



**Performance and
Administration Cabinet
Committee**

Members of the **Performance and Administration Cabinet Committee** of **Gravesham Borough Council** are summoned to attend a meeting to be held at the Council Chamber, Civic Centre, Windmill Street, Gravesend DA12 1AU on **Monday, 20 November 2023 at 7.30 pm** when the business specified in the following agenda is proposed to be transacted.

S Walsh
Head of Democratic Services

Agenda

Part A

Items likely to be considered in Public

1. Apologies
2. To sign the minutes of the previous meeting (Pages 3 - 6)
3. To declare any interest Members may have in the items contained on this agenda. When declaring an interest Members should state what their interest is.
4. To considered whether any items in Part A of the agenda should be considered in private or those (if any) in Part B in public.
5. Demonstration of Low- Income Family Tracker (LIFT) DEMONSTRATION
6. Corporate Performance Management Framework: 2023-27 (Pages 7 - 24)
7. Any other business which by reason of special circumstances the Chair is of the opinion should be considered as a matter of urgency.

8. Exclusion

To move, if required, that pursuant to Section 100A (4) of the Local Government Act 1972 that the public be excluded from any items included in Part B of the agenda because it is likely in view of the nature of business to be transacted that if members of the public are present during those items, there would be disclosure to them of exempt information as defined in Part 1 of Schedule 12A of the Act.

Part B **Items likely to be considered in Private**

None.

Members

Cllr Narinderjit Singh Thandi (Chair)

Cllr Gavin Larkins (Vice-Chair)

Councillors: Rajinder Atwal
 David Beattie
 Dakota Dibben
 Leslie Hills
 Jo Hart
 Christina Rolles
 Benjamin Sizer

Substitutes: To be notified

Performance and Administration Cabinet Committee

Wednesday, 20 September 2023

7.30 pm

Present:

Cllr Narinderjit Singh Thandi (Chair)

Cllr Gavin Larkins (Vice-Chair)

Councillors: Rajinder Atwal
 David Beattie
 Dakota Dibben
 Leslie Hills
 Jo Hart
 Benjamin Sizer
 Alison Williams

Sarah Parfitt	Director (Corporate Services)
James Larkin	Head of Internal Audit & Counter Fraud Shared Service
Pat Knight	Head of Revenues & Benefits
Karen Gingles	Committee Services Officer (Minutes)

1. Apologies

An apology for absence was received from Cllr Christina Rolles. Cllr Alison Williams was her substitute.

2. To sign the minutes of the previous meeting

The minutes of the meeting held on Thursday 23 March 2023 were signed by the Chair.

3. To declare any interest Members may have in the items contained on this agenda. When declaring an interest Members should state what their interest is.

There were no declarations of interest.

4. Overview of Performance & Administration Portfolio

The Committee were given an overview of the service areas included within the Performance & Administration portfolio. The Head of Revenues & Benefits informed Members the report was for information only explaining the service areas and current areas for concern.

Members were invited to ask question and make comment:

- Members queried whether the change of format, regarding the Corporate Plan, would mean changes would be encountered within the portfolio. The Director (Corporate

Services) advised that the Corporate Plan for 2023/27 would be considered at the next Cabinet meeting and would then be taken to full Council. Members were informed that the current performance management structure would remain the same, however new performance management measures would need to be developed and be used to see how the council performed against the key objectives within the new Corporate Plan. Measures would need to be reviewed to ensure that they continue to manage and monitor areas that were important to Gravesham and its residents.

The Committee noted the report.

5. Review of the Internal Audit & Counter Fraud Shared Service

Members were presented with the Annual review of the Internal Audit & Counter Fraud Shared Service. The purpose of this report was to provide Members of the Performance & Administration Committee with a copy of the annual review, that has been conducted in respect of the Internal Audit & Counter Fraud shared service with Medway Council.

The Head of Internal Audit & Counter Fraud Shared Service advised that appendix 2 detailed the outcome of the review. He drew Members attention to the overview of the shared arrangement and highlighted that there had been an increase in the level of counter fraud resources in Medway. As Gravesham had not required these additional resources, the split between the two Councils had changed for Counter Fraud only, with 75% for Medway and 25% for Gravesham.

Members were advised there had also been a review of pay at Medway, resulting in salary increases within the shared service. Based on the contractual split, this meant an annual increased cost for Gravesham of £16,278. Members were informed that Gravesham had conducted a value for money assessment and concluded that the service continued to perform a good standard of service which was considered value for money.

The Chair invited the Committee to ask questions and make comment:

- Members commended the Internal Audit & Counter Fraud Shared Service and felt the service was cost effective. It was queried whether due to the cost of living crisis, if there had been an increase in fraudulent activity. The Head of Internal Audit & Counter Fraud Shared Service acknowledged that with people struggling financially, there was an increased risk of fraud, however the department had not seen a significant spike in cases. It was noted that the value of fraud savings was on par with that of previous years.

The Committee noted the report.

6. Corporate Register of Partnerships and Shared Working Arrangements - P&A Committee

Members were presented with the Corporate Register of Partnership – July 2023. The purpose of this report was to inform Members of the Performance & Administration Committee of the Council's involvement in partnerships that are within the remit of the Committee.

The Head of Internal Audit & Counter Fraud Shared Service highlighted that appendix 2 of the report outlined the services included within the register, which was provided on an annual basis. Members were advised that there was no proposal to change anything within the arrangement.

The Chair invited the Committee to ask questions and make comment:

- Members queried whether the register of partnerships and shared working arrangements had been scrutinised by the Finance and Audit Cabinet Committee. The Director (Corporate Services) informed the Committee that the document was updated annually and shared in its totality with Cabinet before the relevant parts being shared with the respective Cabinet Committees. Members were advised that this meeting was the opportunity to scrutinise and comment.

7. Information Governance Annual Report: 2022-2023

Members were presented with the Information Governance Annual Report: 2022-2023. The purpose of this report was to provide Members of the Performance & Administration Committee, (whose terms of reference included information governance) with an overview of the current arrangements within the Council to strategically manage information, including compliance with key standards.

The Director (Corporate Services) informed Members that the information governance infrastructure was in place to manage information, update policies, deal with the specifics of performance handling and freedom of information.

The Committee were updated on the Publication Scheme, which was a requirement for every local authority under the Freedom of Information Act 2000. The scheme acted as a one stop shop for the public to understand the information the Council held. After a review in 2021, the revised Publication Scheme was now available on the Gravesham Borough Council website.

The Committee were advised that training was provided to both Members and officers on the risks of data handling. The Director (Corporate Services) noted that in the last year there had been no data incidents that met the threshold where they needed to be reported.

The Chair invited the Committee to ask questions and make comment:

- Members noted that the response time to subject access requests, stood at 76% within the 30 day deadline and wondered if the process was being tested to meet 100% going forward. The Director (Corporate Services) advised that over the last 6 months the process had been reviewed, establishing who dealt with the requests in each department, plus there was now a clear process on how the requests were to be handled. It was hoped that the activity undertaken to improve the process, would see an increase in responses going forward.
- The Committee highlighted that the report suggested there had been increased data incidents, compared to that of the previous year and wondered if the additional incidents were different in nature, to those of previous years. The Director

(Corporate Services) stated that there was an element of this, with new problems arising and some previous issues reoccurring. She emphasised that a lot of work had been conducted, to reinforce within the council workforce that data incidents should be reported; the council did not operate a blame culture and errors would be learnt from, ensuring they were not repeated. This message was being communicated throughout the Council by implementing changes in processes and training. The Director (Corporate Services) also noted the importance of being aware of external incidents to understand and test against Gravesham's processes, plus looking at where improvements could be made.

The Director (Corporate Services) informed Members that Gravesham's Information Governance Manager had spoken with a representative from the Information Commissioners Office recently regarding the Council's process for handing Freedom of Information requests. The representative had been satisfied with the council's arrangements and the only recommendation received was, that if responses were not provided after 20 days, a written reason should be recorded by the appropriate officer.

The Committee noted the report.

Close of meeting

The meeting ended at 7:48pm

Classification: Public

Key Decision: No

Gravesham Borough Council

Report to: Performance and Administration Cabinet Committee

Date: 20 November 2023

Reporting officer: Ben Turner - Strategic Policy Manager

Subject: Corporate Performance Management Framework 2023-27

Purpose and summary of report:

To present Members of the Performance and Administration Committee with a copy of the draft Corporate Performance Management Framework 2023-27 (PMF) for review.

Recommendations:

Members are requested to:

1. Consider the draft PMF for the 2023-27 administrative period, as endorsed by the council's Management Team.
2. Subject to amendments proposed by the committee, formal approval of the framework be taken by the Cabinet Member for Performance and Administration.

Key Implications:

Item	Implications
Legal	The council's Corporate Plan is an integral part of the authority's policy framework, as defined by the Constitution. Although not a statutory requirement, the establishment of an effective PMF provides for a core governance tool, enabling the council to evidence achievement of its stated corporate objectives and policy commitments.
Finance and Value for Money	There are no significant costs associated with the development of the council's PMF. More broadly, the PMF provides an important point of reference in the authority's efforts at delivering services that secure best value for residents.
Corporate Plan	The PMF is a key tool in the delivery of the council's Corporate Plan. The purpose of the PMF is to underpin how we use information, data, and business intelligence, in order to make informed decisions as we work towards the achievement of our adopted corporate objectives and overall vision for the borough.
Climate Change	Climate change as a strategic theme underlines the projects, initiatives, and work involved in the delivery of the council's Corporate Plan. At a headline level, the PMF includes a series of performance indicators that are designed to measure the council's community impact within the climate agenda.

1. Introduction

- 1.1 The Corporate Plan presents the council's ambition for the borough over a four-year cycle and was adopted by Full Council in October 2023. Alongside a suite of corporate objectives and associated policy commitments, the Corporate Plan sets the tone and guiding principles from which all council activity will be based over the 2023-27 administrative period.
- 1.2 To evaluate if we are effectively achieving against our stated objectives, and delivering consistently high quality services for local residents, the plan established a commitment to sound performance management arrangements, to be delivered by a formal corporate PMF.
- 1.3 The aim of presenting this document is to therefore ensure Members, managers, officers, partner agencies, and local residents can easily understand and access the arrangements and processes the council has in place to effectively manage the performance of its services. The draft PMF is presented at Appendix 1.

2. Performance Management Framework

- 2.1 As a core component of the council's broader governance environment, the PMF directly underpins the delivery of our adopted corporate objectives and associated policy commitments, as we work towards our ambition of delivering a borough where we are *Together - Proud to be Gravesham*.
- 2.2 Operationally, the purpose of a corporate PMF is to establish how we use information, data, and business intelligence to make informed decisions and drive continuous service improvement. In our efforts to deliver best value services that provide for the right community impact, the framework ensures a consistent and robust approach to performance management at all levels throughout the organisation.
- 2.3 At its core, the PMF formally presents:
 - **Responsibility:** the roles and activities involved in the effective management of performance in the council.
 - **Monitoring:** a formal performance reporting regime that incorporates all tiers and content of corporate performance data.
 - **Indicators:** as the upper tier of performance material, a suite of corporate performance indicators and how they are directly assigned to specific policy commitments established through the adopted Corporate Plan, alongside details of the responsible Cabinet portfolio holder.
 - **Quality:** governance controls providing assurance that reported performance content is consistent, timely, valid, and accurate, enabling the council to make informed evidence based policy decisions.
- 2.4 Practically, for Members, the PMF will form the basis of corporate performance reporting during the 2023-27 administrative period. As determined by the Leader of the Executive, this will primarily be delivered through a commitment to a quarterly performance reporting process to Cabinet and portfolio-based Cabinet Committees.
- 2.5 The draft PMF was considered and endorsed by the Corporate Management Team at its meeting of 24 October 2023.

3. Next steps

- 3.1 The Performance and Administration Cabinet Portfolio has responsibility for the effective governance of the council's performance management arrangements.
- 3.2 Pending any final comments received through the Performance and Administration Cabinet Committee, it is therefore recommended that the PMF is approved by the Cabinet Member for Performance and Administration in order for the framework to be formally implemented.
- 3.3 Adoption will enable formal performance reporting against the new Corporate Plan to commence for the Q3 2023-24 reporting period, scheduled for early 2024.

4. Appendices

Appendix 1: Corporate Performance Management Framework 2023-27 - Draft

Lead Officer: Ben Turner (Strategic Policy Manager)

Email: ben.turner@gravesham.gov.uk

Secondary Implications	
Risk Assessment	<p>It is vital that the council formally sets out its relevant performance management arrangements over the coming years. Doing so allows for the authority to plan and review its service offer effectively, and to clearly demonstrate how successful it is in achieving against its stated objectives.</p> <p>Failure to put in place an effective PMF presents the risk of uninformed corporate decision making leading to services that provide poor outcomes for residents and service users, and a failure to secure best value.</p>
Data Protection Impact Assessment	<p><i>A data protection impact assessment (DPIA) should be carried out at the start of any major project involving the use of personal data or if you are making a significant change to an existing process.</i></p>
	<p>a. Does the project/change being recommended through this paper involve the processing of personal data or special category data or criminal offence data?</p> <p>A definition of each type of data can be found on the Information Commissioner's Office website via the above links.</p> <p>No.</p>
Equality Impact Assessment	<p>a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community? If yes, please explain answer.</p> <p>No.</p>
	<p>b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality? If yes, please explain answer.</p> <p>The council is fully committed to the equality agenda. As a protected characteristic defined by the Equality Act 2010, within this PMF, PI 64 provides for transparent monitoring of gender pay within the council. Equally, the PMF additionally presents PI 30 and PI 55, dedicated to monitoring the council's efforts to promote equality of access for disabled service users.</p>
	<p><i>In submitting this report, the Chief Officer doing so is confirming that they have given due regard to the equality impacts of the decision being considered, as noted in the table above</i></p>
Crime and Disorder	<p>In view of the council's statutory duties, community safety as an agenda is an integral theme of the draft Corporate Plan. Work by the council in this area, alongside its key partners, will go towards delivering corporate objective #oneborough, and established through the <i>Safer Gravesham</i> policy commitment. Specifically, the PMF establishes the following performance indicators:</p> <p>PI 1: Total GBC-reported Anti-Social Behaviour incidents</p> <p>PI 2: Total safeguarding referrals made by GBC.</p>
Digital and website implications	<p>On its adoption, the Corporate Plan will be published and promoted via the council's website. In terms of direct operational commitments, digital activity forms a formal commitment within the proposed #onecouncil objective. Specifically, the PMF establishes the following performance indicators:</p> <p>PI 55: Corporate website accessibility compliance score (%)</p> <p>PI 56: Total enquiries received through the digital online platform</p> <p>PI 57: Digital customer self-service platform satisfaction score (%).</p>
Safeguarding children and vulnerable adults	<p>See crime and disorder.</p>

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, 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 best value for the local community.

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 local 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 external and internal drivers that present the need for a robust and comprehensive PMF to inform evidence based policy decision making and, crucially, demonstrate 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 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. Everyone therefore also 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 e.g. 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 commissioning appropriate intervention activities.

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 risks 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 and impact in the community, 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 content 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 <i>Your Borough</i> 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.
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 elected Members, officers, partner agencies, and local 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 retail vacancy rate (%)	Quarter	Community and Leisure
Sustainable development	PI 19	% of <i>Major</i> planning applications processed on time	Quarter	Strategic Environment
Sustainable development	PI 20	% of <i>Minor</i> planning applications processed on time	Quarter	Strategic Environment
Sustainable development	PI 21	% of <i>Other</i> planning applications processed on time	Quarter	Strategic Environment
Sustainable development	PI 22	Total 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	Quarter	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	Total 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	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 <i>Gravesham's Big Conversation</i> 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
Continuous improvement	PI 54	% of Corporate Improvement Programme savings target delivered	Quarter	Performance and Administration
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 as a reporting method, 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 governance control in a robust 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.