



# ANNUAL PERFORMANCE

2019 - 20

*Delivering a Gravesham to be proud of*

Gravesham Borough Council - Corporate Plan 2019-23

**Gravesham**  
Borough Council 

*Delivering a Gravesham to be proud of*

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# INTRODUCTION

## Leader of the Executive

The past year represents the first of our elected administration; a year in which our focus has been on setting foundations for the future of Gravesham.

In October 2019 we adopted our new Corporate Plan, setting out how we will work to improve the well-being and quality of life of local residents. As a major step in helping us achieve our ambition of *Delivering a Gravesham to be proud of*, February's Budget announcement saw us put in place a package of progressive measures:

- a new Leisure Centre in 2025;
- a renewal programme for council-owned play sites;
- plans for hundreds of new council homes;
- improvements to the town centre street scene, and;
- £500,000 towards our flagship community pledge of working towards carbon neutrality by 2030.

Our work is not limited to future planning. This administration was elected on a platform of improving existing council services and I am therefore delighted to introduce our first Annual Performance report, presenting our progress to date.

What is so pleasing for me to report is how the importance of delivering what Gravesham residents need, expect and deserve has been at the heart of our work in the last year. Whether in the sustained growth of recycling, or the improvements to supporting residents - often in vulnerable circumstances - in the allocation of council properties, disabled facilities grants or new housing benefit claims, the council has made a genuine difference to local people.

Despite the positives, the emergence of Covid-19 has had a devastating impact on the borough and the council itself - one that will likely resonate for many years. If there is one message however that has shone throughout this global pandemic, it is the absolute resilience of our community: the NHS and social care sector; the voluntary and business sectors; local community residents - I am incredibly proud of how Gravesham has pulled together in the face of such a public health crisis. This has been helped in no small part by the fantastic efforts of the council's workforce in helping 8,000 residents secure vital interventions to match their specific needs and, equally, on behalf of the Government, delivering essential financial support for over 1,130 businesses in the borough, the fifth best rate in the country.

And it is this resilience, this commitment to working together as one community, that will be so vital if we are to not only begin to overcome the impact of Covid-19, but to have any chance of realising our vision of *Delivering a Gravesham to be proud of*.

Together, as one community, we really can make a difference in these most challenging of times.



Councillor John Burden  
Leader of the Executive



# OVERVIEW

In October 2019, the council adopted its [Corporate Plan](#) for 2019-23.

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 vision of *Delivering a Gravesham to be proud of*.

# PERFORMANCE

The council's adopted Corporate Plan presented a new [Performance Management Framework](#) (PMF), allowing the authority to critically evaluate progress against its stated objectives, provide industry intelligence to drive service transformation and, for residents, it delivers genuine scrutiny in how successfully the council is administering its resources.

Central to the delivery of the PMF is a commitment to a transparent performance monitoring and reporting process at all levels, both in regards to the authority and, equally, the personal development of council 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 all tiers of indicators to the Corporate Management Team, supported by detailed contextual progress updates. Subsequently reported to Cabinet and individual Cabinet Committees for consideration and scrutiny, prior to publishing on the council's digital platforms and Your Borough magazine.
- **Yearly:** Annual report against all performance indicators, presenting an outline of all relevant achievements directly contributing to the council's corporate objectives.

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 its vision for the borough.

# #1 PEOPLE

a proud community;  
where residents can  
call a safe, clean and  
attractive borough  
their home.



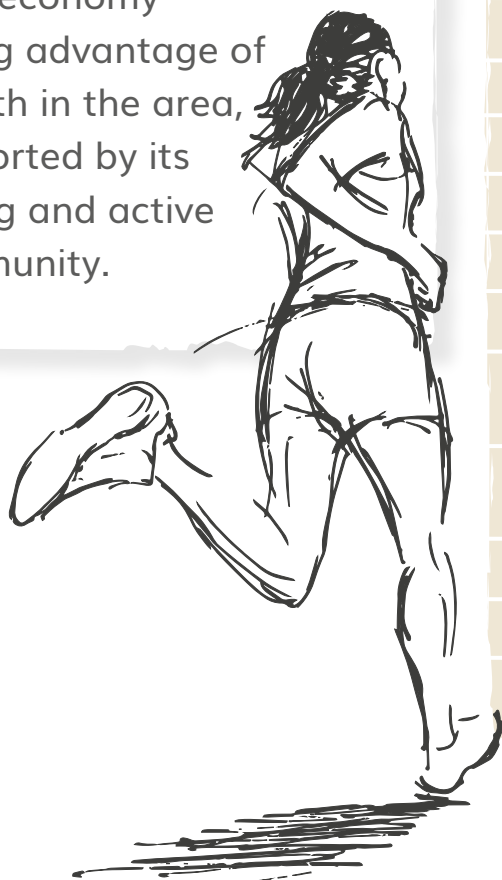
## Performance

PI 1	Total number of reported crime offences	12,824
PI 2	Total number of reported Anti-Social Behaviour incidents	2,651
PI 3	Total number of reported health and safety incidents	23
PI 4	% of broadly compliant food establishments	93.8%
PI 5	% of environmental health service requests receiving a first response within five working days	97.7%
PI 6	Total co2 emissions in the borough (kt)	473.8
PI 7	Total co2 emissions from council assets (kt)	2.5
PI 8	% of household waste recycled	42.5%
PI 9	Total volume of residual waste per household (kg)	430
PI 10	% of household waste sent to landfill	1.9%
PI 11	Average time taken to remove graffiti identified as GBC responsibility (days)	2.1
PI 12	% of areas with unacceptable levels of littering	5%
PI 13	Total number of environmental enforcement actions taken	80
PI 14	Total number of net additional homes delivered	112

PI 15	Gross number of affordable homes delivered	64
PI 16	Total number of empty private sector homes brought back into occupation	10
PI 17	Total number of private sector homes brought up to standard	21
PI 18	Average time taken to re-let council housing (days)	21
PI 19	% of Disabled Facility Grant applications processed on time	100%
PI 20	Total number of households in temporary accommodation	74
PI 21	% of emergency jobs completed on time	100%
PI 22	% of council properties with valid gas safety certification	100%
PI 23	Average processing time for Housing Benefit claims (days)	12.8
PI 24	Average processing time for changes of circumstance in Housing Benefit claims (days)	4
PI 25	% satisfaction with Customer Services (Reception)	81.3%
PI 26	Total number of reported corporate complaints	255
PI 27	% of council car parks awarded Park Mark status	100%

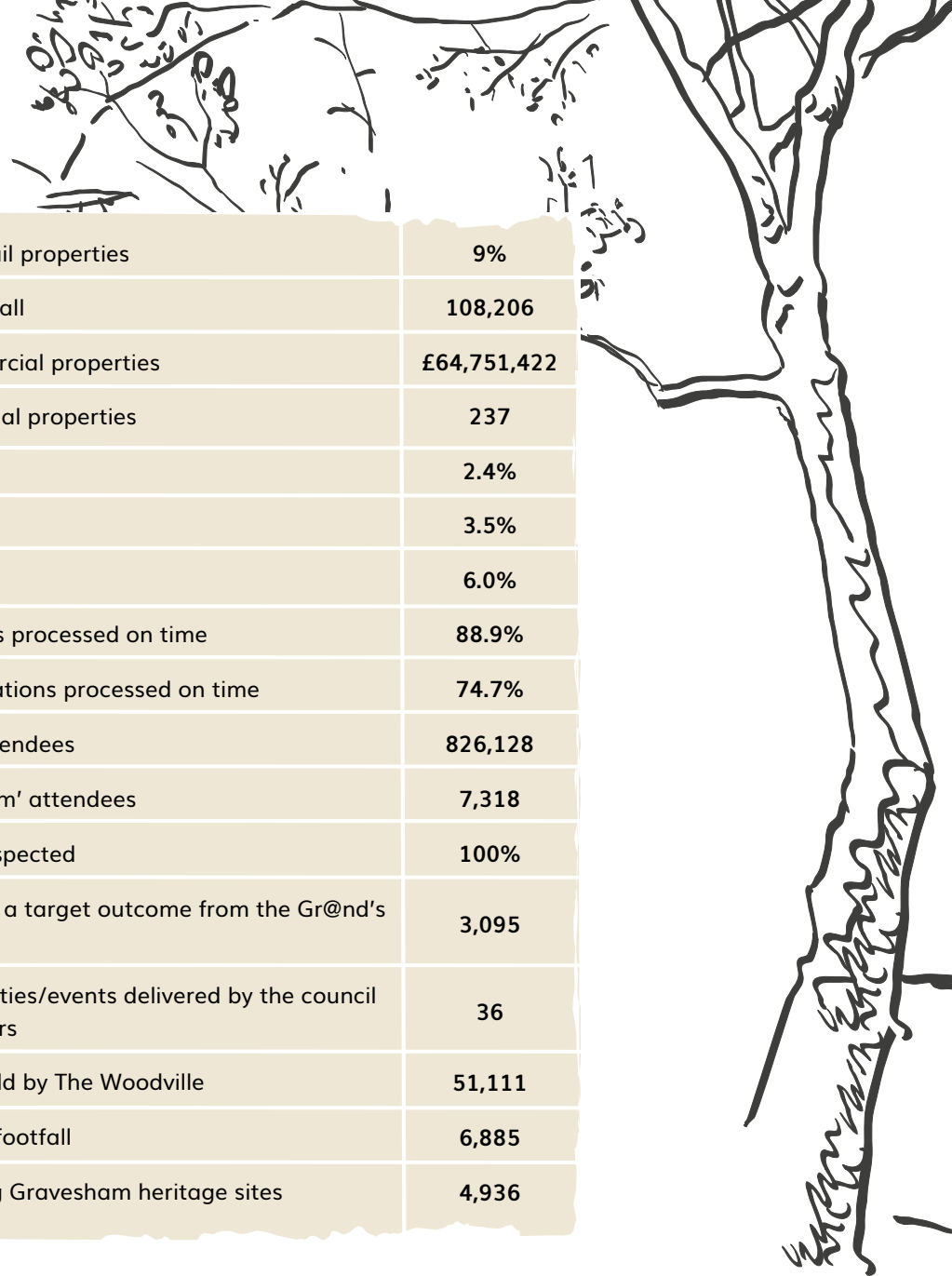
# #2 PLACE

a dynamic borough;  
defined by a vibrant  
and productive  
local economy  
taking advantage of  
growth in the area,  
supported by its  
strong and active  
community.



## Performance

PI 28	% rate of vacant town centre retail properties	9%
PI 29	Average weekly town centre footfall	108,206
PI 30	Total rateable value of all commercial properties	£64,751,422
PI 31	Total number of vacant commercial properties	237
PI 32	% net gain in new businesses	2.4%
PI 33	% rate of resident unemployment	3.5%
PI 34	% rate of youth unemployment	6.0%
PI 35	% of 'Major' planning applications processed on time	88.9%
PI 36	% of 'Non-Major' planning applications processed on time	74.7%
PI 37	Total number of leisure centre attendees	826,128
PI 38	Total number of 'Active Gravesham' attendees	7,318
PI 39	% of council playsites annually inspected	100%
PI 40	Total number of people achieving a target outcome from the Gr@nd's healthy living services	3,095
PI 41	Total number of community activities/events delivered by the council and in conjunction with its partners	36
PI 42	Total number of patron tickets sold by The Woodville	51,111
PI 43	Average weekly Borough Market footfall	6,885
PI 44	Total number of visitors attending Gravesham heritage sites	4,936



# #3 PROGRESS

an entrepreneurial authority; commercial in outlook and committed to continuous service improvement, underpinned by a skilled workforce and strong governance environment.



## Performance

PI 45	Total rental income from property investments	£1,054,720	
PI 46	Average yield generated by property investment activity	6.5%	
PI 47	Total amount secured through contractual social value	£48,186	
PI 48	% of income from commercial activity in relation to net revenue spend	18.9%	
PI 49	% of posts involved in shared service arrangements	6.5%	
PI 50	Total number of people signed up to Citizens Access	4,484	
PI 51	Total number of online self-help forms completed	232,302	
PI 52	% of workforce IT-enabled for remote working	63.7%	
PI 53	% gender pay gap across council staff	mean	6.1%
		median	-0.6%
PI 54	% of apprentices securing employment by the end of apprenticeship	72.7%	
PI 55	% of internal audit recommendations implemented	76.2%	
PI 56	% of information requests completed within statutory deadline	86%	
PI 57	% meeting attendance rate of councillors	88%	

