

Classification: Public

Key Decision: No

Gravesham Borough Council

Report to: Operational Services Cabinet Committee
Date: 20 March 2024
Reporting officer: Stuart Alford – Assistant Director (Operations)
Mark Lees – Head of Community Protection
Subject: Corporate Performance: Quarter Three 2023-24

Purpose and summary of report:

To present Members of the Operational Services Cabinet Committee with an update against the Performance Management Framework, as introduced within the council's Corporate Plan, for Quarter Three 2023-24 (October to December 2023).

Recommendations:

1. This report is for information purposes only.

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. The Plan ensures the council has in place an effective framework to deliver its responsibilities and ensure better results for vulnerable local residents, with the assistance of relevant partner agencies.
Finance and Value for Money	There are no significant costs associated with the monitoring of the Corporate Plan from which council activities should be based and which therefore should be accounted for as part of on-going financial planning processes.
Corporate Plan	The council's adopted Corporate Plan sets the strategic ambition and objectives for the authority over the 2023-27 period. This report provides Members with a quarterly assessment of how the authority is delivering against its objectives through its Performance Management Framework.
Climate Change	As a strategic theme, climate change underpins the projects, initiatives and work involved in the delivery of the council's Corporate Plan. The PMF therefore accounts for a suite of direct and indirect performance metrics, including; <ul style="list-style-type: none">- PI 6: % of household waste recycled- PI 11: Total EV charging devices per 100,000 population- PI 37: % of council homes with energy efficiency EPC C+ rating- PI 49: Total co² emissions in the borough- PI 50: Total co² emissions from council assets

1. Introduction

- 1.1 In October 2023, the council formally adopted its Corporate Plan for 2023-27. The plan establishes the authority's ambition for the borough, complete with a suite of corporate objectives and supporting policy commitments that will shape the council's activities over the four-year administrative period.
- 1.2 In order to evaluate if the council is effectively achieving against its stated policy commitments, and is ultimately delivering consistently high-quality services, a sound performance management process is required to be implemented. Developed by senior council officers and Cabinet portfolio holders, the council's Corporate Plan introduced a Performance Management Framework (PMF) that forms the basis of reporting corporate performance to Members and residents.

2. Performance management: process

- 2.1 The effective management of the council relies upon good quality and timely performance information on which to base informed executive decisions.
- 2.2 Appendix 1 to this report provides Members of the Operational Services Cabinet Committee with an overview of the council's performance against the Corporate Plan for Quarter Three 2023-24, covering the period October to December 2023.
- 2.3 Statistical performance over the period is presented separately in tabular and graphical form for all indicators. Where any data is not presented, this will relate either to those indicators reported on an annual basis or, alternatively, where data has not been submitted in time for the presentation of the report. Any outturns where data has been unable to be reported will be presented within the next appropriate reporting cycle.
- 2.4 Alongside statistical content, the Appendix provides supporting detailed qualitative updates outlining what activity the council has delivered, and what is to be taken, to successfully realise the Corporate Plan's objectives and policy commitments relating to the portfolio for the 2023-27 period.
- 2.5 This report is for information purposes only.

3. Appendices

- 3.1 The following documents are to be published with the report:
Appendix 1: Corporate Performance: Q3 2023-24

4. Background papers

- Gravesham Borough Council: [Corporate Plan 2023-27](#)
- Gravesham Borough Council: [PMF 2023-27](#)

Lead Officer: Stuart Alford – Assistant Director (Operations)
Mark Lees – Head of Community Protection

Email: Stuart.alford@gravesham.gov.uk
Mark.lees@gravesham.gov.uk

Secondary Implications	
Risk Assessment	Implementation of an effective PMF allows the council to evidence how successful it is in achieving against its stated objectives and provides residents accountability in how it is administering its resources.
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> <p>b. If yes to question a, have you completed and attached a DPIA including Data Protection Officer advice?</p> <p>Click here to start typing</p> <p>c. If no to question b, please seek advice from your nominated DPIA assessor or the Information Governance Team at gdpr@medway.gov.uk.</p> <p>Click here to start typing</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>Yes. The council's commitment to the equality agenda includes specific intelligence-led metrics that have been built into the PMF, including;</p> <ul style="list-style-type: none"> - PI 30: % of Disabled Facility Grant applications processed within 20 days - PI 42: % of public health programme participants from a minority ethnic group - PI 55: Corporate website accessibility compliance score - PI 64: % gender pay gap within council workforce <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>
Digital and website implications	<p>Activity undertaken by the council to design, develop and promote digital services contributes to the delivery of corporate objective #onecouncil, measured by;</p> <ul style="list-style-type: none"> - PI 55: Corporate website accessibility compliance score - PI 56: Total enquiries received through the digital online platform - PI 57: Digital customer self-service platform satisfaction score
Crime and Disorder	<p>In view of the council's statutory duties, community safety as an agenda is an integral theme of the Corporate Plan. Work by the council in this area, alongside its key partners, will go towards delivering corporate objective #oneborough, measured by;</p> <ul style="list-style-type: none"> - PI 1: Total GBC-reported Anti-Social Behaviour incidents
Safeguarding children and vulnerable adults	<p>Activity to safeguard children and vulnerable adults helps contribute towards delivery of corporate objectives #oneborough and #onecommunity, with metrics including;</p> <ul style="list-style-type: none"> - PI 2: Total safeguarding referrals made by GBC - PI 31: Total households in temporary accommodation - PI 32: Total households prevented or relieved of homelessness - PI 33: Average verified rough sleepers in the borough