

## Annual Performance Report: 2023-24

### Introduction: Leader of the Executive

The past year represents the first of our re-elected administration; a year in which our focus has been on building on the foundations for the future of Gravesham that we put in place over the previous four years.

October saw us adopt our new Corporate Plan for the 2023-27 period, setting out how we will work to improve the well-being and quality of life of local residents. Gravesham is an incredible and historic borough, with an immense amount of potential to unlock. Yet is also a place of structural social challenges around deprivation and health inequalities. In building a borough where together we are proud to be Gravesham, we have worked hard in the last 12 months to put in place the building blocks needed to deliver tangible change.

From securing £22m of Levelling Up funding for town centre regeneration and economic stimulus, achieving planning permission for the new Cascades leisure centre as a strategic community hub, the purchase of 160 acres of farmland near Istead Rise to protect it from development and ensure great Biodiversity Net Gain for the borough, through to the work involved in administering the largest planning application ever considered by the authority for the Northfleet Harbourside project - set to deliver 3,000 jobs and 3,500 homes - the economic, housing, and cultural regeneration of the borough is at the heart of our Corporate Plan. I am therefore delighted to report on what has been a strong first year and am excited about the future as we work towards the adoption and delivery of our transformational Gravesham 2040 programme.

But our work has not been limited to future planning. This administration was elected on a platform of improving existing council services and this annual report highlights the impact of our efforts for local residents.

One such example is the work undertaken for homeless households. We all know the importance a stable home offers. Sustainable housing provides a platform to tackle public health inequalities, increase social mobility, and deal with some of the acute challenges faced by our most vulnerable residents.

It gives me immense pride to have seen our efforts in the last year to introduce GBC Lettings. This new, creative initiative has enabled us to provide secure housing for 24 households, removing them from temporary accommodation arrangements and giving them the best possible opportunity for their future lives. In turn, this has helped save the authority over £400,000 as part of our efforts to tackle the challenge presented by our identified budget gap, in what is an area of our business that, like many, has seen an exceptional growth in demand in recent years.

This administration will always work to ensure that providing what Gravesham residents need, expect, and deserve is at the heart of our work.

Together, as one community, we really can be proud to be Gravesham.

Councillor John Burden Leader of the Executive

## Overview

In October 2023, the council adopted its Corporate Plan for 2023-27.

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:

- One Borough: a safe, clean, and attractive living environment, enhanced by a sustainable and increasingly energised local economy.
- One Community: an active, engaged and culturally enriched population, built on the foundations of an affordable and quality local housing offer.
- One Council: a well-run and innovative authority, defined by its skilled and valued workforce, committed to developing its local social impact.

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 ambition of creating a borough where we are Together - Proud to be Gravesham.

## Performance

The council's adopted Corporate Plan presented a new Performance Management Framework (PMF). Our adopted PMF allows us to critically evaluate progress against our objectives, provides industry intelligence to drive service transformation, and allows residents to understand how effectively we are administering resources.

Central to the delivery of the PMF is a commitment to a transparent monitoring and reporting process at all levels of the authority, from corporate performance through to the personal development of officers.

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

- Quarterly: performance reports of corporate indicators to Corporate Management Team 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. All material is published via the council's digital platform and represented within our Your Borough publication.
- Yearly: audited annual report covering all performance indicators contributing to the council's corporate objectives, providing an effective and transparent position statement.

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 our ambition for the borough.

The following tables, detail the suite of indicators that relate to each of the three corporate objectives, and the performance outturns for each during 2023-24.

### #One Borough

Indicator	Title	Outturn
PI 1	Total GBC-reported Anti-Social Behaviour incidents	4,835
PI 2	Total safeguarding referrals made by GBC	25
PI 3	% of compliant food establishments	97.0%
PI 4	% of valid taxi and private hire licence applications issued within 10 working days	98.1%
PI 5	Total Environmental Protection cases completed	1,444
PI 6	% of household waste recycled	40.0%
PI 7	Volume of residual waste per household (kg)	475.5
PI 8	% of cleanliness reports completed within 5 working days	84.1%
PI 9	Total environmental enforcement actions taken	480
PI 10	Total number of car park uses	N/A
PI 11	Total EV charging devices per 100,000 population	58
PI 12	Total rateable value of all commercial properties (£)	£75,960,694
PI 13	% of employees in the Knowledge Economy*	7.5%
PI 14	3-year survival rate of Gravesham businesses (%)*	57.8%
PI 15	% of residents with NVQ Level 3+ qualification	63.6%
PI 16	% rate of resident unemployment	4.5%
PI 17	Average weekly town centre footfall	97,153
PI 18	Town centre commercial vacancy rate (%)	11.7%
PI 19	% of <i>Major</i> planning applications processed on time	92.9%
PI 20	% of <i>Minor</i> planning applications processed on time	97.3%
PI 21	% of <i>Other</i> planning applications processed on time	95.7%
PI 22	Total formal planning enforcement actions taken	7

\* refers to previous year



#One Community

Indicator	Title	Outturn
PI 23	Total net additional homes added to the Council Tax valuation list	381
PI 24	Total affordable homes delivered	76
PI 25	Total long-term empty homes brought back into use	55
PI 26	Total notices served on private sector homes due to identified safety hazards	19
PI 27	Total licensed Houses in Multiple Occupation	75
PI 28	Overall housing tenant survey satisfaction score (%)*	N/A
PI 29	Average time taken to re-let council housing (days)	21
PI 30	% of Disabled Facility Grant applications processed within 20 days	100%
PI 31	Total households in temporary accommodation	243
PI 32	Total households prevented or relieved of homelessness	170
PI 33	Average verified rough sleepers in the borough	16
PI 34	% of emergency repair jobs completed on time	100%
PI 35	% of council homes with valid electrical safety certification	96.1%
PI 36	% of council homes with valid gas safety certification	100%
PI 37	% of council homes with energy efficiency EPC C+ rating	81.7%
PI 38	% of council homes meeting the Decent Homes Standard	85.7%
PI 39	Total leisure centre attendees	630,546
PI 40	% of adults who are physically active*	57.6%
PI 41	Total individuals supported through a public health programme	2,737
PI 42	% of public health programme participants from a minority ethnic group	41.3%
PI 43	Total council parks meeting Green Flag criteria	0
PI 44	% of time council play parks available for use	100%
PI 45	Total community engagement activities delivered by GBC and our partners	133
PI 46	Total <i>Gravesham's Big Conversation</i> participants	938
PI 47	Total art and culture activity participants	74,416
PI 48	Total visitors attending Gravesham heritage sites	5,787

\* refers to previous year

#One Council

Indicator	Title	Outturn
PI 49	Total co <sup>2</sup> emissions in the borough (kt)**	385.9
PI 50	Total co <sup>2</sup> emissions from council assets (kt)*	2.027
PI 51	% of council investment properties occupied	98.0%
PI 52	Average yield generated by property investment activity (%)	7.2%
PI 53	% of valid and undisputed invoices paid within 30 days	97.6%
PI 54	% of Corporate Improvement Programme savings target delivered	4.6%
PI 55	Corporate website accessibility compliance score (%)	99.0%
PI 56	Total enquiries received through the digital online platform	276,129
PI 57	Digital customer self-service platform satisfaction score (%)	91.5%
PI 58	% of Contact Centre calls transferred to the back office	27.8%
PI 59	Total reported corporate complaints	254
PI 60	Average processing time for new Housing Benefit claims (days)	15.3
PI 61	Average processing time for Housing Benefit changes of circumstance (days)	2.7
PI 62	Average processing time for new CTRS claims (days)	15.9
PI 63	Average processing time for CTRS changes of circumstance (days)	1.8
PI 64a	% gender pay gap within council workforce – Mean*	-0.8%
PI 64b	% gender pay gap within council workforce – Median*	11.5%
PI 65	% of apprentices securing future employment by end of apprenticeship	66.7%
PI 66	Overall resident survey satisfaction score (%)*	N/A
PI 67	% of MTFS financial savings target delivered	40.8%
PI 68	% of agreed internal audit actions implemented	79.1%
PI 69	% of information requests completed within statutory deadline	90.5%
PI 70	% meeting attendance rate of councillors	88.4%

\* refers to previous year

\*\* refers two years previous