supporting policy commitments that act as a framework against which all council strategies, projects and initiatives will be planned, resourced, and delivered. These three corporate objectives each have their own portfolio of activities but, importantly, are designed to work with and support each other for the benefit of our local community.



This Annual Performance Report is designed to present a yearly review of progress towards the achievement of the council's three corporate objectives and, ultimately, our ambition of creating a borough where we are *Together - Proud to be Gravesham*.

PERFORMANCE

The council's adopted Corporate Plan presented a new [Performance Management Framework](#) (PMF). Our adopted PMF allows us to critically evaluate progress against our objectives, provides industry intelligence to drive service transformation, and allows residents to understand how effectively we are administering resources.

Central to the delivery of the PMF is a commitment to a transparent monitoring and reporting process at all levels of the authority, from corporate performance through to the personal development of officers.

Formal qualitative and quantitative performance reporting takes place at different times and to different audiences to ensure fully informed policy decision making:

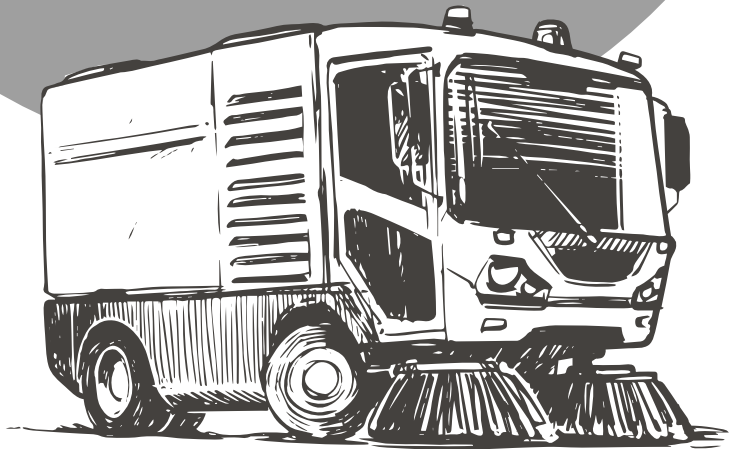
Quarterly: performance reports of corporate indicators to Corporate Management Team and subsequently to Cabinet for consideration and scrutiny. This is supported by tailored qualitative reports to Cabinet Committees detailing the scale of work delivered by the authority. All material is published via the council's digital platform and represented within our Your Borough publication.

Yearly: audited annual report covering all performance indicators contributing to the council's corporate objectives, providing an effective and transparent position statement.

More broadly, the council's business planning process specifically links in the activities of the individual departments, and those of individual officers, with the corporate objectives of the council providing a 'golden thread'; an understanding of how each officer contributes to the council's objectives and, ultimately, the delivery of our ambition for the borough.

#ONE BOROUGH

a safe, clean, and attractive
living environment, enhanced by
a sustainable and increasingly
energised local economy.



* refers to previous year

Performance

| | | |
|-------|---|--------------------|
| PI 1 | Total GBC-reported Anti-Social Behaviour incidents | 4,703 |
| PI 2 | Total safeguarding referrals made by GBC | 75 |
| PI 3 | % of compliant food establishments | 95.6% |
| PI 4 | % of valid taxi and private hire licence applications issued within 10 working days | 99.3% |
| PI 5 | Total Environmental Protection cases completed | 1,356 |
| PI 6 | % of household waste recycled | 41.6% |
| PI 7 | Volume of residual waste per household (kg) | 444.2 |
| PI 8 | % of cleanliness reports completed within 5 working days | 86.5% |
| PI 9 | Total environmental enforcement actions taken | 341 |
| PI 10 | Total number of car park uses | 354,453 |
| PI 11 | Total EV charging devices per 100,000 population | 61.7 |
| PI 12 | Total rateable value of all commercial properties (£) | £ 75,977,594 |
| PI 13 | % of employees in the Knowledge Economy* | 6.7% |
| PI 14 | 3-year survival rate of Gravesham businesses (%)* | 54.7% |
| PI 15 | % of residents with NVQ Level 3+ qualification | 58.3% |
| PI 16 | % rate of resident unemployment | 4.6% |
| PI 17 | Average weekly town centre footfall | 97,374 |
| PI 18 | Town centre commercial vacancy rate (%) | 9.7% |
| PI 19 | % of Major planning applications processed on time | 100% |
| PI 20 | % of Minor planning applications processed on time | 92.9% |
| PI 21 | % of Other planning applications processed on time | 95.8% |
| PI 22 | Total planning enforcement actions taken | New PI for 2025-26 |

#ONE COMMUNITY

an active, engaged, and culturally enriched population, built on the foundations of an affordable and quality local housing offer.



Performance

| | | |
|-------|---|-------|
| PI 23 | Total net additional homes added to the Council Tax valuation list | 204 |
| PI 24 | Total affordable homes delivered | N/A |
| PI 25 | Total long-term empty homes brought back into use | 32 |
| PI 26 | Total notices served on private sector homes due to identified safety hazards | 12 |
| PI 27 | Total licensed Houses in Multiple Occupation | 90 |
| PI 28 | Overall housing tenant survey satisfaction score (%)* | 75.4% |
| PI 29 | Average time taken to re-let council housing (days) | N/A |
| PI 30 | % of Disabled Facility Grant applications processed within 20 days | 86.8% |
| PI 31 | Total households in temporary accommodation | 219 |
| PI 32 | Total households prevented or relieved of homelessness | 213 |
| PI 33 | Average verified rough sleepers in the borough | 19 |
| PI 34 | % of emergency repair jobs completed on time | 100% |
| PI 35 | % of council homes with valid electrical safety certification | 96.2% |

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| PI 36 | % of council homes with valid gas safety certification | 100% |
| PI 37 | % of council homes with energy efficiency EPC C+ rating | 83.2% |
| PI 38 | % of council homes meeting the Decent Homes Standard | 94.8% |
| PI 39 | Total leisure centre attendees | 657,152 |
| PI 40 | % of adults who are physically active* | 59.9% |
| PI 41 | Total individuals supported through a public health programme | 1,515 |
| PI 42 | % of public health programme participants from a minority ethnic group | 55.0% |
| PI 44 | % of time council play parks available for use | 100% |
| PI 45 | Total community engagement activities delivered by GBC and our partners | 63 |
| PI 46 | Total Gravesham's Big Conversation participants | 1,205 |
| PI 47 | Total art and culture activity participants | 138,465 |
| PI 48 | Total visitors attending Gravesham heritage sites | 4,990 |

* refers to previous year

NOTE: PI 43 deleted

#ONE COUNCIL

a well-run and innovative authority, defined by its skilled and valued workforce, committed to developing its local social impact.



Performance

| | | |
|-------|---|---------|
| PI 49 | Total co2 emissions in the borough (kt)** | 360.6 |
| PI 50 | Total co2 emissions from council assets (kt)* | 1.952 |
| PI 51 | % of council investment properties occupied | 97.0% |
| PI 52 | Average yield generated by property investment activity (%) | 7.0% |
| PI 53 | % of valid and undisputed invoices paid within 30 days | 99.8% |
| PI 54 | Total online views of public meetings | 6,596 |
| PI 55 | Corporate website accessibility compliance score (%) | 100% |
| PI 56 | Total enquiries received through the digital online platform | 284,806 |
| PI 57 | Digital customer self-service platform satisfaction score (%) | 90.2% |
| PI 58 | % of Contact Centre calls transferred to the back office | 21.6% |
| PI 59 | Total reported corporate complaints | 268 |
| PI 60 | Average processing time for new Housing Benefit claims (days) | 17.5 |

| | | |
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| PI 61 | Average processing time for Housing Benefit changes of circumstance (days) | 2.8 |
| PI 62 | Average processing time for new CTRS claims (days) | 21 |
| PI 63 | Average processing time for CTRS changes of circumstance (days) | 1.9 |
| PI 64a | % gender pay gap within council workforce – Mean* | 1.37% |
| PI 64b | % gender pay gap within council workforce – Median* | -3.50% |
| PI 65 | % of apprentices securing future employment by end of apprenticeship | 100% |
| PI 67 | % of MTFS financial savings target delivered | 66.4% |
| PI 68 | % of agreed internal audit actions implemented | 87.0% |
| PI 69 | % of information requests completed within statutory deadline | 87.8% |
| PI 70 | % meeting attendance rate of councillors | 85.2% |

* refers to previous year

** refers two years previous

NOTE: PI 66 deleted

