



ANNUAL PERFORMANCE

2022 - 23

Delivering a Gravesham to be proud of

Gravesham Borough Council - Corporate Plan 2019-23



Delivering a Gravesham to be proud of

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 ambition 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 2022-23.

#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

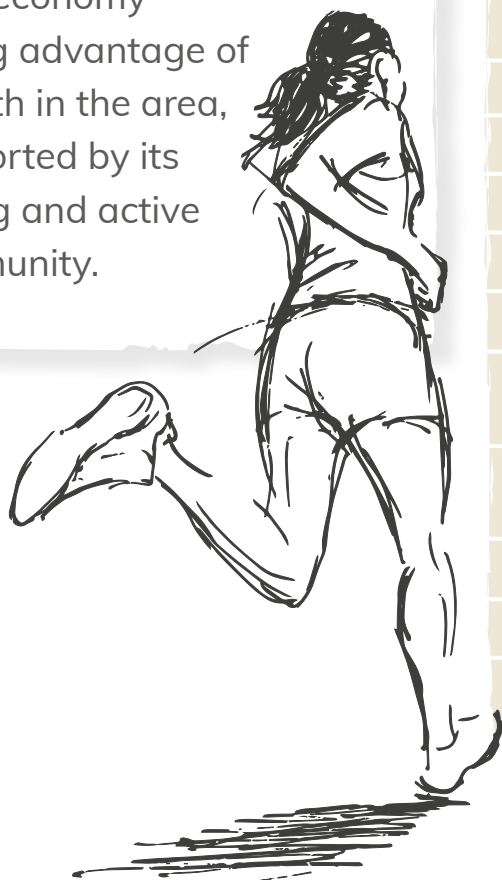
Performance

PI 1	Total number of reported crime offences	11,050
PI 2	Total number of reported Anti-Social Behaviour incidents	1,959
PI 3	Total number of reported health and safety incidents	21
PI 4	% of compliant food establishments	96.4%
PI 5	% of environmental health service requests receiving a first response within five working days	96.8%
PI 6	Total co ² emissions in the borough (kt)*	395.5
PI 7	Total co ² emissions from council assets (kt)**	2.211
PI 8	% of household waste recycled	40.4%
PI 9	Total volume of residual waste per household (kg)	481.0
PI 10	% of household waste sent to landfill	1.9%
PI 11	Average time taken to remove graffiti identified as GBC responsibility (days)	1.8
PI 12	% of areas with unacceptable levels of littering	4%
PI 13	Total number of environmental enforcement actions taken	385
PI 14	Total number of net additional homes added to the council tax valuation list	427

PI 15	Gross number of affordable homes delivered	76
PI 16	Total number of empty private sector homes brought back into occupation	4
PI 17	Total number of private sector homes brought up to standard	6
PI 18	Average time taken to re-let council housing (days)	23
PI 19	% of Disabled Facility Grant applications processed on time	100%
PI 20	Total number of households in temporary accommodation	207
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)	20.2
PI 24	Average processing time for changes of circumstance in Housing Benefit claims (days)	5.4
PI 25	% satisfaction with Customer Services (Reception)	N/A
PI 26	Total number of reported corporate complaints	213
PI 27	% of council car parks awarded Park Mark status	100%

#2 PLACE

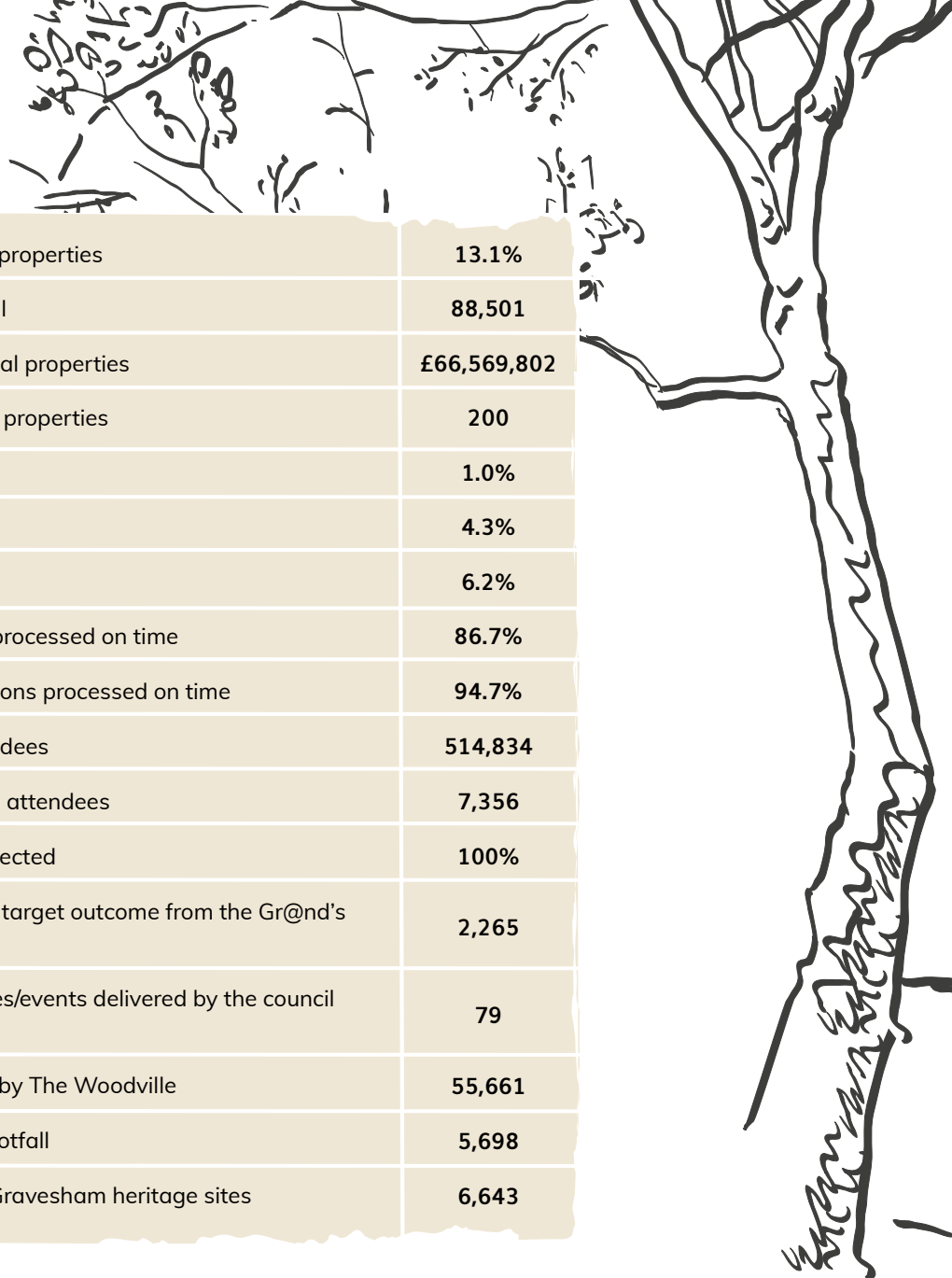
a dynamic borough;
defined by a vibrant
and productive
local economy
taking advantage of
growth in the area,
supported by its
strong and active
community.



Performance

PI 28	% rate of vacant town centre retail properties	13.1%
PI 29	Average weekly town centre footfall	88,501
PI 30	Total rateable value of all commercial properties	£66,569,802
PI 31	Total number of vacant commercial properties	200
PI 32	% net gain in active businesses *	1.0%
PI 33	% rate of resident unemployment	4.3%
PI 34	% rate of youth unemployment	6.2%
PI 35	% of 'Major' planning applications processed on time	86.7%
PI 36	% of 'Non-Major' planning applications processed on time	94.7%
PI 37	Total number of leisure centre attendees	514,834
PI 38	Total number of 'Active Gravesham' attendees	7,356
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	2,265
PI 41	Total number of community activities/events delivered by the council and in conjunction with its partners	79
PI 42	Total number of patron tickets sold by The Woodville	55,661
PI 43	Average weekly Borough Market footfall	5,698
PI 44	Total number of visitors attending Gravesham heritage sites	6,643

* 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		£1,088,413
PI 46	Average yield generated by property investment activity		4.9%
PI 47	Total amount secured through contractual social value		£34,380
PI 48	% of income from commercial activity in relation to net revenue spend		15.6%
PI 49	% of posts involved in shared service arrangements		6.0%
PI 50	Total number of people signed up to Citizens Access		15,994
PI 51	Total number of online self-help forms completed		281,415
PI 52	% of workforce IT-enabled for remote working		100%
PI 53	% gender pay gap across council staff*	mean	-2.8%
		median	-8.1%
PI 54	% of apprentices securing employment by the end of apprenticeship		100%
PI 55	% of internal audit recommendations implemented		85.0%
PI 56	% of information requests completed within statutory deadline		93.6%
PI 57	% meeting attendance rate of councillors		85.0%

* refers to previous year

