



# ANNUAL PERFORMANCE

## 2020 - 21

*Delivering a Gravesham to be proud of*

Gravesham Borough Council - Corporate Plan 2019-23



*Delivering a Gravesham to be proud of*

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# INTRODUCTION

## Leader of the Executive

The past year has been a year like no other; a year in which our focus has rightly been on supporting the residents and businesses of Gravesham through the devastating impact brought to our doorstep by the Covid-19 pandemic.

If there has been a shining light throughout this global crisis, it is the absolute resilience and spirit 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 challenge.

Unquestionably for myself and my Cabinet colleagues, and for the council's officers, the priority throughout the last 12 months has been to support the borough wherever and whenever we can. Whether that has been addressing the immediate health needs of some of our most vulnerable residents or designing a £1.6m economic stimulus package for the local business community, the council has worked tirelessly to adapt and evolve its local offer in these most testing of times.

Despite the significant pressures we have faced however, this administration was elected on a platform of improving existing council services and their local impact. I am therefore delighted to introduce the Annual Performance Report for the 2020-21 year to outline how we have continued our work to improve the well-being and quality of life of local residents.

When we consulted with local residents, it was made clear that the council should get more hands-on and more directly involved in our community.

To that end I have been delighted with the immediate impact of the council's new Environmental Enforcement Team. I am absolutely committed to protecting our environment and giving residents a sense of pride in where they live. I speak on behalf of everyone in the council when I say we will leave no stone unturned in tackling those who litter our borough, and in doing we will make full use of our legal powers to prosecute those who seek to pollute our environment. Gravesham deserves better and we are working hard to deliver for our residents.

The last year has also seen a number of impressive service results; a doubling of affordable homes delivered in the borough, completing 100% of emergency household repairs on time despite the logistical challenges presented by Covid-19, and a sizeable improvement in the processing of planning application times - this Annual Performance Report presents numerous areas where the council has made a genuine difference to the lives of local people.

Providing what Gravesham residents need, expect and deserve is at the heart of our work. And whilst the impact of Covid-19 is one that will live with us for some time, we are committed to realising our vision of Delivering a Gravesham to be Proud of.

Together, as one community, we really can make a difference.



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, its vision for the borough.

# 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 officers.

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

- **Quarterly:** Performance reports of all tiers of indicators to Corporate Management Team (CMT). Subsequently reported to Cabinet and individual Cabinet Committees for consideration and scrutiny, prior to publishing to the council's digital platforms and *Your Borough* magazine.
- **Yearly:** Annual report against all performance indicators, including an outline of 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.



\* refers two  
years previous

\*\* refers to  
previous year

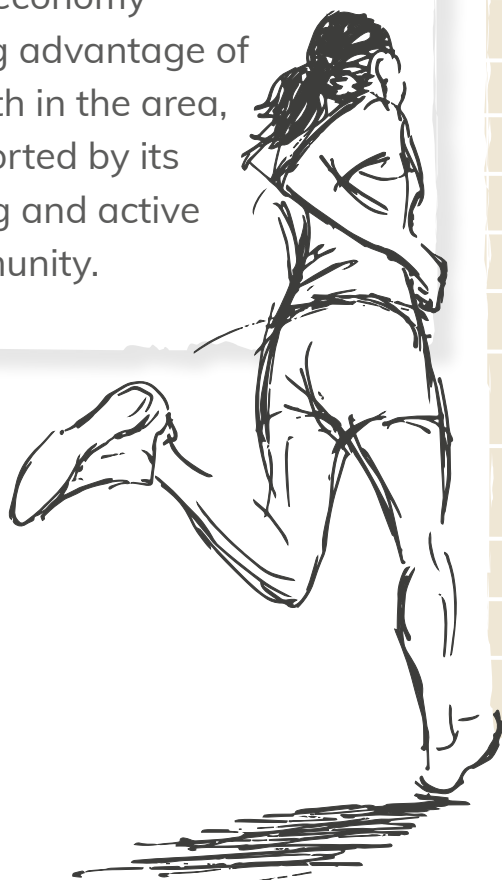
## Performance

|       |  |        |
|-------|--|--------|
| PI 1  | Total number of reported crime offences  | 11,003 |
| PI 2  | Total number of reported Anti-Social Behaviour incidents                                       | 4,249  |
| PI 3  | Total number of reported health and safety incidents   | 28     |
| PI 4  | % of broadly compliant food establishments   | 84%    |
| PI 5  | % of environmental health service requests receiving a first response within five working days | 98%    |
| PI 6  | Total co2 emissions in the borough (kt)*   | 470.2  |
| PI 7  | Total co2 emissions from council assets (kt)**   | 1.7    |
| PI 8  | % of household waste recycled  | 44.0%  |
| PI 9  | Total volume of residual waste per household (kg)  | 481.2  |
| PI 10 | % of household waste sent to landfill  | 1.4%   |
| PI 11 | Average time taken to remove graffiti identified as GBC responsibility (days)                  | 2.4    |
| PI 12 | % of areas with unacceptable levels of littering   | 4%     |
| PI 13 | Total number of environmental enforcement actions taken  | 130    |
| PI 14 | Total number of net additional homes delivered   | 202    |

|       |  |      |
|-------|--|------|
| PI 15 | Gross number of affordable homes delivered   | 135  |
| PI 16 | Total number of empty private sector homes brought back into occupation              | 25   |
| PI 17 | Total number of private sector homes brought up to standard                          | 9    |
| PI 18 | Average time taken to re-let council housing (days)                                  | 32   |
| PI 19 | % of Disabled Facility Grant applications processed on time                          | 100% |
| PI 20 | Total number of households in temporary accommodation                                | 125  |
| 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)                            | 12.4 |
| PI 24 | Average processing time for changes of circumstance in Housing Benefit claims (days) | 2.9  |
| PI 25 | % satisfaction with Customer Services (Reception)                                    | N/A  |
| PI 26 | Total number of reported corporate complaints  | 209  |
| PI 27 | % of council car parks awarded Park Mark status                                      | 100% |

## #2 PLACE

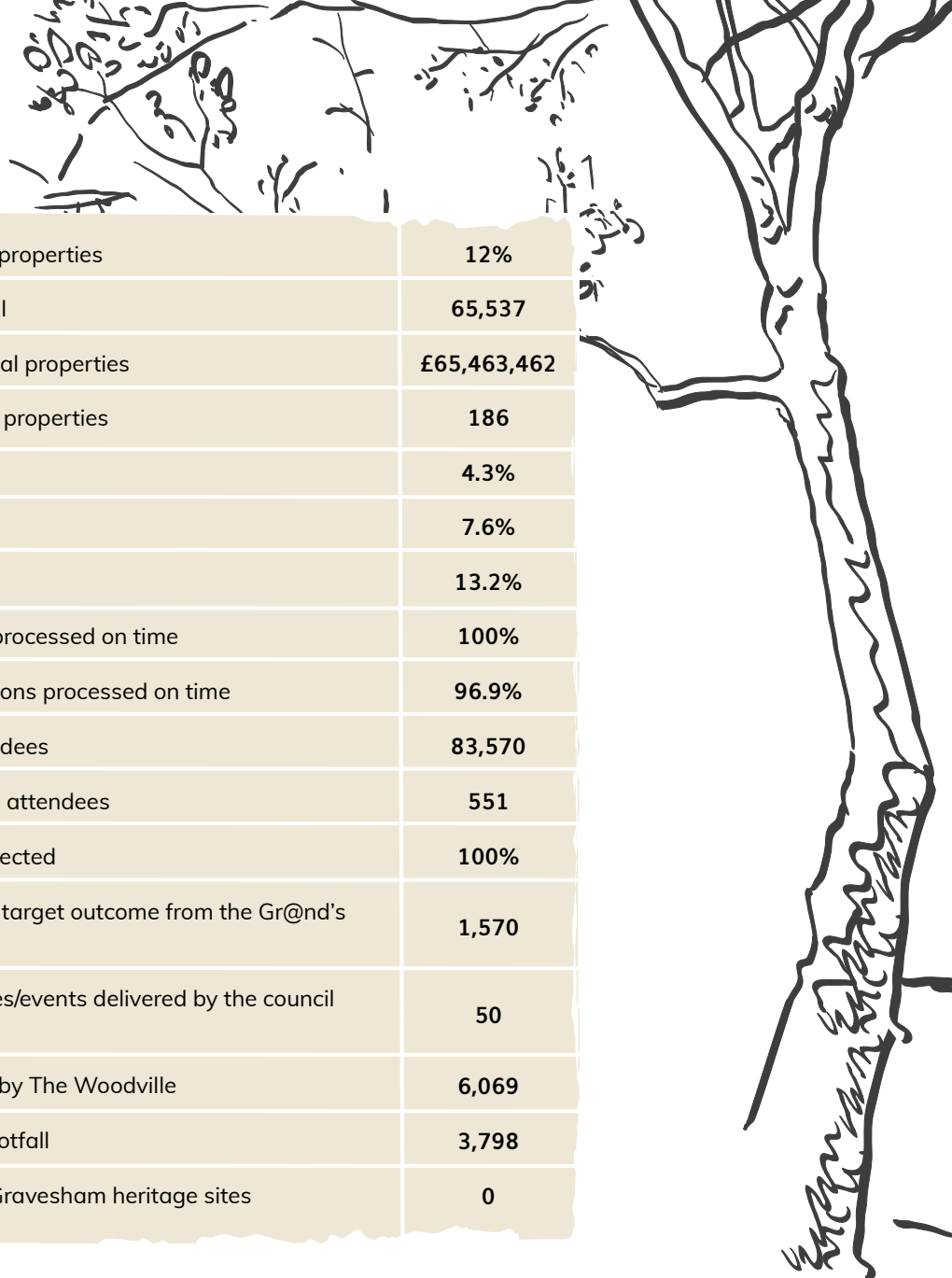
a dynamic borough;  
defined by a vibrant  
and productive  
local economy  
taking advantage of  
growth in the area,  
supported by its  
strong and active  
community.



## Performance

|       |   |             |
|-------|---|-------------|
| PI 28 | % rate of vacant town centre retail properties  | 12%         |
| PI 29 | Average weekly town centre footfall   | 65,537      |
| PI 30 | Total rateable value of all commercial properties   | £65,463,462 |
| PI 31 | Total number of vacant commercial properties  | 186         |
| PI 32 | % net gain in active businesses *   | 4.3%        |
| PI 33 | % rate of resident unemployment   | 7.6%        |
| PI 34 | % rate of youth unemployment  | 13.2%       |
| PI 35 | % of 'Major' planning applications processed on time  | 100%        |
| PI 36 | % of 'Non-Major' planning applications processed on time  | 96.9%       |
| PI 37 | Total number of leisure centre attendees  | 83,570      |
| PI 38 | Total number of 'Active Gravesham' attendees  | 551         |
| 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                | 1,570       |
| PI 41 | Total number of community activities/events delivered by the council and in conjunction with its partners | 50          |
| PI 42 | Total number of patron tickets sold by The Woodville  | 6,069       |
| PI 43 | Average weekly Borough Market footfall  | 3,798       |
| PI 44 | Total number of visitors attending Gravesham heritage sites   | 0           |

\* refers to previous year





# #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                         | £1,652,000  |
| PI 46 | Average yield generated by property investment activity               | 7.2%        |
| PI 47 | Total amount secured through contractual social value                 | £33,296     |
| PI 48 | % of income from commercial activity in relation to net revenue spend | 19.6%       |
| PI 49 | % of posts involved in shared service arrangements                    | 6%          |
| PI 50 | Total number of people signed up to Citizens Access                   | 8,594       |
| PI 51 | Total number of online self-help forms completed                      | 259,255     |
| PI 52 | % of workforce IT-enabled for remote working                          | 100%        |
| PI 53 | % gender pay gap across council staff*                                | mean 5.6%   |
|       |   | median 1.4% |
| PI 54 | % of apprentices securing employment by the end of apprenticeship     | 76.9%       |
| PI 55 | % of internal audit recommendations implemented                       | 73.5%       |
| PI 56 | % of information requests completed within statutory deadline         | 86%         |
| PI 57 | % meeting attendance rate of councillors                              | 92%         |

\* refers to previous year

