



ANNUAL PERFORMANCE

2021 - 22

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

When the council's administration was elected in May 2019, we adopted an ambitious Corporate Plan for the authority, based on what Gravesham residents need, expect and deserve to improve their well-being and quality of life.

As a major step in helping us achieve our ambition of Delivering a Gravesham to be proud of, our first 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 initiatives that facilitate our flagship community pledge of working towards carbon neutrality by 2030.

Despite the shadow of Covid-19 and the additional pressures this has presented the council in terms of ongoing support to residents and the local business community, what has been so pleasing for me to report in the last year through our Your Borough magazine, is how the authority has actively progressed against each of these commitments.

During the past 12 months the council has also continued to invest resources in key regeneration projects, such as the second phase of our town centre development and plans for new commercial space and a revitalised public realm, as well as new homes, via the Clifton Slipways and Albion Waterside initiatives.

Our work is not limited to these exciting projects. This administration was elected on a platform of improving the scale and impact of existing council services. Through our conversations with local residents, it was made clear that the council should be more proactively involved in our community, using all the levers and influence we have to bring about improved outcomes for the borough and create a protected and quality living environment. Through this Annual Performance Report, I am delighted to outline the excellent progress made in the last year.

Whether it is our commitment to addressing the impact of environmental crime, where our newly installed Enforcement Team has overseen a series of prosecutions along with a significant rise in Fixed Penalty Notices being issued to offenders, delivering a sizeable increase in much-needed affordable homes in the borough, or the improvements to supporting residents - often in vulnerable circumstances - in the allocation of council properties, disabled facilities grants and in delivering 100% of emergency jobs inside 24 hours, the council has made a real and tangible difference to the lives of local people.

Myself and my Cabinet colleagues are committed to realising our vision of Delivering a Gravesham to be Proud of.

Together, 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 three corporate objectives and supporting policy commitments that have been designed on an extensive evidence base including; a community consultation, a community needs study, and the primary manifesto aims of the elected administration.

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:



- **People:** a proud community; where residents can call a safe, clean borough their home.
- **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.
- **Progress:** an entrepreneurial authority; commercial in outlook and committed to continuous service improvement, underpinned by a skilled workforce and strong governance environment.

This Annual Performance Report aims to present a 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. 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.

The following tables detail the suite of indicators that relate to the three corporate objectives, and the performance outturns for each during 2021-22.

#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

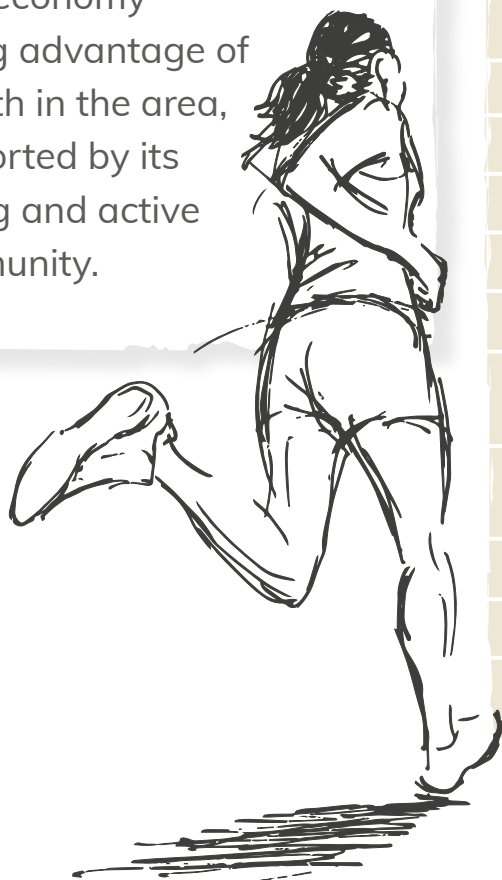
Performance

PI 1	Total number of reported crime offences	11,769
PI 2	Total number of reported Anti-Social Behaviour incidents	2,222
PI 3	Total number of reported health and safety incidents	19
PI 4	% of compliant food establishments	91.8%
PI 5	% of environmental health service requests receiving a first response within five working days	98.4%
PI 6	Total co ² emissions in the borough (kt)*	457
PI 7	Total co ² emissions from council assets (kt)**	1.760
PI 8	% of household waste recycled	42.4%
PI 9	Total volume of residual waste per household (kg)	487.9
PI 10	% of household waste sent to landfill	1.8%
PI 11	Average time taken to remove graffiti identified as GBC responsibility (days)	2.2
PI 12	% of areas with unacceptable levels of littering	5%
PI 13	Total number of environmental enforcement actions taken	307
PI 14	Total number of net additional homes added to the council tax valuation list	383

PI 15	Gross number of affordable homes delivered	230
PI 16	Total number of empty private sector homes brought back into occupation	8
PI 17	Total number of private sector homes brought up to standard	7
PI 18	Average time taken to re-let council housing (days)	35
PI 19	% of Disabled Facility Grant applications processed on time	100%
PI 20	Total number of households in temporary accommodation	162
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)	16.4
PI 24	Average processing time for changes of circumstance in Housing Benefit claims (days)	4.4
PI 25	% satisfaction with Customer Services (Reception)	N/A
PI 26	Total number of reported corporate complaints	249
PI 27	% of council car parks awarded Park Mark status	100%

#2 PLACE

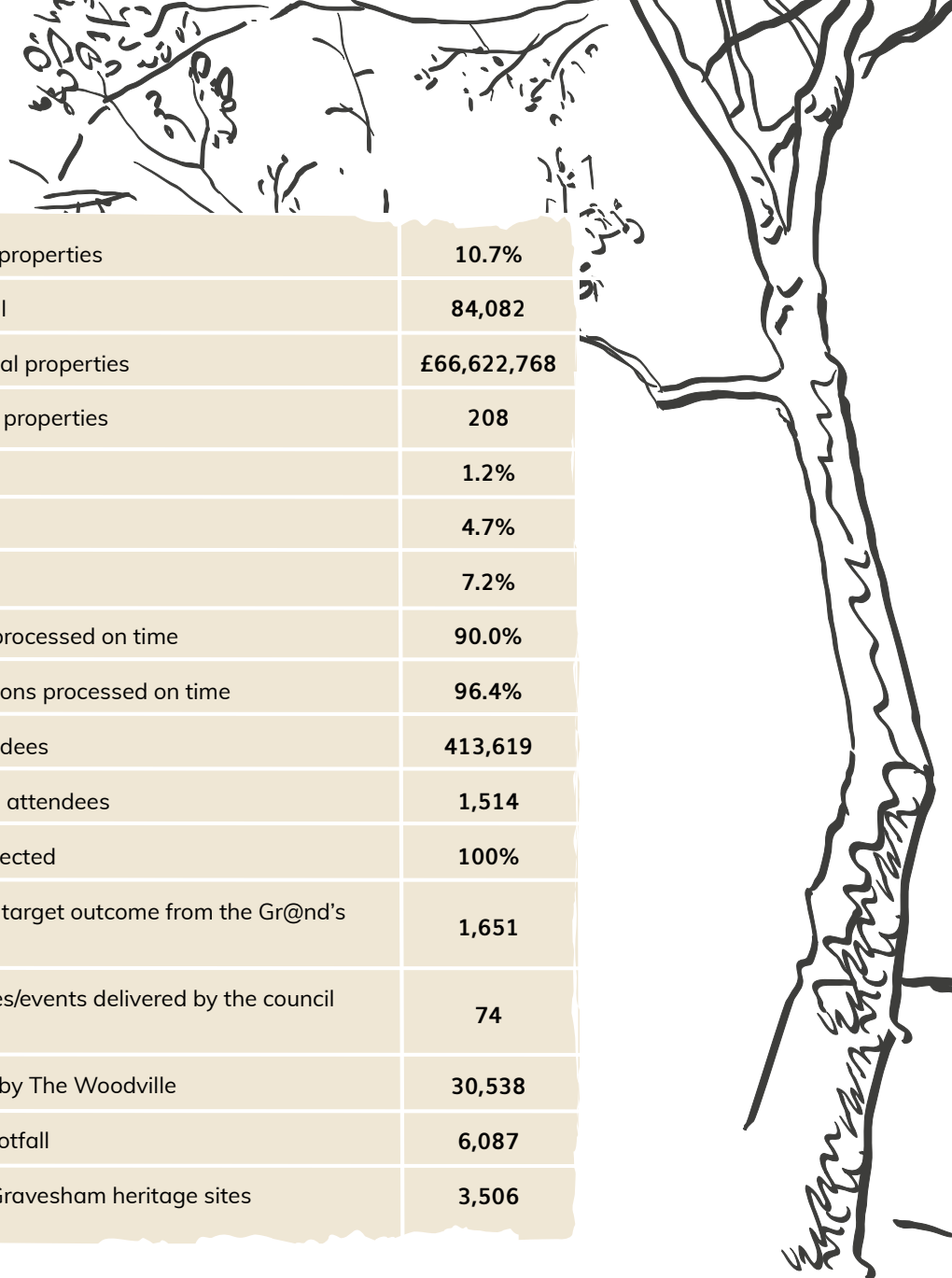
a dynamic borough;
defined by a vibrant
and productive
local economy
taking advantage of
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supported by its
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Performance

PI 28	% rate of vacant town centre retail properties	10.7%
PI 29	Average weekly town centre footfall	84,082
PI 30	Total rateable value of all commercial properties	£66,622,768
PI 31	Total number of vacant commercial properties	208
PI 32	% net gain in active businesses *	1.2%
PI 33	% rate of resident unemployment	4.7%
PI 34	% rate of youth unemployment	7.2%
PI 35	% of 'Major' planning applications processed on time	90.0%
PI 36	% of 'Non-Major' planning applications processed on time	96.4%
PI 37	Total number of leisure centre attendees	413,619
PI 38	Total number of 'Active Gravesham' attendees	1,514
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	1,651
PI 41	Total number of community activities/events delivered by the council and in conjunction with its partners	74
PI 42	Total number of patron tickets sold by The Woodville	30,538
PI 43	Average weekly Borough Market footfall	6,087
PI 44	Total number of visitors attending Gravesham heritage sites	3,506

* 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		£1,474,300
PI 46	Average yield generated by property investment activity		6.4%
PI 47	Total amount secured through contractual social value		£50,875
PI 48	% of income from commercial activity in relation to net revenue spend		19.8%
PI 49	% of posts involved in shared service arrangements		5.4%
PI 50	Total number of people signed up to Citizens Access		12,592
PI 51	Total number of online self-help forms completed		263,328
PI 52	% of workforce IT-enabled for remote working		100%
PI 53	% gender pay gap across council staff*	mean	-0.3%
		median	0%
PI 54	% of apprentices securing employment by the end of apprenticeship		80.0%
PI 55	% of internal audit recommendations implemented		69.8%
PI 56	% of information requests completed within statutory deadline		85.0%
PI 57	% meeting attendance rate of councillors		89.0%

* refers to previous year

