

Annual Performance Report: 2024-25

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



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.

The following tables, detail the suite of indicators that relate to each of the three corporate objectives, and the performance outturns for each during 2024-25.



Indicator	Title	Outturn
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 formal planning enforcement actions taken	New PI for 2025-26

* refers to previous year



Indicator	Title	Outturn
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%
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 <i>Gravesham's Big Conversation</i> 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.



Indicator	Title	Outturn
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
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.