Corporate Performance Management Framework: 2023-27

1: Introduction

Managing performance is part of everyday effective working practices and is integral to all that we do as a local authority.

As a key part of the council's broader system of corporate governance, this performance management framework (PMF) ultimately underpins the delivery of our corporate objectives and associated policy commitments, as we work towards our ambition of a borough where we are all *Together - Proud to be Gravesham*.

Operationally, the PMF details how we as a local authority use information, data, and business intelligence, to make informed decisions, drive continuous improvement, and ensure a comprehensive, consistent, and robust approach to performance management.

This document is prepared for elected Members, managers, officers, partner agencies, and local residents to fully explain the council's adopted performance management processes.

2: Definition

Gravesham Borough Council is committed to embedding performance management at the heart of service delivery.

Where it is effective, policy decisions are fully informed in their design, services are transparent in their delivery, and outcomes reviewed on a timely basis to drive continuous improvement and secure optimum community impact at best value.

Where key elements of performance management are weak, the basis for decision making is often unclear, stakeholders are poorly informed, and services are ineffective resulting in limited community impact and poor value for money.

As an integral part of our *Golden Thread*, this clear and accountable corporate PMF establishes a systematic monitoring and evaluation of service practice, policies, and working procedures.

In doing so, it is designed to provide early insight of operational challenges, allowing priorities to be adjusted and resources reassigned to ensure we deliver our corporate objectives and provide the outcomes expected and needed by the community.

Specifically this document therefore establishes the roles, responsibilities, and reporting regime involved in the management of corporate performance, as established by the council's adopted Corporate Plan 2023-27:

Corporate Objective #3 - One Borough

- *Robust standards: a comprehensive, timely and benchmarked framework of performance management, delivered by services built on corporate principles and sound internal controls.*

3: Drivers

There are various internal and external drivers that present the need for a robust and comprehensive PMF that informs evidence based policy decision making and, crucially, demonstrates the impact and outcomes of council services in tackling local community needs, including:

- External:
  - Government legislative programme;
  - National and regional policy:
  - National statutory returns e.g. single data list;
  - Government funding of local authorities;
  - External audit review;
  - Integrated working through corporate partnerships;
  - Comparative 'nearest neighbour' performance benchmarking; and
  - LGA Peer Challenge and other sector-led improvement.

- Internal:
  - Corporate Plan;
  - Constitution;
  - Code of Corporate Governance;
  - Medium Term Financial Strategy (inc. Change Strategy);
  - Community Engagement Strategy; and
  - Community Profile.

4: Method

In order to successfully deliver on our ambition for the borough, we have implemented a *Golden Thread*; a continuous cycle connecting the corporate aims, policy framework, and delivery plans of the council, with the actions of Members, officers, and partners at all levels.

To be successful, it is vital that all corporate policies, strategies, and business plans are fully informed, designed, and resourced to support the delivery of our corporate objectives. This PMF forms an essential part of the jigsaw, providing the tools and working practices to inform strategic decision making and, importantly, to ensure everyone is aware of and responsible for delivering expected levels of performance. The PMF supports the following corporate documents:

- Corporate Plan: presents our ambition for the borough and a suite of corporate objectives with which to guide council activity, against which this PMF is established.

- Corporate policies and strategies: identify specific areas of focus for services to deliver the council's corporate objectives at the required level of community impact.

- Service Business Plans: present a detailed annual programme of work for service priorities, directly linked to the delivery of corporate objectives. In doing so, business plans establish appropriate financial budgeting, performance monitoring, and review processes.

- Officer appraisals: officers are responsible for their own performance in supporting their service in the delivery of corporate objectives. Personal milestones are established in the annual appraisal process and continuously reviewed, complemented by effective training.

5: Responsibility

As established within the council's *Golden Thread*, everyone has a responsibility in the delivery of the council's ambition for the borough. As such, everyone therefore has a stake in the effective management of performance within the authority.

- Council: Members are ultimately accountable to the electorate and all community stakeholders for the overall performance of council services.

- Cabinet: Cabinet establishes the council's ambition, corporate objectives, and associated policy commitments, as set out in the Corporate Plan. In doing so, Cabinet actively works with and holds officers to account in the plan's successful delivery.

  Each Cabinet Member has a portfolio of services and activities for which they take responsibility, as detailed in the council's Constitution, and are actively involved in reviewing performance in relation to their portfolio; chairing Cabinet committees that receive quarterly performance reports, including quantitative and qualitative PMF material.

  Cabinet is also responsible for proposing the council's associated Annual Budget which is modelled on the delivery of the adopted corporate objectives.

- Corporate Management Team: Corporate Management Team (CMT) advise elected Members regarding the design and adoption of the council's ambition and corporate priorities. Providing strategic oversight of the PMF and its relevant governance and application, CMT reviews operational progress, identifying relevant areas for improvement and establishing appropriate intervention.

  CMT also has responsibility for promoting the integration of performance management into the culture of the council and for ensuring that timely performance information is appropriately used in decision making and is 'fit for purpose'.

- Wider Management Team: Collectively forming the authority's Wider Management Team (WMT), individual Heads of Service are responsible for the overall operational performance of their respective teams in supporting delivery of the council's adopted Corporate Plan.

  The WMT establish resourced annual business plans setting appropriate planning, monitoring, and review processes with officers. This process also involves developing governance arrangements to ensure quality, robust, and timely performance material is collected and reported within their areas of responsibility. Where performance is ultimately assessed as below acceptable levels, Heads of Service are held accountable to Cabinet and the CMT in developing appropriate plans for targeted intervention.

  Operationally, Heads of Service lead the two-way communication of corporate intelligence and performance management with their respective teams. Managers are also responsible for ensuring their staff have regular appraisals and for reviewing the training and skills needed to carry out roles effectively, including corporate and departmental performance procedures.

- Officers: All council officers have a responsibility to manage their own performance. Each member of staff will be set specific personal milestones through an annual appraisal process, as part of the council's Workforce Development Plan. As well as identifying actions and targets for the current year, relevant training and personal development needs are identified through the appraisal process. Formal procedures exist to address continual and serious cases of under-performance.

- Strategic Policy & Performance Team: Leading the development and ongoing awareness of the council's Corporate Plan and associated objectives, the team establishes the authority's approach to corporate performance management.

  The team provides support and guidance to the Cabinet and CMT in delivering the performance management framework, including elements such as; the creation, collection and calculation of performance indicators, monitoring of achievement against corporate priorities, peer benchmarking, service planning, performance publications, and associated policy and performance research.

  The team also produces the Annual Governance Statement on behalf of the Leader and Chief Executive, approved by the Finance and Audit Committee, with CIPFA/SOLACE's *Delivering Good Governance in Local Government* framework identifying a sound PMF as a crucial component of an effective corporate governance environment.

- Audit: Internal Audit regularly analyse performance data held and used by departments through their annual audit review programme. These reviews may present concerns or risk associated with performance material, resulting in spot-checks of data quality. The team's work helps to ensure that robust procedures are in place to effectively collect performance data.

  In addition, alongside the Strategic Policy and Performance Team, Internal Audit conduct an annual review of reported performance as required at year-end. These checks are selected based upon a risk-based process using the methodology presented at Appendix 1.

- Gravesham residents / partners / businesses / media: For each elected administration, the council develops a Corporate Plan based upon community needs and expectations for frontline services. In line with the council's governance principles, the authority is committed to transparency and regularly publicises reports and publications that outline its level of service performance, providing all local stakeholders with the ability to hold the council accountable.

6: Monitoring

A comprehensive and robust PMF is essential to any successful organisation. Our adopted PMF allows us to critically evaluate progress against our stated objectives, provides industry intelligence that can drive service transformation, and for residents, it delivers genuine scrutiny in how successful the council is in administering its resources. Central to the successful delivery of the PMF is a commitment to a regular and transparent performance monitoring and reporting process at all levels, both in regard to the authority and the personal development of officers. These arrangements are set out in the table below.

Report	Audience	Frequency	Detail
Corporate Performance	Cabinet, CMT and Public	Quarter	Comprehensive reports of all corporate performance indicators are presented to CMT 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. These reports provide access to timely and accurate information about service delivery, supporting both executive decision making and intervention to address any barriers to good performance. Material is then published via the council's digital platforms and *Your Borough* publication.
Annual Performance	Cabinet, CMT and Public	Annual	Although not a statutory requirement, the council also reports details of the year-end outturns for the PMF in its audited Annual Performance Report. Data here provides an effective position statement for the authority and supports the external auditor conclusion as to the value for money being delivered by council services towards its corporate objectives and frontline services.
Management Indicator	CMT	Quarter	Management indicators present core operational data regarding the day to day running of council services. Acting in support of the performance indicator suite, quarterly reporting enables early and effective intervention and redirection of resources to those areas deemed underperforming or in need of additional support due to the operating environment or customer demands.
Corporate Benchmarking	CMT	Ongoing	To further embed a performance-related culture within the council, the PMF is also analysed against other local authorities. This approach enables us to better understand our comparative levels of service performance aligned to expenditure and, equally, to identify opportunities for improvement in the quality and efficiency of council services.

7: Indicators

The council recognises the importance of an effective, transparent, and intelligence-led performance management culture informed by officers, Members, and residents. Central to that aim is a comprehensive and robust PMF.

Whilst section 6 presents all tiers of formally monitored performance within this PMF, the table below specifically details the adopted corporate performance indicators alongside the responsible Cabinet portfolios. These are established to act as a direct link towards, and an indicator of, the successful achievement of the council's adopted corporate objectives and, ultimately, our ambition of delivering a borough where we are all; *Together - Proud to be Gravesham*.

#One Borough

Commitment	Indicator	Title	Frequency	Portfolio
Safer Gravesham	PI 1	Total GBC-reported Anti-Social Behaviour incidents	Quarter	Leader
Safer Gravesham	PI 2	Total safeguarding referrals made by GBC	Quarter	Leader
Regulatory compliance	PI 3	% of compliant food establishments	Quarter	Operational Services
Regulatory compliance	PI 4	% of valid taxi and private hire licence applications issued within 10 working days	Quarter	Operational Services
Cleaner environment	PI 5	Total Environmental Protection cases completed	Quarter	Operational Services
Cleaner environment	PI 6	% of household waste recycled	Quarter	Operational Services
Cleaner environment	PI 7	Volume of residual waste per household (kg)	Quarter	Operational Services
Attractive borough	PI 8	% of cleanliness reports completed within 5 working days	Quarter	Operational Services
Attractive borough	PI 9	Total environmental enforcement actions taken	Quarter	Operational Services
Parking pledge	PI 10	Total number of car park uses	Quarter	Leader
Parking pledge	PI 11	Total EV charging devices per 100,000 population	Annual	Leader

Commitment	Indicator	Title	Frequency	Portfolio
Vibrant Gravesham	PI 12	Total rateable value of all commercial properties (£)	Quarter	Leader
Energised economy	PI 13	% of employees in the Knowledge Economy	Annual	Community and Leisure
Energised economy	PI 14	3-year survival rate of Gravesham businesses (%)	Annual	Community and Leisure
Skills offer	PI 15	% of residents with NVQ Level 3+ qualification	Annual	Community and Leisure
Skills offer	PI 16	% rate of resident unemployment	Quarter	Community and Leisure
Revitalised towns	PI 17	Average weekly town centre footfall	Quarter	Community and Leisure
Revitalised towns	PI 18	Town centre commercial vacancy rate (%)	Quarter	Community and Leisure
Sustainable development	PI 19	% of 'major' planning applications processed on time	Quarter	Strategic Environment
Sustainable development	PI 20	% of 'minor' planning applications processed on time	Quarter	Strategic Environment
Sustainable development	PI 21	% of 'other' planning applications processed on time	Quarter	Strategic Environment
Sustainable development	PI 22	Total formal planning enforcement actions taken	Quarter	Strategic Environment

#One Community

Commitment	Indicator	Title	Frequency	Portfolio
Ambitious building	PI 23	Total net additional homes added to the Council Tax valuation list	Quarter	Strategic Environment
Ambitious building	PI 24	Total affordable homes delivered	Annual	Housing Services
Enforced standards	PI 25	Total long-term empty homes brought back into use	Annual	Housing Services
Enforced standards	PI 26	Total notices served on private sector homes due to identified safety hazards	Quarter	Housing Services
Enforced standards	PI 27	Total licensed Houses in Multiple Occupation	Quarter	Housing Services
Progressive landlord	PI 28	Overall housing tenant survey satisfaction score (%)	Annual	Housing Services
Progressive landlord	PI 29	Average time taken to re-let council housing (days)	Quarter	Housing Services
Safeguarded residents	PI 30	% of Disabled Facility Grant applications processed within 20 days	Quarter	Housing Services
Safeguarded residents	PI 31	Total households in temporary accommodation	Quarter	Housing Services
Safeguarded residents	PI 32	Total households prevented or relieved of homelessness	Quarter	Housing Services
Safeguarded residents	PI 33	Average verified rough sleepers in the borough	Quarter	Housing Services
Quality living	PI 34	% of emergency repair jobs completed on time	Quarter	Housing Services
Quality living	PI 35	% of council homes with valid electrical safety certification	Quarter	Housing Services
Quality living	PI 36	% of council homes with valid gas safety certification	Quarter	Housing Services
Quality living	PI 37	% of council homes with energy efficiency EPC C+ rating	Annual	Housing Services
Quality living	PI 38	% of council homes meeting the Decent Homes Standard	Annual	Housing Services

Commitment	Indicator	Title	Frequency	Portfolio
Healthy living	PI 39	Total leisure centre attendees	Quarter	Community and Leisure
Healthy living	PI 40	% of adults who are physically active	Annual	Community and Leisure
Supported lives	PI 41	Total individuals supported through a public health programme	Quarter	Community and Leisure
Supported lives	PI 42	% of public health programme participants from a minority ethnic group	Quarter	Community and Leisure
Improved well-being	PI 43 - **DELETED**	Total council parks meeting Green Flag criteria	Annual	Community and Leisure
Improved well-being	PI 44	% of time council play parks available for use	Quarter	Community and Leisure
Community capital	PI 45	Total community engagement activities delivered by GBC and our partners	Annual	Community and Leisure
Community capital	PI 46	Total Gravesham's Big Conversation participants	Annual	Community and Leisure
Cultural hub	PI 47	Total art and culture activity participants	Quarter	Community and Leisure
Cultural hub	PI 48	Total visitors attending Gravesham heritage sites	Annual	Community and Leisure

#One Council

Commitment	Indicator	Title	Frequency	Portfolio
Climate action	PI 49	Total co^2 emissions in the borough (kt)	Annual	Leader
Climate action	PI 50	Total co^2 emissions from council assets (kt)	Annual	Leader
Financial innovation	PI 51	% of council investment properties occupied	Quarter	Leader
Financial innovation	PI 52	Average yield generated by property investment activity (%)	Annual	Leader
Financial innovation	PI 53	% of valid and undisputed invoices paid within 30 days	Quarter	Leader
Trusted authority	PI 54	Total online views of public meetings	Quarter	Leader
Digital transformation	PI 55	Corporate website accessibility compliance score (%)	Quarter	Leader
Digital transformation	PI 56	Total enquiries received through the digital online platform	Quarter	Leader
Digital transformation	PI 57	Digital customer self-service platform satisfaction score (%)	Quarter	Leader
Customer excellence	PI 58	% of Contact Centre calls transferred to the back office	Quarter	Leader
Customer excellence	PI 59	Total reported corporate complaints	Quarter	Performance and Administration
Customer excellence	PI 60	Average processing time for new Housing Benefit claims (days)	Quarter	Performance and Administration
Customer excellence	PI 61	Average processing time for Housing Benefit changes of circumstance (days)	Quarter	Performance and Administration
Customer excellence	PI 62	Average processing time for new CTRS claims (days)	Quarter	Performance and Administration
Customer excellence	PI 63	Average processing time for CTRS changes of circumstance (days)	Quarter	Performance and Administration

Commitment	Indicator	Title	Frequency	Portfolio
Platinum employer	PI 64	% gender pay gap within council workforce (mean & median)	Annual	Leader
Platinum employer	PI 65	% of apprentices securing future employment by end of apprenticeship	Annual	Leader
Trusted authority	PI 66	Overall resident survey satisfaction score	Annual	Leader
Financial responsibility	PI 67	% of MTFS financial savings target delivered	Quarter	Leader
Robust standards	PI 68	% of agreed internal audit actions implemented	Quarter	Performance and Administration
Corporate compliance	PI 69	% of information requests completed within statutory deadline	Quarter	Performance and Administration
Corporate compliance	PI 70	% meeting attendance rate of councillors	Quarter	Leader

8: Quality

At the heart of this corporate PMF is a commitment to the importance of quality; collecting, analysing, and reporting quality performance material.

To embed this commitment within working processes, the council has adopted six key principles, accepted as industry best practice:

- Accurate: outturns should be sufficiently accurate for the intended purposes, enabling robust decision-making at all levels.

- Valid: data should be recorded, presented, and used in compliance with all statutory requirements, enabling true analysis to be made over time.

- Reliable: to support trend analysis on which this PMF is based, outturns should reflect consistent collection processes, ensuring progress is 'real' rather than due to changes in calculation.

- Timely: outturns should be captured quickly and reported within a reasonable and relevant period aiding informed decision making.

- Relevant: recorded material should be relevant to the purpose for which it is used and those it is intended for.

- Complete: data requirements should be clearly specified, based on the information needs of the council, and comprehensive in the inclusion of all core service areas.

In working to deliver the highest possible quality of performance material to manage services effectively and demonstrate continuous improvement, this PMF therefore establishes the following series of practical measures:

- Awareness: ensure all officers, Members, contractors, and partners involved in the collection, monitoring, and reporting of corporate performance know the expected standard of practice.

- Procedure: working alongside the Strategic Policy and Performance and Internal Audit teams, responsible reporting officers will design procedure notes for the collecting, monitoring, and reporting of all corporate performance indicators. Procedure notes are an essential control in the robust governance of the PMF.

- Verification: in developing the council's Annual Performance Report, at year-end the Strategic Policy and Performance Team will carry out a risk-based verification process involving all corporate performance indicators (Appendix 1). Indicators assessed as 'high risk' will be passed to the Internal Audit Team for an in-depth review, before the report is presented to the CMT and Cabinet ahead of publication.

- Intervention: in establishing a continuous cycle of development in performance quality controls, the Strategic Policy and Performance Team will undertake informal in-year interventions. These will be reactive to identified risks to performance material or proactively enabling new performance indicators to be adopted into the PMF.

9: Review

A new PMF will be established as part of the council's four-year Corporate Plan cycle. Operating under a programme of annual reviews, amendments to the PMF throughout the administrative period will be presented for approval to the CMT and circulated to elected Members, CMT and all other reporting officers.

The PMF will be made available through publication to the council's website.

Sources

[Corporate Plan](#)

[Corporate Performance](#)

[Constitution](#)

[Code of Corporate Governance](#)

[Medium Term Financial Strategy](#)

[Change Strategy](#)

[Community Engagement Strategy](#)

[Your Borough Magazine](#)

[Community Profile](#)

Appendix 1

Annual review of corporate performance indicators

The council reports details of the year-end outturns for the PMF in its Annual Performance Report.

In developing this, the Strategic Policy and Performance Team, working alongside Internal Audit, undertake an annual review of all reported performance material as required at year-end.

To determine the appropriate level of review, a risk-based approach is applied to all corporate performance indicators. Where any of the criteria set out below apply to the suite of performance indicators, they will ultimately be verified by both Strategic Policy and Performance and Internal Audit teams:

1. Is this a new indicator?

2. Has there been a change in the indicator methodology?

3. Has there been a change in the information systems used?

4. Has a new reporting officer been appointed?

5. Did the last audit identify any areas of concern?

6. Has it been more than four years since last audit verification?

Following verification, sign-off is achieved if the Strategic Policy and Performance and Internal Audit Teams agree the calculation of the reported outturn and are satisfied that the definition, as prescribed in the associated procedure note, has been met.

If the teams do not agree with the outturn, or are not satisfied with the evidence provided, in liaison with the Strategic Policy and Performance Team the reporting officer will be asked to provide further evidence or clarification before sign-off is achieved and the outturn presented in the council's Annual Performance Report.