

Guildford Borough Council – Performance Monitoring Report Quarter 3, 2021/22

1. Introduction

The Council's performance monitoring framework incorporates a range of performance indicators (PI) aligned under four broad themes: Environment, Homes and Jobs, Community and Council. The PI data shows how the Council is performing in various service areas along with indicators giving a broad picture of the 'health' of Guildford borough. Our framework comprises a total of 72 PI: 64 recorded quarterly and 8 annually.

This report incorporates an 'at a glance' [scorecard summary](#) of the rating of each PI, with more detailed information and a chart table for each quarterly indicator shown in [section 5](#). An explanation of the rating for each PI is included in section 1.2, as is an overview of our [current position](#) and an [exception summary](#) showing where PI data has not been submitted for reporting on this occasion.

Section 1.4 gives details on changes which have been made to the report/ PI since the previous iteration.

This report will be submitted to Corporate Management Team and our Corporate Governance and Standards Committee on a quarterly basis for their comment and review.

1.1 External factors






Whilst Covid-19 restrictions have lifted, it is still worth bearing in mind that the Council has been operating in an exceptional environment for much of the financial year 2020/21 and adjustments to some services have continued for Quarters 1-3 of 2021/22. Frontline services continue to ensure our communities are supported and provided for during the pandemic and any restrictions. This continues to have an impact on performance against some indicators below and this has been noted where relevant.

The Government restrictions also had a direct impact on Council services in a variety of ways including the forced closures of visitor attractions/ public buildings, an increased need to support vulnerable people and providing financial support to businesses.

1.2 Performance indicator rating

To show the status of individual indicators we have assessed each one against a red, amber, or green (RAG) rating. Where the indicator has a target, it will be RAG rated against this, otherwise it will be rated against the preferred direction of travel (i.e. increasing or decreasing).

The RAG ratings applied to this report are detailed below:

-  Green: on, or over, target or heading in the preferred direction of travel (including for annual targets)
-  Amber: up to 5% off target, or the same as the previous quarter/year
-  Red: more than 5% off target or heading in the wrong direction of travel
-  Data only, or no data to compare with
-  No data submitted for this quarter

1.3 Performance monitoring themes

To help categorise our PI we have grouped them under the headings shown below. These themes are broadly aligned to our current Corporate Plan.

Environment (section 5.1)	ENV
Homes and Jobs (section 5.2)	H&J
Community (section 5.3)	COM
Council (section 5.4)	COU

1.4 Changes from our previous report

As our performance monitoring framework and associated reporting is still developing, we accept that it will evolve and that there will be changes to the report and PIs to ensure that it continues to provide the right information and detail required.

For quarter 3, following a request at the last meeting of this Committee, for PI ref: H&J4 (Affordable new homes completed each year) we have changed the format of the data, so that for each quarter we have provided a total of affordable units, together with a breakdown by Shared Ownership, Social Rent and Affordable Rent.

In addition, a number of points were discussed, and additional information sought at the last meeting of the committee in relation to PI refs: ENV2 (Kilograms of domestic residual waste collected, per household, from the kerbside), ENV9 (Energy use by the Council; gas, electricity and fleet) and COU2 (Staff turnover). The responses from Service Leads in relation to ENV2, ENV9 and COU2 are provided below:

ENV2 (Kilograms of domestic residual waste collected, per household, from the kerbside) -
The figures in ENV2 come from the WasteDataFlow Q100 data. This means that they are calculated after any rejections at the re-processor are removed. We have a mandatory reporting requirement to inform DEFRA (through the WasteDataFlow) system of where our waste is taken to, how it is sorted, where it is sorted and what happens to it next. Included in this is the record of how much is rejected and where that is taken to for disposal. This figure is calculated after the rejections have been removed and reclassified as refuse rather than recyclables so is an accurate, audited figure for how much has been reused or recycled from our collection services.

COU2 (Staff turnover) –

We offer exit interviews to all staff who are leaving, but they are not mandatory. This is a common approach in organisations as forcing data from individuals on this topic limits how honest and therefore meaningful it is. The structure of our exit interview is comprehensive and can be carried out by either HR staff or managers.

Themes identified among reasons for leaving over the past two years:

- In connection with Future Guildford, employees' concerns about their roles and future; which is not unusual in the context of significant restructure and transformation programmes.
- Again in connection with Future Guildford, a significant proportion of leavers over the last two years were voluntary redundancies arising through phase A and phase B. There were only a very few compulsory redundancies.
- Employees seeking more stability when on fixed term contracts, especially in light of the freeze on recruitment to permanent roles during Future Guildford.
- A desire for more flexibility to work from home; this is also a general theme across the workforce and is not specific to GBC.

Other reasons given for leaving include securing roles elsewhere at higher salaries, leaving as a result of performance/ disciplinary issues, and leaving due to poor health.

Possible adjustments/ next actions:

- A self-directed questionnaire; with encouragement/ reminders to complete. It should include ratings and space for free-response.
- More formal analysis of data re: leavers, e.g. by team/ service cross referenced with reasons.
- Examine our age demographic so we can plan accordingly.
- Explore the possibility of individual engagement data collection tools, e.g. asking individuals' intention of leaving/ staying and what factors influence their intention. This could be included in the Performance Development piece and/ or collected anonymously.

This is a more pro-active approach to turnover, as once individuals decide to leave and are actively looking for new roles, it is rare for them to reverse that decision. Pre-empting this can reduce recruitment costs.

ENV9 (Energy use by the Council; gas, electricity and fleet) –

The collation of data for ENV9 is not specifically assigned to the Climate Change Officer role, but instead to the sub-team in Asset Management who deal with Climate Change. It is the energy manager (vacant) post that would be responsible for collating the data once the post is filled.

The two Climate Change KPI's are the most suitable criteria we can provide at the current time. They enable the Council to confirm the trend in energy use and CO2e emissions from the Council's operations compared to the previous year. Whilst it may be desirable to have other indicators that give the Council reduction targets to adhere to, such targets would be heavily dependent on outside influences, such as receiving government funding for major renewables projects, or allowing renewables infrastructure to be built in the Green Belt. Therefore, hard targets are perhaps not the best way to report on emissions and energy use at the current time.

We have made good headway collecting and monitoring more robust and reliable data upon which to report on our climate change performance. We will be ready to report on the annual KPI ref: ENV8 in Q2 2022/23 with the 2020-21 carbon emissions report being issued soon. We can also provide information on ENV9 as an annual figure in Q2. There is a suggestion that this KPI should only be an annual statement of performance, rather than quarterly, given that output fluctuates with the seasons.

Finally, at the request of the Committee, the PI for the Number of Planning Applications has been moved from COM11 and re-numbered as PI ref: COU14 to enable the figures to be considered alongside the other planning related PIs ref: COU10 to COU13.

1.5 Data Assurance

Following an audit by KPMG last year, a recommendation was made for our performance monitoring framework to incorporate a review of data prior to its inclusion in this report. This review will consider the methodology for each PI, including how it is calculated, the data source and any other relevant information. Each quarter we will review a randomly selected sample of three PIs in this way and any appropriate actions will be followed up to ensure that our data gathering and reporting remains as robust as possible.

1.6 Review of Indicators

In addition, we are currently undertaking a review of the current set of indicators to ensure that they are meaningful and provide a clear definition of what is being collected and we are consulting with relevant Service Leads, following which we will update CMT and Portfolio Leads and provide an update to this Committee in Quarter 4.

Following comments from Corporate Management Team and Corporate Governance and Standards Committee during the year, we will also review in future reports how we present indicators that we directly control and is a measure of service performance, and how we present broader outcome measures that provide an indication of the health of the borough. These typically can have several external factors influencing the data as well as our own activities, and it may be more appropriate to present these PIs as 'data only' rather than a target-based PI.

Moving forward, we will also be asking our Service Leads who have PIs that are Amber or Red to provide information within the commentary about what they are doing to recover the PI performance.

Similar reviews will be undertaken periodically to ensure that the performance monitoring framework remains relevant and provides an effective management tool.

2. Scorecard summary

The table below provides an overview of the RAG rating for each PI for quarters 2 to 4 of 2020/21 and quarters 1 to 3 of 2021/22. Where an indicator is recorded annually, the rating for each quarter has been greyed out in the table and has not been shown in section 5 for this period.

For quarter 3, there may be no means of assessing the RAG rating against a preferred direction of travel if we do not have data for the preceding quarter. Where this is the case, quarter 3 data has been rated as 'data only' (i) and is shown in the chart table accompanying each PI in section 5.
















































Not applicable (n/a) is shown for quarters without data which were prior to the collection of data for new PIs.

Ref no	Theme	Performance indicator	2020/21			2021/22		
			Q2	Q3	Q4	Q1	Q2	Q3
ENV1	Environment	Kilograms of domestic residual waste collected, per household, from the kerbside	✓	✗	✗	✓	✗	■
ENV2	Environment	Household waste recycled and composted	✗	✗	✗	✓	✓	■
ENV3	Environment	Number of fly tips	✗	✓	✓	✓	✓	■
ENV4	Environment	Number of outstanding statutory nuisance investigations (all noise (except in street), bonfires, light, odour, living conditions prejudicial to health, insects and accumulations)	■	■	■	i	✓	✓
ENV5	Environment	Total number of 'Green Flag' open spaces						
ENV6	Environment	Conservation sites in positive management						
ENV7	Environment	Nitrogen dioxide concentration at monitoring site(s) at risk of exceeding limits						
ENV8	Environment	CO2 emissions from Council operations						
ENV9	Environment	Energy use by the Council; gas, electricity and fleet	■	■	■	■	■	■
H&J1	Homes & Jobs	Average time to let void housing properties	✗	✓	□	✓	✓	✗
H&J2	Homes & Jobs	Number of empty homes						

Ref no	Theme	Performance indicator	2020/21			2021/22		
			Q2	Q3	Q4	Q1	Q2	Q3
H&J3	Homes & Jobs	Number of net new additional homes	✓	✓	✓	✓	✓	■
H&J4	Homes & Jobs	Affordable new homes completed each year	ⓘ	ⓘ	ⓘ	ⓘ	ⓘ	ⓘ
H&J5	Homes & Jobs	Number of homeless families placed in B&B	ⓘ	ⓘ	ⓘ	✗	✗	✓
H&J6	Homes & Jobs	Average waiting time for Council housing						
H&J7	Homes & Jobs	Total number of households on the housing needs register	✗	✗	✓	✗	■	✓
H&J8	Homes & Jobs	Total number of households on the housing transfer register	✗	■	✓	✗	■	✓
H&J9	Homes & Jobs	Working age population claiming key out of work benefits	ⓘ	ⓘ	ⓘ	ⓘ	ⓘ	ⓘ
H&J10	Homes & Jobs	Local Council Tax Support claimants - pension and working age	■	■	✓	✓	✓	✓
H&J11	Homes & Jobs	Food businesses with a food hygiene rating of 3 or over	✓	✓	✓	✓	✓	✗
H&J12	Homes & Jobs	Non-domestic (business) rates collected	✓	✓	✓	ⓘ	ⓘ	ⓘ
H&J13	Homes & Jobs	Total number of empty days in rateable properties	✗	✗	✓	✗	✓	✓
H&J14	Homes & Jobs	Number of empty rateable properties	✗	✗	✓	✗	✓	✓
H&J15	Homes & Jobs	Net change in completed commercial and business floorspace (B1, B2 and B8)						
H&J16	Homes & Jobs	Percentage of vacant town centre retail units	ⓘ	✗	✓	✗	✗	✓
H&J17	Homes & Jobs	Visits to town centre car parks	✓	✗	✗	✓	✓	✓

Ref no	Theme	Performance indicator	2020/21			2021/22		
			Q2	Q3	Q4	Q1	Q2	Q3
H&J18	Homes & Jobs	Guildford town centre footfall	n/a	n/a	n/a	✓	✗	✗
H&J19	Homes & Jobs	Domestic abuse victims prioritised for housing	n/a	n/a	n/a	i	i	■
H&J20	Homes & Jobs	Percentage of affordable housing units granted planning permission on eligible sites	n/a	n/a	n/a	i	✓	✓
COM1	Community	Number of customers taking part in day care activities	✓	✗	✗	✓	✓	✓
COM2	Community	Number of community transport single journeys	✓	✓	✗	✓	✓	✗
COM3	Community	Number of community hot meals delivered	✗	✗	✗	✗	✓	✗
COM4	Community	Number of handyperson jobs completed	■	■	■	i	✓	✗
COM5	Community	Number of Care and Repair jobs completed	■	■	■	i	✓	✓
COM6	Community	Number of public sector home adaptations completed	■	■	■	i	□	✓
COM7	Community	Number of households living in temporary accommodation	✗	✓	✓	✓	✓	✓
COM8	Community	Snapshot of rough sleepers	✓	✓	✓	✗	✗	✓
COM9	Community	Number of successful homelessness outcomes	✓	✓	✓	✓	✓	■
COM10	Community	Council tax collected	✓	✓	□	i	✓	□
COM11	Community	Vacant PI – previous PI re-numbered to be considered alongside other Planning related PIs COU10-COU13.						
COM12	Community	Total attendance at G Live	■	■	■	■	i	■
COM13	Community	Total visits to sports and leisure venues	■	■	■	i	✓	✗
COM14	Community	Total visits to heritage venues	✓	✓	✗	✓	✓	✗

Ref no	Theme	Performance indicator	2020/21			2021/22		
			Q2	Q3	Q4	Q1	Q2	Q3
COM15	Community	Total number of attendances at events, engagements and outreach sessions delivered by Heritage Services	■	✓	✗	✓	✓	✗
COM16	Community	Number of bookings of sports pitches and courts	■	■	■	ⓘ	✓	✓
COM17	Community	Total visitor numbers to parks and countryside sites	✓	✓	✓	✓	✓	✓
COM18	Community	Number of visitors to Thrive at the Hive	n/a	n/a	n/a	n/a	ⓘ	ⓘ
COM19	Community	Number of visitors to the Community Fridge	n/a	n/a	n/a	ⓘ	ⓘ	ⓘ
COM20	Community	Number of attendees at Playranger Sessions	n/a	n/a	n/a	ⓘ	ⓘ	ⓘ
COU1	Council	Staff sickness absence	■	✓	✓	✓	✓	✓
COU2	Council	Staff turnover	■	✗	✗	✗	✗	✗
COU3	Council	Council suppliers paid within 30 days	■	✗	✗	✗	✗	✗
COU4	Council	Council sundry debt invoices collected within 30 days	■	✗	✗	✗	✗	✗
COU5	Council	Time taken to assess new Housing Benefit claims	✗	✗	✗	✗	✗	✗
COU6	Council	Rent collection rate – rent collected in year	✓	✓	✓	✓	✓	✓
COU7	Council	Rent collection rate – rent collected in year plus arrears brought forward	✓	✓	✓	✓	✓	✓
COU8	Council	Financial return on commercial property investments						
COU9	Council	Vacancy rates of commercial property investments	✗	✓	✓	✓	✓	✓
COU10	Council	Speed of determining applications for major development	✓	✓	✓	✓	✓	✓
COU11	Council	Speed of determining applications for minor development	✓	✓	✗	✗	✗	✗
COU12	Council	Speed of determining applications for other development	✗	✗	✗	✗	✗	✗
COU13	Council	Appeals dismissed against the Council's refusal of planning permission	ⓘ	ⓘ	ⓘ	ⓘ	ⓘ	ⓘ

Ref no	Theme	Performance indicator	2020/21			2021/22		
			Q2	Q3	Q4	Q1	Q2	Q3
COU14	Council	Number of planning applications	n/a	n/a	n/a			
COU15	Council	Number of web page views						
COU16	Council	Total number of social media followers						
COU17	Council	Number of customer complaints received	n/a	n/a				
COU18	Council	Percentage of customer complaints upheld	n/a	n/a				
COU19	Council	Number of Ombudsman complaints upheld						
COU20	Council	Enquiries resolved at first contact	n/a	n/a	n/a			
COU21	Council	Transactions through digital channels	n/a	n/a	n/a			
COU22	Council	Number of online customer accounts	n/a	n/a	n/a			
COU23	Council	Satisfaction with online services	n/a	n/a	n/a			
COU24	Council	Percentage of Freedom of Information and Environmental Information Regulation requests responded to within statutory timeframes						

3. Current position

Each quarter we will present the current position of our performance indicators which will show, broadly speaking, our overall progress against each RAG rating. This will also be considered in relation to previous quarters where relevant.

3.1 Quarter 3

At the end of quarter 3 we have been able to give a RAG rating to all 64 of our quarterly recorded PIs which are shown in the table below.

Quarter	RAG Rating				
	Green	Amber	Red	Data only	No data
3	28	1	19	8	9
	43.8%	1.6%	29.7%	12.5%	12.5%

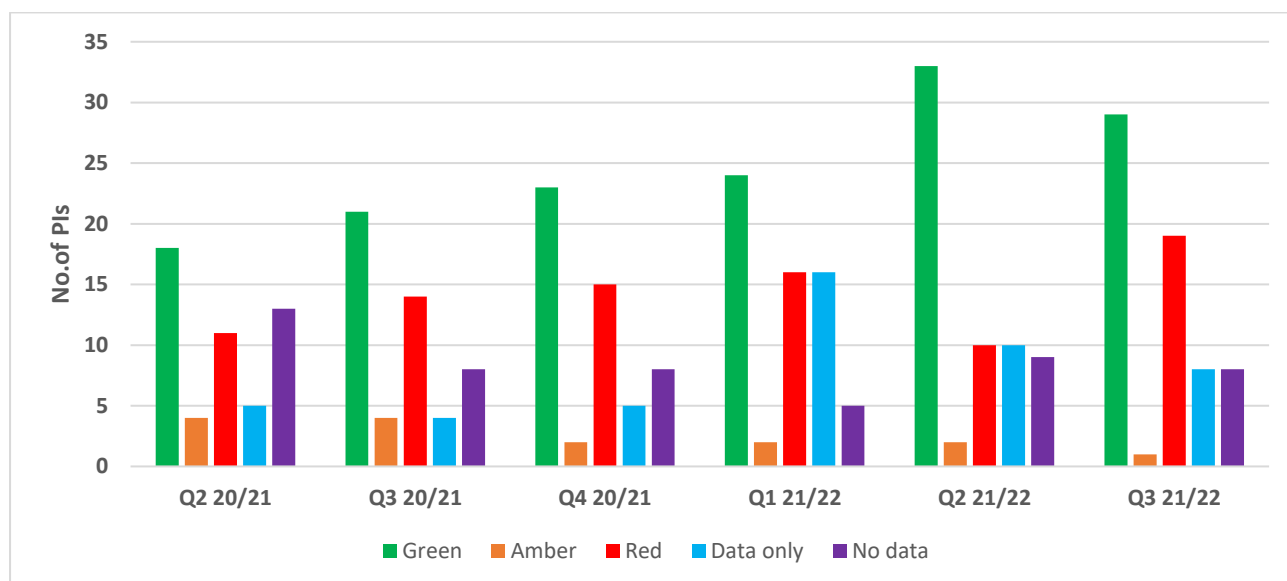
In the table above, the number of quarterly PIs that are showing a positive green or amber rating has dropped below 50% which is a decrease of over 10% on quarter 2. The red rating has increased by 7.8% since the last quarter which is due to revisions in data provided in quarter 2. There were 12.5% of the quarterly PIs reporting as no data available, mainly due to time lag in receiving data, the introduction of new systems and limited resources to collate the data.

3.2 Previous quarters

There are 64 PIs for quarter 3 of 2021/22. The table below focusses on the quarterly recorded PI to provide a comparison across the year. The change in the number of PIs from 2020/21 and quarters 1 and 2 of 2021/22 is due to the deletion of some PIs which were for covid monitors, plus the addition of new PIs. Data omitted from/ updated since our previous report has been included in the table where possible.

Year	Quarter	RAG Rating				
		Green	Amber	Red	Data only	No data
2020/21	Q2	18	2	15	4	18
	57 PI	31.6%	3.5%	26.3%	7.0%	31.6%
	Q3	21	4	14	4	14
	57 PI	36.8%	7.0%	24.6%	7.0%	24.6%
	Q4	21	6	13	5	9
	54 PI	38.9%	11.1%	24.1%	9.3%	16.7%
2021/22	Q1	20	2	16	12	11
	61 PI	32.8%	3.3%	26.2%	19.7%	18.0%
	Q2	33	1	14	11	3
	64 PI	54.7%	1.6%	21.9%	17.2%	4.7%
	Q3	28	1	19	8	8
	64 PI	43.8%	1.6%	29.7%	12.5%	12.5%

The data above is also demonstrated in the chart shown and has been changed for this quarter to reflect the RAG ratings shown in this report:



When comparing quarter 3 against the same period last year, the most significant change has been the increase by over 7% of green rated (on or exceeding target) PI.

4. Exception summary

This section highlights any indicators where data has not been submitted for the period of this report (2021/22 quarter 3). The exception summary below covers quarterly PIs, i.e. the situation at the end of quarter 3.

Three categories of 'exceptions' have been used in this summary:

Reason	Explanation
Time lag in data provision	There is a period of lag in data for this PI being available/ recorded
Data not currently available/ possible to record	Data is not available or the capacity/ ability to record data for this PI is not possible currently
No reason given	Data has not been submitted and no further explanation has been given

The 'time lag in data provision' category in the exception summary shows where data will be provided but has a time lag (usually between 1 and 3 months). This data will appear in a report from quarter 4, 2021/22 onwards.

We have a total of 64 PI reportable for quarter 3 and 12.5% of these PI had no data provided. We have relied on Service Leads to communicate any reason for the non-submission of data for this quarter. We have not made any assumption about the priorities a specific service area may have and therefore why data has not been submitted on this occasion.

Reason	Number	Percentage
Time lag in data provision	7	87.5%
Data not currently available/ possible to record	1	12.5%
No reason given	-	-
Total	8	100%

The tables below show the exception summary by directorate and service area.

Reason	Directorate	
	Service Delivery	Strategic Services
Time lag in data provision	6	1
Data not currently available/ possible to record		1
No reason given		
Total	6	2

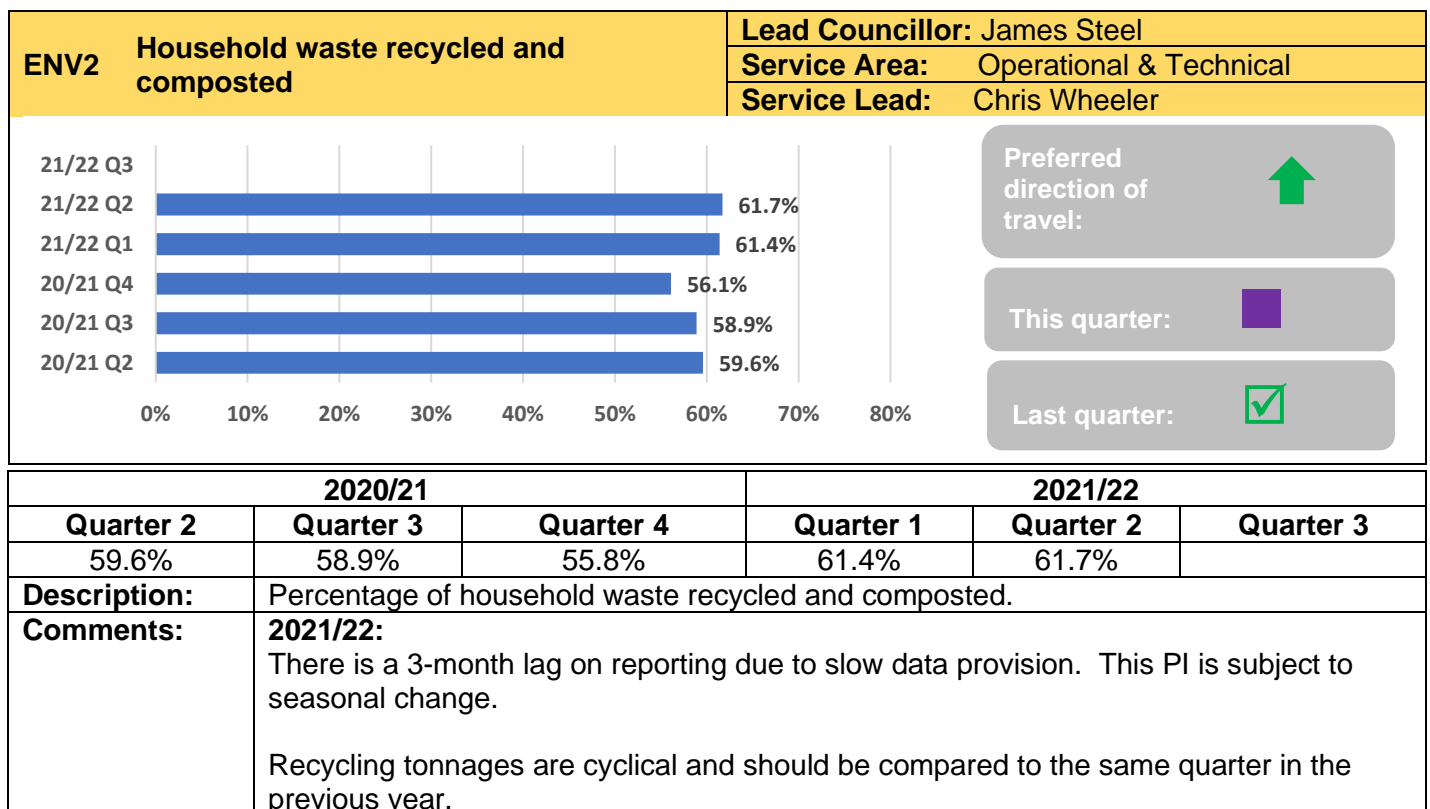
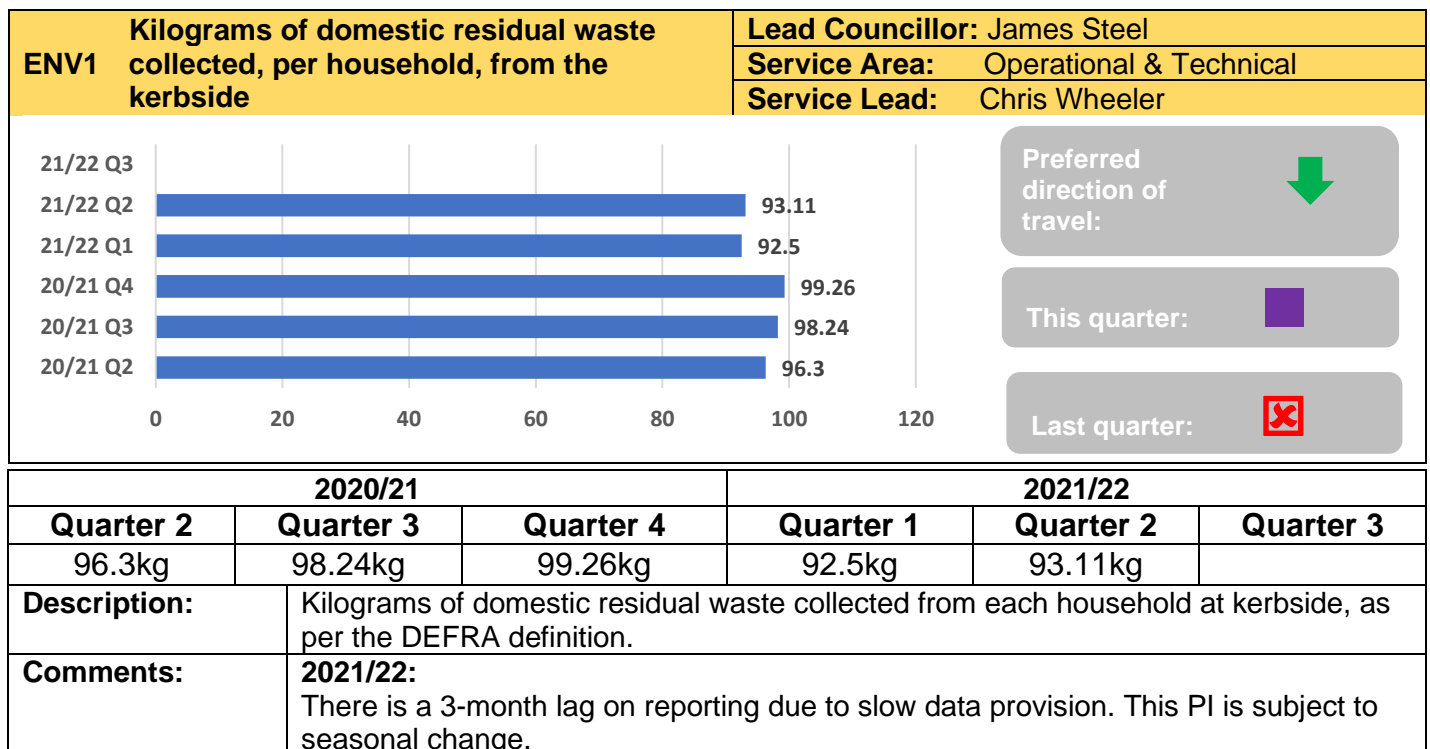
Service Area	Time lag in data provision	Data not currently available	No reason given
Asset Management		1	
Culture, Heritage and Leisure	1		
Customer, Case and Parking			
Environment and Regulatory			
Housing	2		
Operational and Technical	3		
Planning Policy	1		
Strategy and Communications			

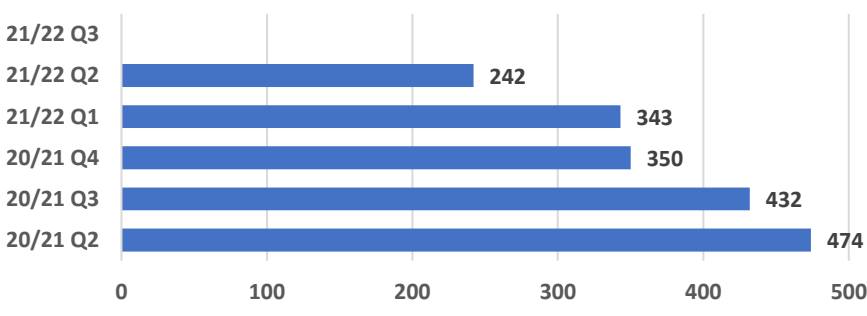



Every effort will continue to be made to encourage the owners of the corporate PIs to submit data for inclusion in the next monitoring report. We will continue to work closely with Service Leads and Directors to identify any issues with reporting/ gathering data and support them where possible to bring a complete performance picture in future reports.

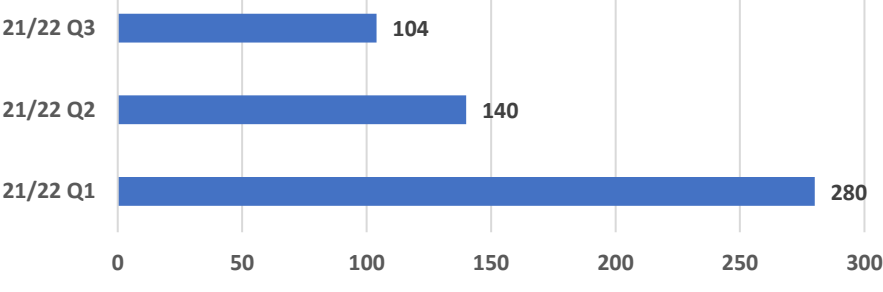



5. Performance monitoring data

5.1 Environment

This section includes all performance indicators with a broad environmental theme.





ENV3 Number of fly tips	Lead Councillor: James Steel				
	Service Area: Operational & Technical				
	Service Lead: Chris Wheeler				
					Preferred direction of travel: 
					This quarter: 
					Last quarter: 
		2020/21		2021/22	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
474	432	350	343	242	
Description:	Number of reported fly tips.				
Comments:	2021/22: There is a 2-month lag in reporting due to sign off/ processing requirements. This PI is subject to seasonal change.				


ENV4 Number of outstanding statutory nuisance investigations (all noise (except in street), bonfires, light, odour, living conditions prejudicial to health, insects and accumulations)	Lead Councillor: James Steel				
	Service Area: Environment & Regulatory				
	Service Lead: Justine Fuller				
					Preferred direction of travel: 
					This quarter: 
					Last quarter: 
		2020/21		2021/22	
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	
-	-	280	140	104	
Description:	Includes all outstanding cases (including current ongoing investigations) received up to the day the report was compiled.				
Comments:	None.				

ENV9	Energy use by the Council; gas, electricity and fleet	Lead Councillor: Cait Taylor
		Service Area: Asset Management
		Service Lead: Marieke van der Reijden

Data not available until Q2 2022/23

Preferred direction of travel: 

This quarter: 

Last quarter: 

2020/21		2021/22		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
-	-	-	-	-

Description: Definition changed to PI to reflect what is going to be recorded.

Comments:

2021/22 – Quarter 3:

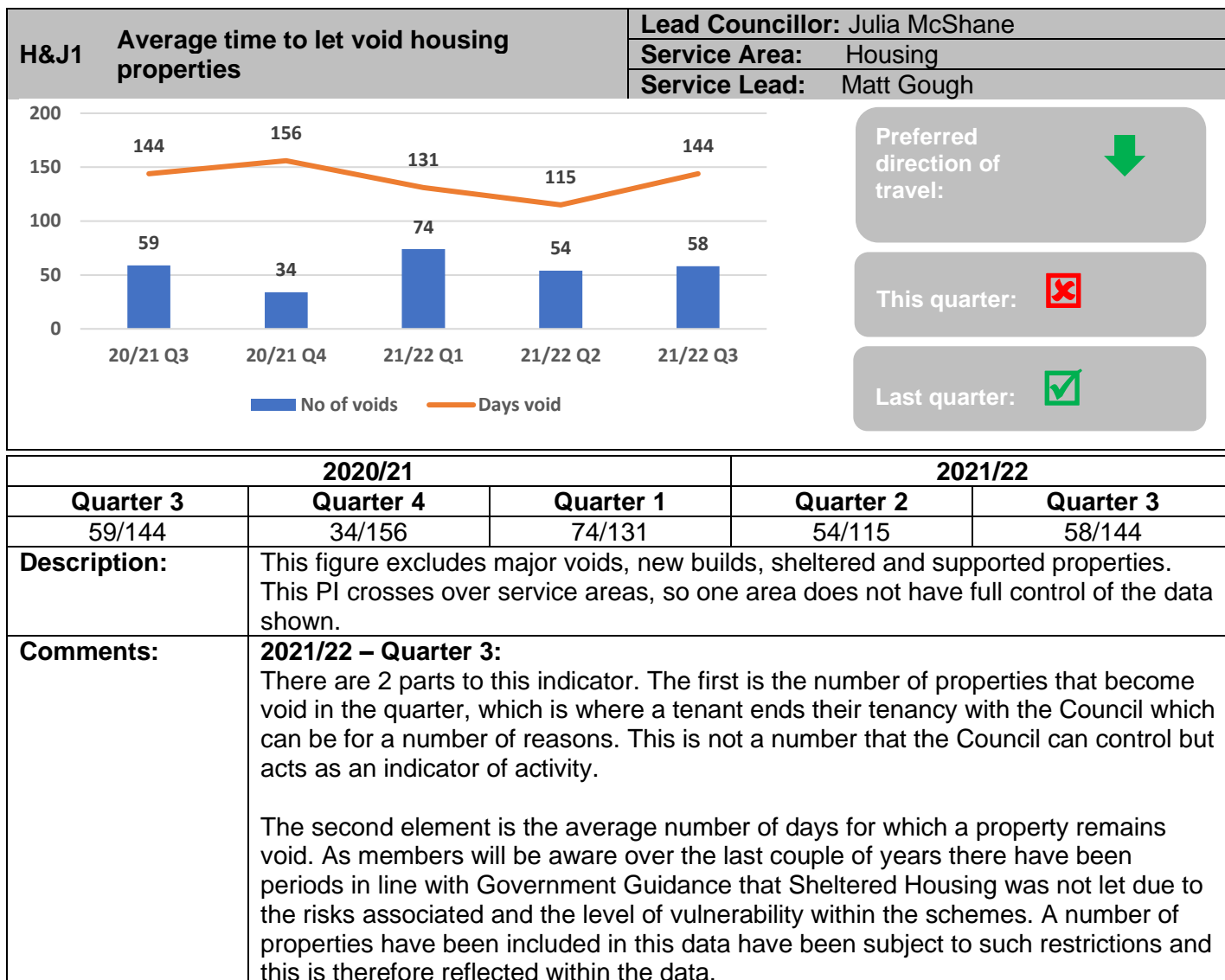
We are developing our energy monitoring capabilities, having meetings with relevant stakeholders and training with APSE, and anticipate we will know by March 2022 on what basis quarterly consumption data is feasible and how long after the end of each quarter we could report this. This will include defining what is included - gas and electricity consumption on all metered sites (i.e. excluding lamp-posts) plus fleet fuel consumption and best unit measure for energy use. We could convert data into a single energy figure but this would hide the detail and so it may be more relevant to report the three figures being reported separately.

Please note, energy consumption will vary with season and usage meaning that it is not a particularly definitive performance indicator for the team, however it would demonstrate how the Council is performing in relation to its climate targets. It would be best used relative to the corresponding quarters in other years.

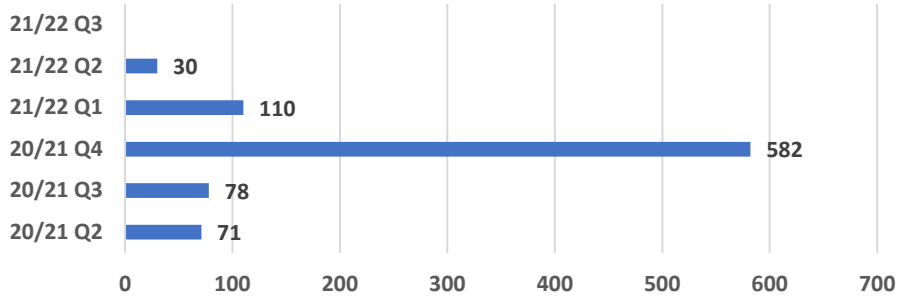
There is a suggestion that this KPI should be an annual statement of performance rather than quarterly (as per para. 1.4 above), given that output fluctuates with the seasons.

5.2 Homes and Jobs

This section includes all performance indicators with a broad homes and jobs theme.



H&J3 Number of net new additional homes	Lead Councillor: Joss Bigmore
	Service Area: Planning Policy
	Service Lead: Stuart Harrison



Target: 1,686 over the preceding 3-year period (100% of Delivery Test)

This quarter: ■

Last quarter: ✓

2020/21			2021/22		
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
71	78	582	110	30	-

Description: This is the calculation of all new residential properties built, or created through change of use to residential use, minus all residential properties demolished in the year. This equals the net new additional homes.

Comments:

2021/22 - Quarter 3:
 While the majority of completions per quarter are captured within the 3 month period following that quarter there are some that come through after this period. In order to reflect the most up to date and accurate information, previous quarter totals will be updated where this occurs. Q1 has been updated from 97 completions to 110 completions.

The figure for Q1 and Q2 (110 + 30 = 140) only represents 22% of the annual expected completions as set out in the Council’s latest published Land Availability Assessment (644 completions). However this figure will be boosted by 274 student accommodation units that have been completed but not yet recorded.

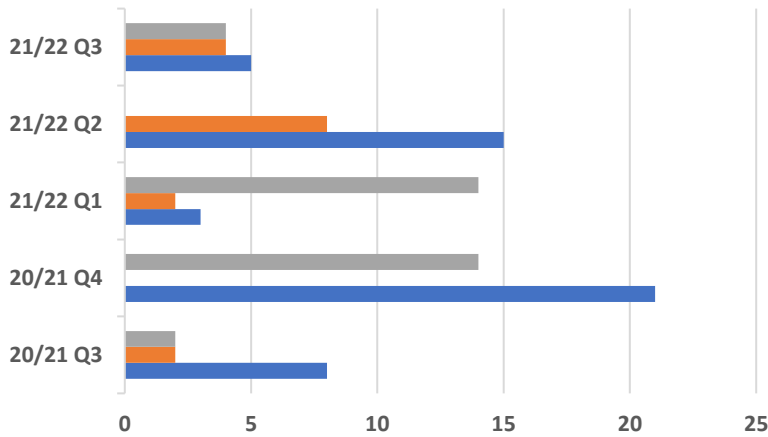
H&J4

Affordable new homes completed each year

Lead Councillor: Julia McShane

Service Area: Housing

Service Lead: Matt Gough



Target: no target

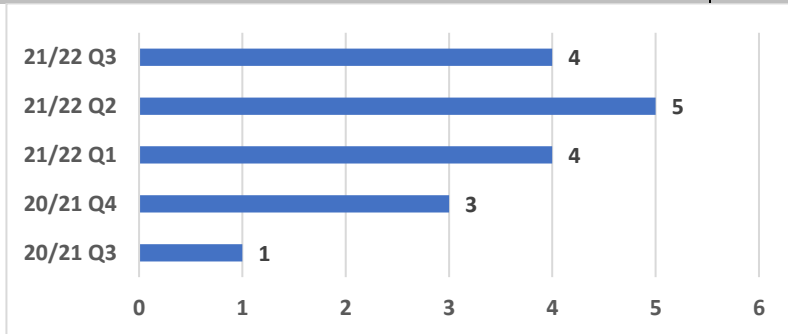
This quarter:

Last quarter:

	20/21 Q3	20/21 Q4	21/22 Q1	21/22 Q2	21/22 Q3
Shared Ownership	2	14	14	0	4
Social Rent	2	0	2	8	4
Affordable Rent	8	21	3	15	5

2020/21		2021/22		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
Total affordable units 12	Total affordable units 35	Total affordable units 19	Total affordable units 23	Total affordable units 13
Description:	Data only.			
Comments:	<p>2021/22 - Quarter 3: The format of this report has been revised as requested by councillors at the last Committee, and now illustrates additional affordable homes provided in the Borough and these now illustrate shared ownership, social rent and affordable rent for the year to date.</p>			

H&J5	Number of homeless families placed in B&B	Lead Councillor: Julia McShane
		Service Area: Housing
		Service Lead: Matt Gough



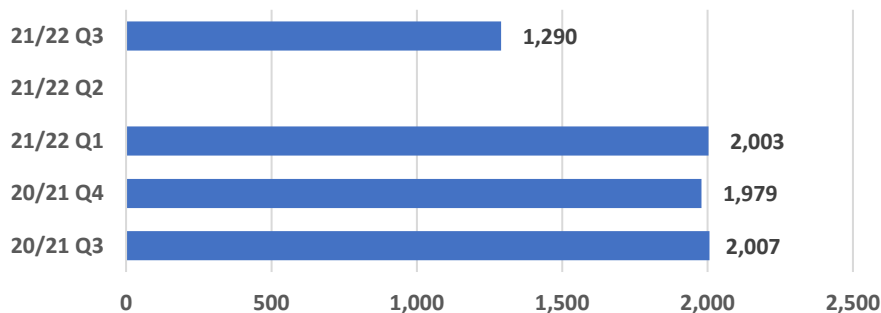
Preferred direction of travel:

This quarter:

Last quarter:

2020/21		2021/22		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
1	3	4	5	4
Description:	Number of homeless families placed in B&B. This is a new PI for 2021/22.			
Comments:	2021/22 – Quarter 3: This number reflects the number of households that have been placed into B&B accommodation to this point, the number of households will vary however the overall trend has been constant over the last year despite the increase in households seeking assistance from the Council with their housing.			

H&J7	Total number of households on the housing needs register	Lead Councillor: Julia McShane
		Service Area: Housing
		Service Lead: Matt Gough



Preferred direction of travel:

This quarter:

Last quarter:

2020/21		2021/22		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
2,007	1,979	2,003	-	1,290

Description: Total number of households on the housing needs register.

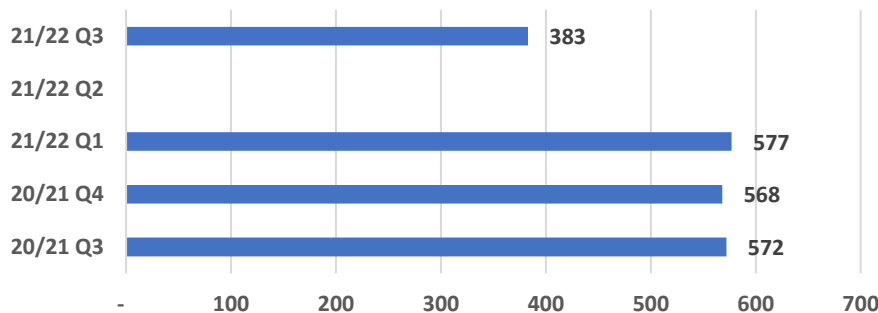
Comments:

2021/22 - Quarter 3:

As councillors will be aware in line with Government Guidance the Council has undertaken a complete review of households who have previously registered on the housing waiting list. This review has been undertaken in combination with the introduction of a new digital application system. This work has had an impact upon our ability provide data over the implementation period but we have now been able to fully verify and activate applications received as part of this process and as a result the Q1 figure has been updated from the previous figure of 2,180 to reflect live applications which have been fully assessed and placed in their relevant priority band.

As part of this review all previous applicants were contacted on a number of occasions and invited to re-register, where we were aware of applicants having a particular vulnerability or where there may have been challenges we have worked with local support and advice services to ensure households were provided with the assistance required. There have a number of households who have not re-registered, this may mean that they have been able to resolve their housing situation, their household need or circumstances may have changed and for some we have simply not had a response to the approaches we have made. The register remains open and should households wish to register they are still able to do so.

H&J8	Total number of households on the housing transfer register	Lead Councillor: Julia McShane
		Service Area: Housing
		Service Lead: Matt Gough



Preferred direction of travel:

This quarter:

Last quarter:

2020/21		2021/22		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
572	568	577	-	383

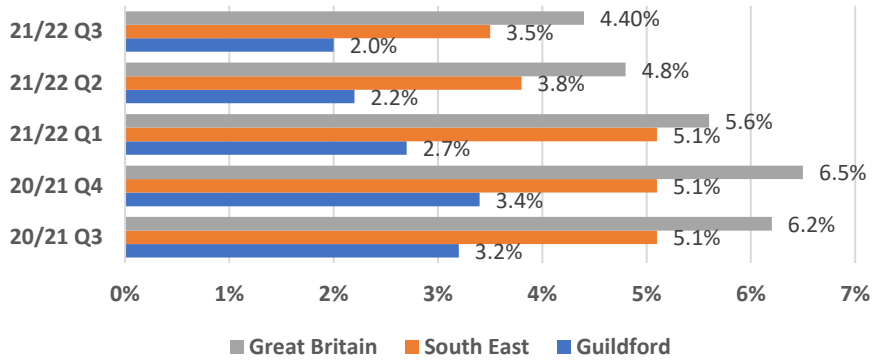
Description: Total number of households on the housing transfer register.

Comments:

2021/22 - Quarter 3:
 As members will be aware in line with Government Guidance the Council has undertaken a complete review of households who have previously registered on the Housing waiting list. This review has been undertaken in combination with the introduction of a new digital application system. This work has had an impact upon our ability provide data over the implementation period but we have now been able to fully verify and activate applications received as part of this process as a result the Q1 figure has now been updated from the previous figure of 617 to reflect live applications which have been fully assessed and placed in their relevant priority band.

As part of this review all previous applicants were contacted on a number of occasions and invited to re-register, where we were aware of applicants having a particular vulnerability or where there may have been challenges we have worked with local support and advice services to ensure households were provided with the assistance required. There have a number of households who have not re-registered this may mean that they have been able to resolve their housing situation, their household need or circumstances may have changed and for some we have simply not had a response to the approaches we have made. The register remains open and should households wish to register they are still able to do so.

H&J9	Working age population claiming key out of work benefits	Lead Councillor: John Redpath
		Service Area: Strategy & Communications
		Service Lead: Steve Benbough



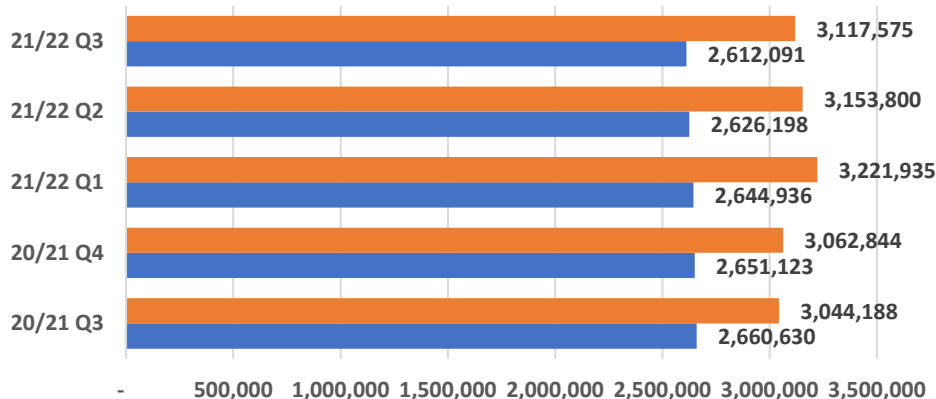
Data only: no target

This quarter:

Last quarter:

2020/21			2021/22	
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
3.2%	3.4%	2.7%	2.2%	2.0%
Description:	The claimant count is the number of people claiming benefit principally for the reason of being unemployed. Data shown is for the month at the end of each quarter. Comparison provided for Guildford, South-East and Great Britain. Data provided by the ONS.			
Comments:	There is a 1-2 month lag on reporting.			

H&J10	Local Council Tax Support claimants - pension and working age	Lead Councillor: Julia McShane
		Service Area: Housing (Revenue & Benefits)
		Service Lead: Matt Gough



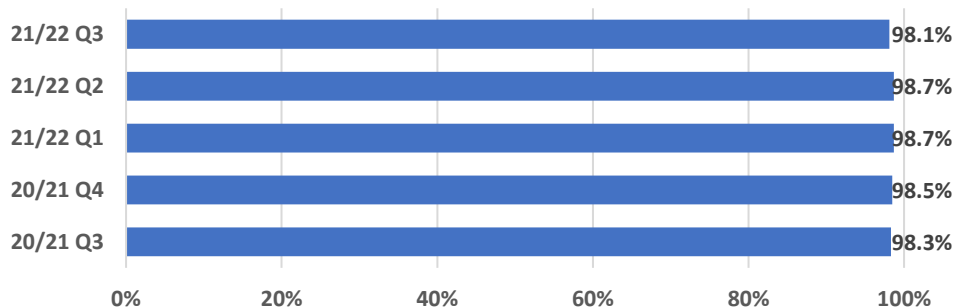
Preferred direction of travel: 
 [Based on 1 April 2021 figures]

This quarter: 

Last quarter: 

2020/21		2021/22		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
£3,044,188/ £2,660,630	£3,062,844/ £2,651,123	£3,221,935/ £2,644,936	£3,153,800/ £2,626,198	£3,117,575/ £2,612,091
Description:	Local Council Tax Support claimants are defined as a monetary value for the year, rather than the number of claimants, and split between working and pension age. In a normal year this declines slightly over the year. The above are the amounts granted so far this year until the end of the financial year (i.e. not just the amounts that relate to the elapsed year so far).			
Comments:	2021/22: This PI was introduced as a COVID monitor as it gives an indication of whether more help is being provided to council taxpayers on low incomes. It should not be compared to 2020 Q4 but to 1 April 2021 figures, this is because the Council Tax increased and we amended the scheme to give some additional help in 2021. Preferred direction of travel is therefore based on the 1 April 2021 figures, Working Age £3,301,965 and Pension Age £2,657,914.			

H&J11	Food businesses with a food hygiene rating of 3 or over	Lead Councillor: James Steel
		Service Area: Environment & Regulatory
		Service Lead: Justine Fuller



Preferred direction of travel:

This quarter:

Last quarter:

2020/21		2021/22		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
98.3%	98.5%	98.7%	98.7%	98.1%

Description: Percentage of establishments with a rating of 3 (generally satisfactory) or better under the Food Hygiene Rating Scheme (previously known as 'scores on the doors').

Comments:

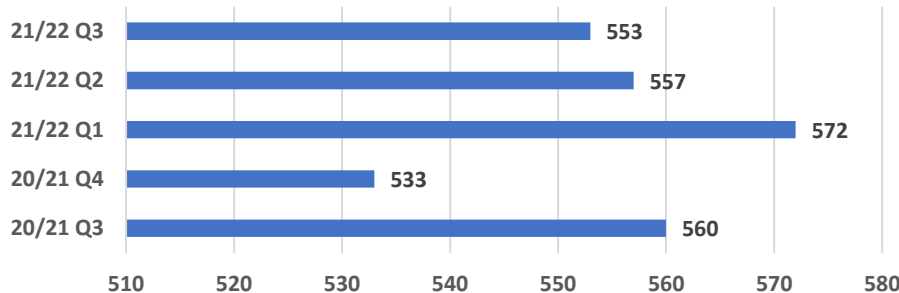
2021/22 – Quarter 3:
 The decrease of 0.6% between quarters 2 and 3 equates to 7 food businesses out of the total of 1096 registered food businesses where hygiene standards were found to have deteriorated below a food hygiene rating of 3 when inspected by our Environmental Health Officers. This slight drop in standards of food hygiene can be attributed to the fact that food businesses have not been inspected as frequently due to the impact of the Covid pandemic and that the challenging financial environment has led some businesses to reduce the amount of investment in their premises or to reduce costs by cancelling contracts such as pest control or cleaning contracts. This is in common with the emerging national picture. We have taken on two part-time temporary Environmental Health Officers using Covid grant funding to help work through the backlog of overdue food hygiene inspections.

Officers are supporting businesses by providing advice and guidance on compliance with the legislation to support them to improve their standards and in turn the food hygiene rating. Businesses can request a Food Hygiene Revisit if they do not receive a food hygiene rating of 5.

H&J12	Non-domestic (business) rates collected (%)	Lead Councillor: Tim Anderson																	
		Service Area: Housing (Revenue & Benefits)																	
		Service Lead: Matt Gough																	
		<p>Target: 99% for the year</p> <p>This quarter: </p> <p>Last quarter: </p>																	
<table border="1"> <thead> <tr> <th colspan="2">2020/21</th> <th colspan="3">2021/22</th> </tr> <tr> <th>Quarter 3</th> <th>Quarter 4</th> <th>Quarter 1</th> <th>Quarter 2</th> <th>Quarter 3</th> </tr> </thead> <tbody> <tr> <td>80.49%</td> <td>95.48%</td> <td>20.97%</td> <td>48.65%</td> <td>78.01%</td> </tr> </tbody> </table>		2020/21		2021/22			Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	80.49%	95.48%	20.97%	48.65%	78.01%	<p>Description: Percentage calculated, as a cumulative year-to-date figure, from the total council tax payments received compared to the total amounts payable in that year.</p> <p>Comments: 2021/22 – Quarter 3: Projected outturn is 93%. Businesses continue to be severely affected by the pandemic. We are taking action to recover debts, however we are mindful of the difficulties businesses still face. We have also diverted resources to provide COVID Business Grants. If COVID restrictions are minimal for the whole of 2022-23 then we would expect 2022's collection rates to be higher.</p>		
2020/21		2021/22																	
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3															
80.49%	95.48%	20.97%	48.65%	78.01%															

H&J13	Total number of empty days in rateable properties	Lead Councillor: John Redpath																	
		Service Area: Housing (Revenue & Benefits)																	
		Service Lead: Matt Gough																	
		<p>Preferred direction of travel: </p> <p>This quarter: </p> <p>Last quarter: </p>																	
<table border="1"> <thead> <tr> <th colspan="2">2020/21</th> <th colspan="3">2021/22</th> </tr> <tr> <th>Quarter 3</th> <th>Quarter 4</th> <th>Quarter 1</th> <th>Quarter 2</th> <th>Quarter 3</th> </tr> </thead> <tbody> <tr> <td>194,980</td> <td>180,588</td> <td>208,784</td> <td>201,476</td> <td>195,113</td> </tr> </tbody> </table>		2020/21		2021/22			Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	194,980	180,588	208,784	201,476	195,113	<p>Description: Snapshot data: this is the total number of empty days for the financial year on the last day of the quarter (i.e. it assumes a lot of empty days in future, which may not happen).</p> <p>Comments: 2021/22 – Quarter 3: None.</p>		
2020/21		2021/22																	
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3															
194,980	180,588	208,784	201,476	195,113															

H&J14 Number of empty rateable properties	Lead Councillor: John Redpath
	Service Area: Housing (Revenue & Benefits)
	Service Lead: Matt Gough



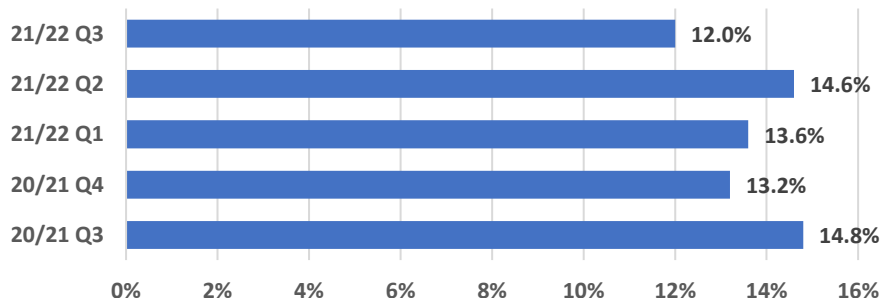
Preferred direction of travel:

This quarter:

Last quarter:

2020/21		2021/22		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
560	533	572	557	553
Description:	Snapshot data: these are the properties showing as empty on the system on the last day of the quarter.			
Comments:	2021/22 - Quarter 3: None.			

H&J16 Percentage of vacant town centre retail units	Lead Councillor: John Redpath
	Service Area: Strategy & Communications
	Service Lead: Steve Benbough

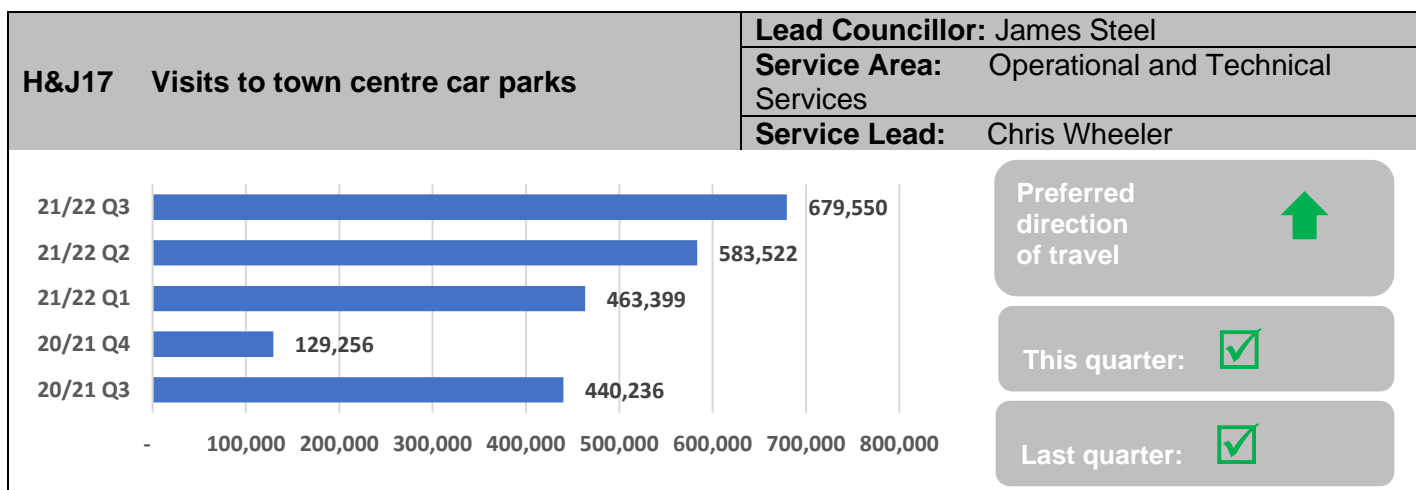


Preferred direction of travel:

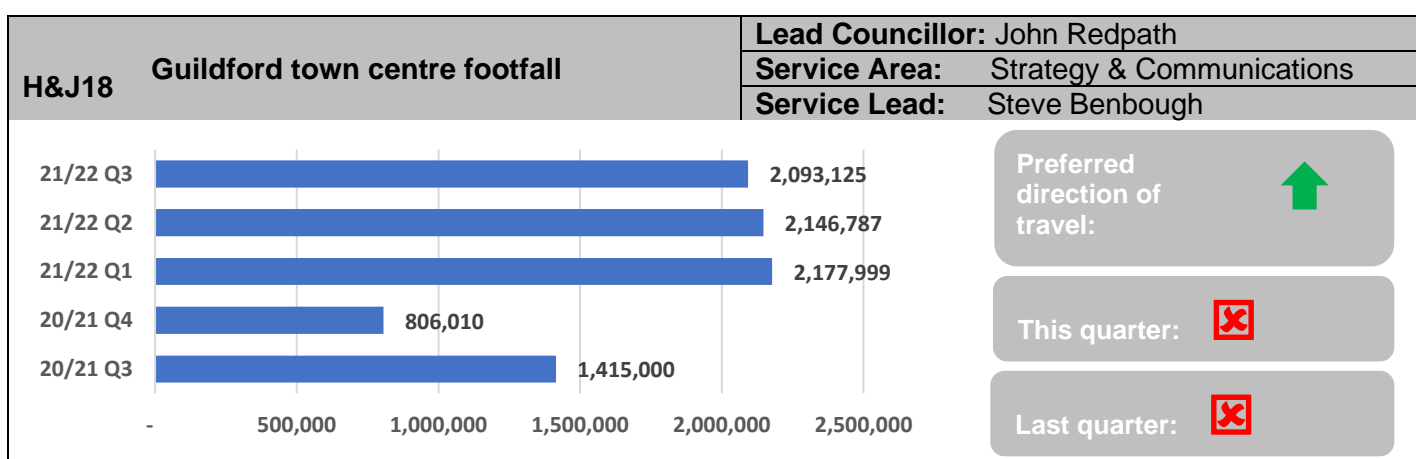
This quarter:

Last quarter:

2020/21		2021/22		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
14.8%	13.2%	13.6%	14.6%	12.0%
Description:	Data is for vacant ground level retail and leisure premises situated within Guildford's Business Improvement District (BID). Data provided by Experience Guildford. The preferred direction of travel is based on the south-east figure.			
Comments:	2021/22 - Quarter 3: By comparison the percentage of vacant units for the UK was 11.7% and for the South East was 11.4%.			

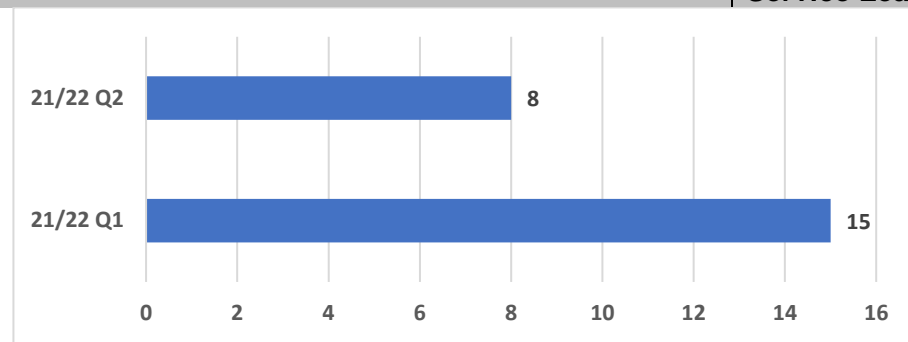


2020/21			2021/22	
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
440,236	129,256	463,399	583,522	679,550
Description: Ticket sales for town centre car parks.				
Comments: 2021/22 – Quarter 3: Recovery to 85-95% of pre-pandemic levels is now anticipated by the end of Q4.				



2020/21		2021/22		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
1,415,000	806,010	2,177,999	2,146,787	2,093,125
Description: Footfall across High Street and North Street combined (this is an industry standard measure of heads passing a beam across the street; one in front of M&S and the other at the rear of House of Fraser). Data provided by Experience Guildford. New PI for 2021/22. The indicator is impacted by a wide range of external factors and is not a direct measure of the Council's own performance.				
Comments: 2021/22 – Quarter 3: The decline in footfall is likely due to public concern about the rapid spread of the Omicron Covid variant during Q3 and the introduction of Plan B Covid restrictions (including advice to work from home). This affected the retail 'golden quarter', although it was hospitality that was struck the hardest. Pubwatch reports that the night-time economy was down by around 60%, mainly due to such fears and party booking cancellations, though 'Super Saturday' (18 Dec) was strong. However, Experience Guildford reports that most retailers were happy with the Christmas trade results against 2019 figures.				

H&J19	Domestic abuse victims prioritised for housing	Lead Councillor: Julia McShane
		Service Area: Housing
		Service Lead: Matt Gough



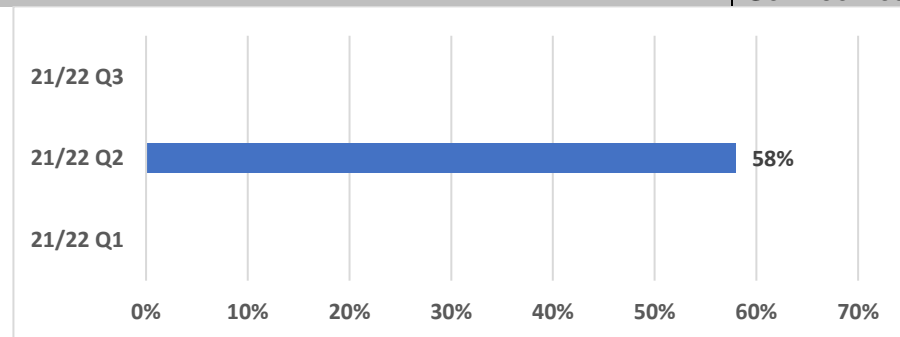
Preferred direction of travel: **TBA**

This quarter:

Last quarter:

2020/21		2021/22		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
-	-	15	8	
Description:	Domestic abuse victims prioritised for housing.			
Comments:	<p>New PI for 2021/22 - Quarter 3: There is a 2-3 month time lag on reporting figures which require approval from the DLUHC (Dept. for Levelling Up, Housing & Communities) (previously to MHCLG).</p> <p>We are unable to report any figures for this quarter. This is a countywide issue and the Council is working with Surrey County Council to review the KPIs in response to the Domestic Abuse Bill.</p>			

H&J20	Percentage of affordable housing units granted planning permission on eligible sites	Lead Councillor: Joss Bigmore
		Service Area: Planning Policy
		Service Lead: Stuart Harrison



Target: 40%

This quarter:

Last quarter:

2020/21		2021/22		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 2
-	-	n/a	58%	n/a
Description:	Percentage of affordable housing units granted planning permission on eligible sites.			
Comments:	<p>2021/22 - Quarter 3: There were no permissions on qualifying sites during Q3. This is not therefore a failure of policy to secure affordable housing, simply a reflection that no qualifying applications (sites of 11 or more units) have not been approved.</p>			

5.3 Community

This section includes all performance indicators with a broad community theme.

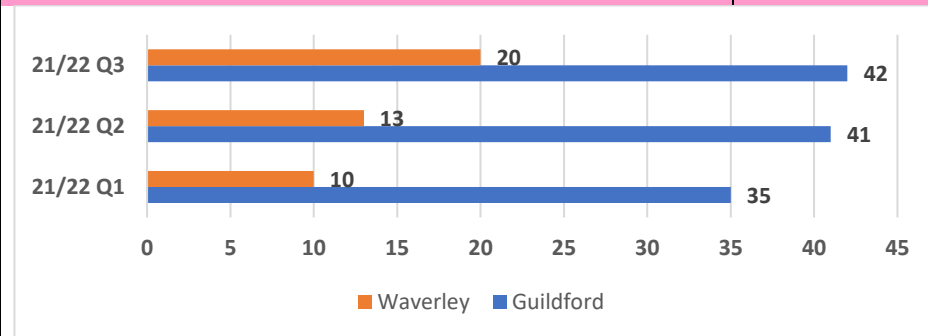
COM1 Number of customers taking part in day care activities		Lead Councillor: Julia McShane														
		Service Area: Community Services														
		Service Lead: Samantha Hutchison														
<table border="1"> <caption>COM1 Customer Numbers</caption> <thead> <tr> <th>Quarter</th> <th>Customers</th> </tr> </thead> <tbody> <tr> <td>21/22 Q3</td> <td>1,671</td> </tr> <tr> <td>21/22 Q2</td> <td>1,574</td> </tr> <tr> <td>21/22 Q1</td> <td>976</td> </tr> <tr> <td>20/21 Q4</td> <td>0</td> </tr> <tr> <td>20/21 Q3</td> <td>347</td> </tr> </tbody> </table>		Quarter	Customers	21/22 Q3	1,671	21/22 Q2	1,574	21/22 Q1	976	20/21 Q4	0	20/21 Q3	347	<p>Preferred direction of travel: </p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>		
Quarter	Customers															
21/22 Q3	1,671															
21/22 Q2	1,574															
21/22 Q1	976															
20/21 Q4	0															
20/21 Q3	347															
2020/21		2021/22														
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3												
347	0	976	1,574	1,671												
Description:	Includes activities taking place at all day centres and activity packages delivered to customer homes.															
Comments:	None.															

COM2 Number of community transport single journeys		Lead Councillor: Julia McShane														
		Service Area: Community Services														
		Service Lead: Samantha Hutchison														
<table border="1"> <caption>COM2 Single Journeys</caption> <thead> <tr> <th>Quarter</th> <th>Journeys</th> </tr> </thead> <tbody> <tr> <td>21/22 Q3</td> <td>2,748</td> </tr> <tr> <td>21/22 Q2</td> <td>3,791</td> </tr> <tr> <td>21/22 Q1</td> <td>2,113</td> </tr> <tr> <td>20/21 Q4</td> <td>633</td> </tr> <tr> <td>20/21 Q3</td> <td>1,200</td> </tr> </tbody> </table>		Quarter	Journeys	21/22 Q3	2,748	21/22 Q2	3,791	21/22 Q1	2,113	20/21 Q4	633	20/21 Q3	1,200	<p>Preferred direction of travel: </p> <p>This quarter: <input type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>		
Quarter	Journeys															
21/22 Q3	2,748															
21/22 Q2	3,791															
21/22 Q1	2,113															
20/21 Q4	633															
20/21 Q3	1,200															
2020/21		2021/22														
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3												
1,200	633	2,113	3,791	2,748												
Description:	Includes all journeys completed by Community Transport. For example, trips to medical appointments, community centres, supermarkets etc. A return journey is classed as two single trips.															
Comments:	<p>2021/22 – Quarter 3: Services were closed from 27 December 2021 to 3 January 2022 inclusive. The number of single journeys we would usually do in a similar period would be over 360.</p> <p>Additionally, as a number of our customers are vulnerable, there were more cancellations for non-essential shopping trips and to the Day Centre etc because they were concerned about the increase in covid cases due to the Omicron variant and wanted to ensure they kept themselves safe so they could spend Christmas with family. The total number of cancelled transport journeys in December was 789.</p>															

COM3	Number of community hot meals delivered	Lead Councillor: Julia McShane															
		Service Area: Community Services															
		Service Lead: Samantha Hutchison															
		Preferred direction of travel:															
		This quarter:															
		Last quarter:															
<table border="1"> <thead> <tr> <th colspan="2">2020/21</th> <th colspan="3">2021/22</th> </tr> <tr> <th>Quarter 3</th> <th>Quarter 4</th> <th>Quarter 1</th> <th>Quarter 2</th> <th>Quarter 3</th> </tr> </thead> <tbody> <tr> <td>11,152</td> <td>11,017</td> <td>9,945</td> <td>10,361</td> <td>9,805</td> </tr> </tbody> </table>		2020/21		2021/22			Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	11,152	11,017	9,945	10,361	9,805	
2020/21		2021/22															
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3													
11,152	11,017	9,945	10,361	9,805													
Description:	Includes community meals delivery service as well as meals ordered by day care customers at our day centres.																
Comments:	2021/22 – Quarter 3: We are continuing to register new people to the Community Meals service each week, and this has increased since the new year, however we have had quite a few customers move into care homes recently or have spent significant periods in hospital.																

COM4	Number of handyperson jobs completed	Lead Councillor: Julia McShane															
		Service Area: Community Services															
		Service Lead: Samantha Hutchison															
		Preferred direction of travel:															
		This quarter:															
		Last quarter:															
<table border="1"> <thead> <tr> <th colspan="2">2020/21</th> <th colspan="3">2021/22</th> </tr> <tr> <th>Quarter 3</th> <th>Quarter 4</th> <th>Quarter 1</th> <th>Quarter 2</th> <th>Quarter 3</th> </tr> </thead> <tbody> <tr> <td>-</td> <td>-</td> <td>240 Guildford 172 Waverley</td> <td>283 Guildford 185 Waverley</td> <td>240 Guildford 132 Waverley</td> </tr> </tbody> </table>		2020/21		2021/22			Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	-	-	240 Guildford 172 Waverley	283 Guildford 185 Waverley	240 Guildford 132 Waverley	
2020/21		2021/22															
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3													
-	-	240 Guildford 172 Waverley	283 Guildford 185 Waverley	240 Guildford 132 Waverley													
Description:	Number of handyperson jobs completed.																
Comments:	2021/22 – Quarter 3: The drop in the number of jobs undertaken is due to normal closures of the depot during the Christmas period, but it is expected this will increase in Q4.																

COM5	Number of Care and Repair jobs completed	Lead Councillor: Julia McShane
		Service Area: Community Services
		Service Lead: Samantha Hutchison



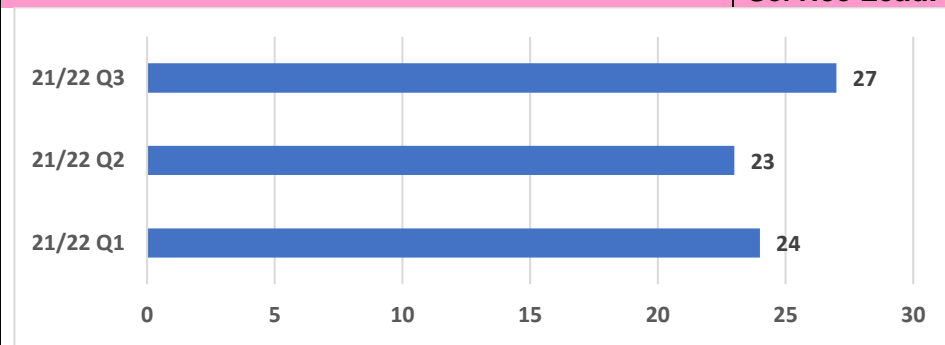
Preferred direction of travel:

This quarter:

Last quarter:

2020/21		2021/22		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
-	-	45 projects: 35 Guildford 10 Waverley	54 projects: 41 Guildford 13 Waverley	62 projects: 42 Guildford 20 Waverley
Description:	Private sector only, includes Waverley jobs.			
Comments:	None.			

COM6	Number of public sector adaptations completed	Lead Councillor: Julia McShane
		Service Area: Environment & Regulatory
		Service Lead: Justine Fuller

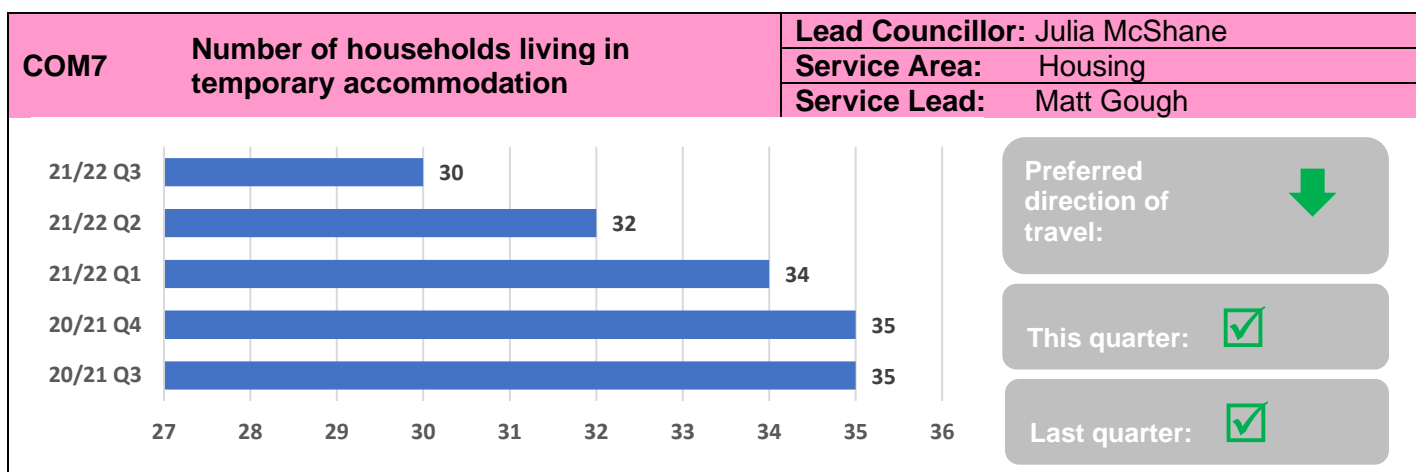


Preferred direction of travel:

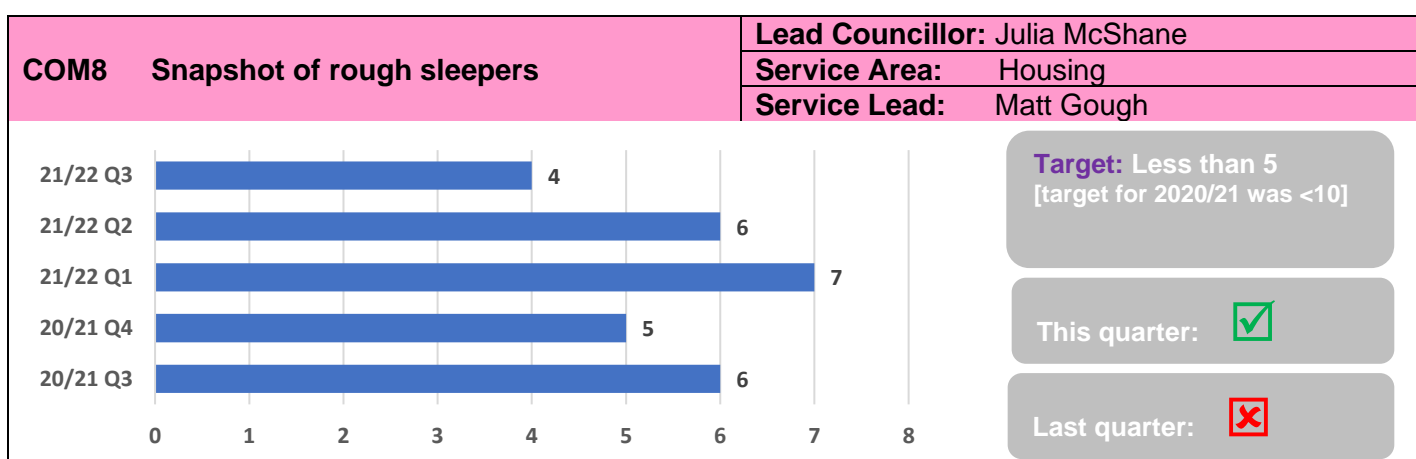
This quarter:

Last quarter:

2020/21		2021/22		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
-	-	24	23	27
Description:	Number of public sector adaptations completed. Public sector only, includes Waverley jobs.			
Comments:	None.			

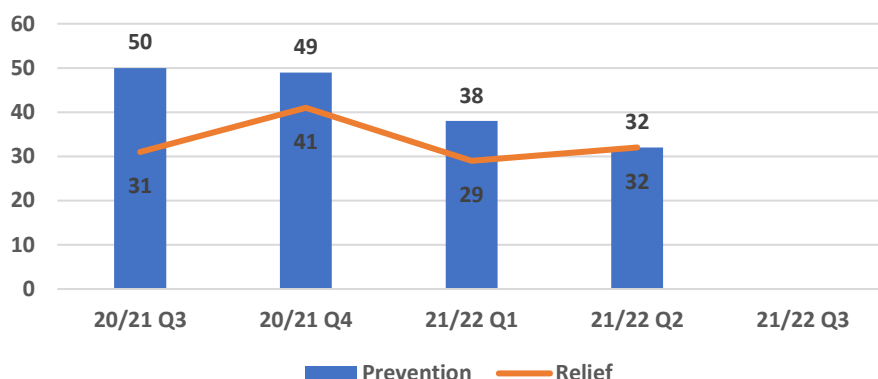


2020/21		2021/22		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
35	35	34	32	30
Description:	Number of households in temporary accommodation at the end of the quarter. These are only the households who are accommodated following an acceptance of a homelessness duty. Other households may be placed in temporary accommodation without us accepting a duty, but by using our prevention powers.			
Comments:	None.			



2020/21		2021/22		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
6	5	7	6	4
Description:	These figures are intelligence-based estimates relating to a specified date each quarter. HOST collate information based on their caseload, rough sleeper outreach and multi-agency feedback received.			
Comments:	2021/22 - Quarter 3: Rough sleepers are now from outside the area and not Guildford. This has been reported to the Department for Levelling Up, Housing and Communities who have provided funding to help resolve this issue.			

COM9	Number of successful homelessness outcomes	Lead Councillor: Julia McShane
		Service Area: Housing
		Service Lead: Matt Gough



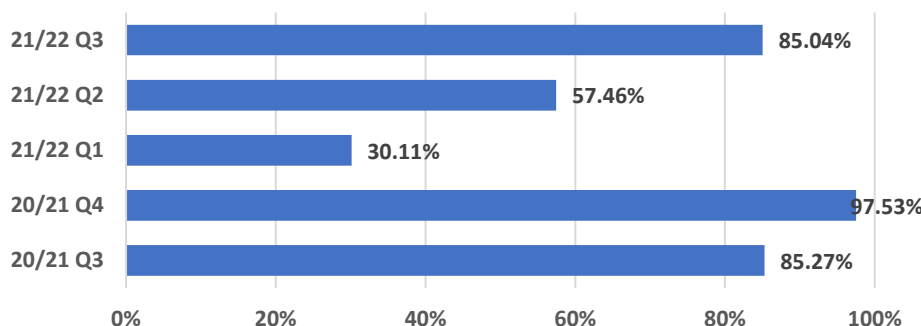
Target: Higher prevention to relief

This quarter: ■

Last quarter:

2020/21		2021/22		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
50/31	49/41	38/29	32/32 (pending DLUHC approval)	-
Description:	Successful prevention/ relief case outcomes.			
Comments:	2021/22 – Quarter 3: This number includes data from a range of sources and organisations, sadly we have currently been unable to provide this information in the required format. As soon as the information is available the report will be updated.			

COM10	Council tax collected (%)	Lead Councillor: Tim Anderson
		Service Area: Housing (Revenue & Benefits)
		Service Lead: Matt Gough



Target: 99% for the year

This quarter: ■

Last quarter:

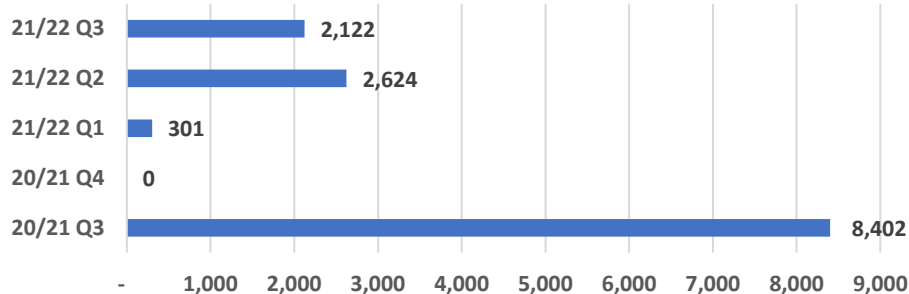
2020/21		2021/22		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
85.27%	97.53%	30.11%	57.46%	85.04%
Description:	Percentage calculated, as a cumulative year-to-date figure, from the total of council tax payments received compared to the total amounts payable in that year.			
Comments:	2021/22 – Quarter 3: The collection rate has been fluctuating throughout the year in comparison to previous years. Recovery action was delayed by the pandemic, but is now occurring regularly. Resourcing issues within the Service Delivery Case Team have resulted in delays in making account changes and a consequence of this is that more debt is profiled towards the end of the financial year. An outturn of around 97% now looks likely. The resourcing issue is under review. We anticipate that in 2022-23 we will be able to carry out a full recovery programme, which should increase collection rates from an earlier point in the year. However, 2022-23 will be a challenging year for householders with increased fuel and other living costs and this is likely to impact our collection rates.			

NOTE: PI Ref: COM11 is now vacant as the PI for the Number of Planning Applications has been re-numbered and moved to COU14 so that the figures can be considered alongside other planning related PIs COU10-COU13 for Place Services.

COM12 Total attendance at G Live			Lead Councillor: James Steel	
			Service Area: Culture, Heritage & Leisure	
			Service Lead: Jonathan Sewell	
<i>Data not available for Q3 2021/22</i>			<div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #f0f0f0;"> <p>Target: 230,000 per year</p> </div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #f0f0f0; margin-top: 10px;"> <p>This quarter: </p> </div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #f0f0f0; margin-top: 10px;"> <p>Last quarter: i</p> </div>	
2020/21			2021/22	
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
-	-	-	13,547	
Description:	Ticket sales plus estimates of other events. Data provided from HQ Theatres. HQ Theatres data collection is approximately 2 months behind.			
Comments:	2021/22 – Quarter 3: It is expected that we will receive the Q3 data in Q4. Following the covid pandemic, 2021/22 has been a recovery year for entertainment venues and the target of 230,000 ticket sales per year was set prior to that and therefore the target will not be met for 2021/22. It is however anticipated that this can be achieved again from 2022/23.			

COM13	Total visits to sports and leisure venues (Spectrum, Lido, Ash Manor)	Lead Councillor: James Steel										
		Service Area: Culture, Heritage & Leisure										
		Service Lead: Jonathan Sewell										
<table border="1"> <thead> <tr> <th>Quarter</th> <th>Visits</th> </tr> </thead> <tbody> <tr> <td>21/22 Q1</td> <td>233,017</td> </tr> <tr> <td>21/22 Q2</td> <td>420,956</td> </tr> <tr> <td>21/22 Q3</td> <td>1,055,676</td> </tr> </tbody> </table>		Quarter	Visits	21/22 Q1	233,017	21/22 Q2	420,956	21/22 Q3	1,055,676	<p>Target: Spectrum - 1.7m visits per year; Lido and Ash Manor – 80,000 visits per year per venue</p> <p>This quarter: <input type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>		
Quarter	Visits											
21/22 Q1	233,017											
21/22 Q2	420,956											
21/22 Q3	1,055,676											
2020/21		2021/22										
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3								
-	-	233,017	420,956	1,055,676								
Description:	Ticket sales plus estimates of other events (includes door counters and booking sources). Data provided from Freedom Leisure. Freedom Leisure data collection is around 2 months behind.											
Comments:	<p>2021/22 – Quarter 3: The targets are based on pre-pandemic levels, but provide an indication. It is unlikely that the annual targets will be achieved in Q4, but it is anticipated that they can be achieved in 2022/23.</p> <p>The Lido had a good summer season, but Spectrum and Ash Manor have been struggling particularly with the return of direct debit members to the gym and classes. The covid restrictions reduced capacity through a large portion of the year at the indoor venues.</p> <p>From Q1 of 2022/23 we will split attendances for each venue to give a clearer reflection of attendances throughout the year.</p>											

COM14 Total visits to heritage venues	Lead Councillor: John Redpath
	Service Area: Culture, Heritage & Leisure
	Service Lead: Jonathan Sewell



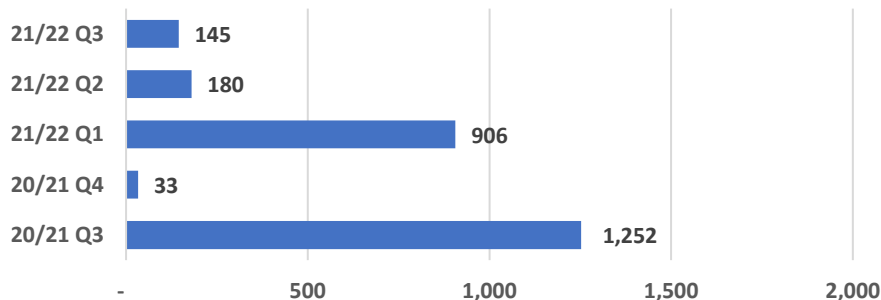
Target: 148,000 per year

This quarter:

Last quarter:

2020/21		2021/22		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
8,402	0	301	2,624	2,122
Description:	Total visits to heritage venues including the Castle, Guildford House Gallery, the Museum and the Guildhall. Data is collected through visitor and door counters at Guildford House Gallery, Museum, Castle and the Guildhall.			
Comments:	2021/22 - Quarter 3: This target was based on pre-pandemic levels and clearly will be missed, but we are currently monitoring the direction of travel and it is hoped that attendances will increase once again during 2022/23. Facilities were closed much of the time due to imposed lockdowns; followed by staff reduction and seasonal closures. The Museum re-opened to the public on May 26 with reduced days and hours from Wed to Sat, 12 noon to 4.30pm. Guildford House Galleries closed for covid followed by extensive building works. Commercial hire of the Guildhall was affected by covid closures and therefore the number of event attendances at the venue reduced.			

COM15	Total number of attendances at events, engagements and outreach sessions delivered by Heritage Services	Lead Councillor: John Redpath
		Service Area: Culture, Heritage & Leisure
		Service Lead: Jonathan Sewell



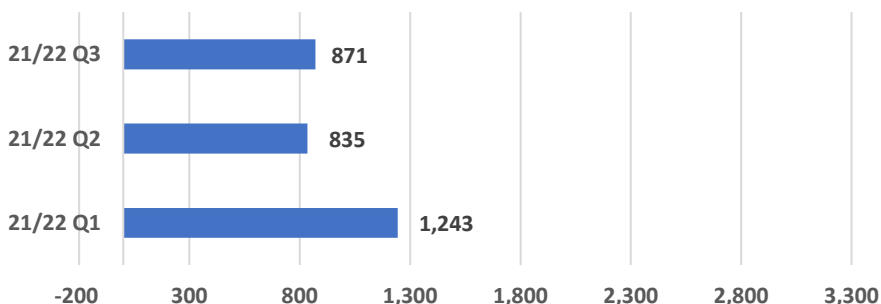
Target: 2,000 per year

This quarter:

Last quarter:

2020/21		2021/22		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
1,252	33	906	180	145
Description:	Total attendance at events, engagement and outreach sessions delivered by Heritage Services. Attendances are recorded by facilitators or through bookings and include virtual attendance.			
Comments:	<p>2021/22 - Quarter 3: This target was based on pre-pandemic levels and it is likely will not be met in Q4. We are currently monitoring the direction of travel and it is hoped that attendances will increase once again during 2022/23.</p> <p>This included events etc. arranged by Heritage Services only as part of our programme. It did not include commercial lets and hires or corporate events. The stats did not include web hits and visits to our on-line exhibitions and other on-line activity etc, but does also include bookable events (e.g. History of Guildford and Coffee Time Talks) but also drop in outreach.</p>			

COM16	Number of bookings of sports pitches and courts	Lead Councillor: James Steel
		Service Area: Customer and Case
		Service Lead: Nicola Haymes



Target: 3,300 per year

This quarter:

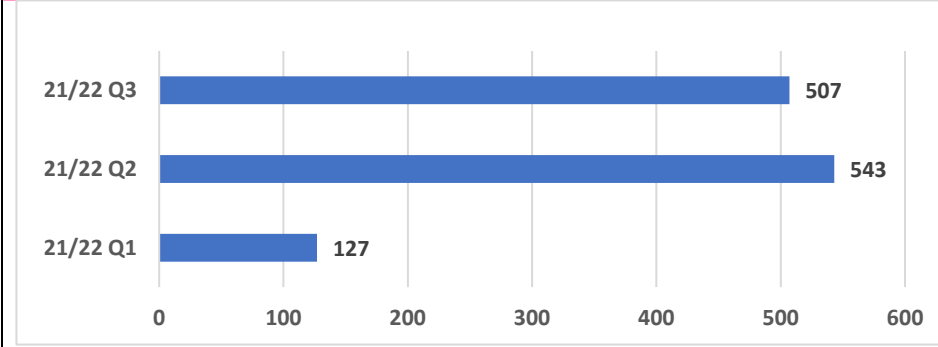
Last quarter:

2020/21		2021/22		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
-	-	1,243	835	871
Description:	Data collated from pitch/ court booking system. Excludes tennis court bookings at Stoke Park Gardens (these have been contracted out).			
Comments:	2021/22 - Quarter 3: Q3 seasonal transition to winter sports.			

COM17	Total visitor numbers to parks and countryside sites	Lead Councillor: James Steel																	
		Service Area: Culture, Heritage & Leisure																	
		Service Lead: Jonathan Sewell																	
		<p>Target: 945,000 per year</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>																	
<table border="1"> <thead> <tr> <th colspan="2">2020/21</th> <th colspan="3">2021/22</th> </tr> <tr> <th>Quarter 3</th> <th>Quarter 4</th> <th>Quarter 1</th> <th>Quarter 2</th> <th>Quarter 3</th> </tr> </thead> <tbody> <tr> <td>161,694</td> <td>216,935</td> <td>326,500</td> <td>210,956</td> <td>148,956</td> </tr> </tbody> </table>		2020/21		2021/22			Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	161,694	216,935	326,500	210,956	148,956	<p>Description: Based on counters at Stoke Park Gardens and Castle Grounds and the SANG sites of Chantry Wood and Riverside Nature Reserve. It is not a true reflection of total visitor numbers to all our sites</p> <p>Comments: None.</p>		
2020/21		2021/22																	
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3															
161,694	216,935	326,500	210,956	148,956															

COM18	Number of visitors to Thrive at the Hive	Lead Councillor: Julia McShane																	
		Service Area: Community Services																	
		Service Lead: Sam Hutchison																	
		<p>Target: Data only</p> <p>This quarter: <input type="checkbox"/></p> <p>Last quarter: <input type="checkbox"/></p>																	
<table border="1"> <thead> <tr> <th colspan="2">2020/21</th> <th colspan="3">2021/22</th> </tr> <tr> <th>Quarter 3</th> <th>Quarter 4</th> <th>Quarter 1</th> <th>Quarter 2</th> <th>Quarter 3</th> </tr> </thead> <tbody> <tr> <td>n/a</td> <td>n/a</td> <td>n/a</td> <td>29</td> <td>22</td> </tr> </tbody> </table>		2020/21		2021/22			Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	n/a	n/a	n/a	29	22	<p>Description: This is a new PI from Quarter 2 of 2021/22</p> <p>Comments: None.</p>		
2020/21		2021/22																	
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3															
n/a	n/a	n/a	29	22															

COM19	Number of visitors to the Community Fridge	Lead Councillor: Julia McShane
		Service Area: Community Services
		Service Lead: Sam Hutchison



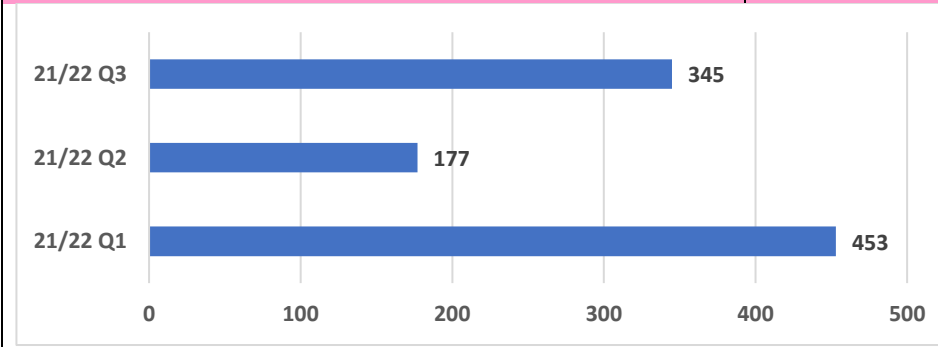
Target: Data only

This quarter: ⓘ

Last quarter: ⓘ

2020/21		2021/22		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
n/a	n/a	127	543	507
Description:	This is a new PI for 2021/22			
Comments:	None.			

COM20	Number of attendees at Playranger Sessions	Lead Councillor: Julia McShane
		Service Area: Community Services
		Service Lead: Sam Hutchison



Target: Data only

This quarter: ⓘ

Last quarter: ⓘ

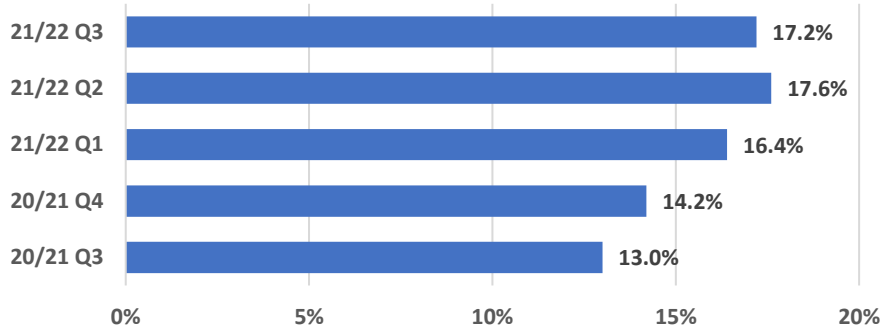
2020/21		2021/22		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
n/a	n/a	453	177	345
Description:	This is a new PI for 2021/22			
Comments:	None.			

5.4 Council

This section includes all performance indicators with a broad Council theme.

COU1 Staff sickness absence - all sickness		Lead Councillor: Julia McShane														
		Service Area: HR														
		Service Lead: Francesca Chapman														
<table border="1"> <caption>Staff Sickness Absence - All Sickness</caption> <thead> <tr> <th>Quarter</th> <th>Days</th> </tr> </thead> <tbody> <tr> <td>21/22 Q3</td> <td>7.5</td> </tr> <tr> <td>21/22 Q2</td> <td>7.0</td> </tr> <tr> <td>21/22 Q1</td> <td>5.7</td> </tr> <tr> <td>20/21 Q4</td> <td>6.0</td> </tr> <tr> <td>20/21 Q3</td> <td>7.0</td> </tr> </tbody> </table>		Quarter	Days	21/22 Q3	7.5	21/22 Q2	7.0	21/22 Q1	5.7	20/21 Q4	6.0	20/21 Q3	7.0	<p>Target: Less than / equal to 8 days</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>		
Quarter	Days															
21/22 Q3	7.5															
21/22 Q2	7.0															
21/22 Q1	5.7															
20/21 Q4	6.0															
20/21 Q3	7.0															
2020/21		2021/22														
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3												
7 days	6 days	5.7 days	7.0 days	7.5 days												
Description:	Rolling year to date number of working days/ shifts lost due to sickness absence. This is calculated by the number of long- and short-term sickness absence days divided by the number of full-time equivalent staff.															
Comments:	None.															

COU2	Staff turnover	Lead Councillor: Julia McShane
		Service Area: HR
		Service Lead: Francesca Chapman



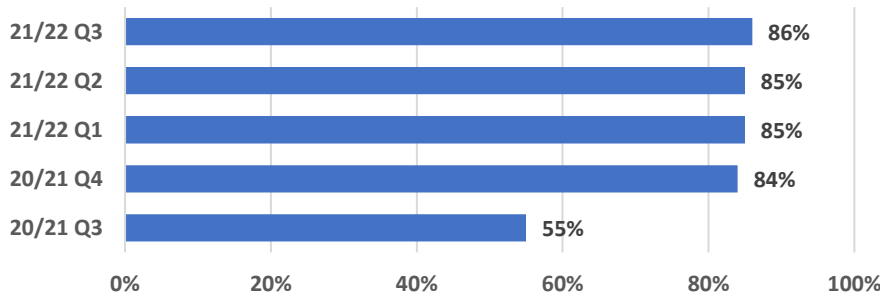
Target: 15%

This quarter:

Last quarter:

2020/21		2021/22		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
13.0%	14.2%	16.4%	17.6%	17.2%
Description:	This is a rolling year-to-date figure calculated from the total number of staff leaving (voluntarily and non-voluntary) as a percentage of total staff in post.			
Comments:	<p>2021/22 – Quarter 3: The staff turnover figure reflects the restructuring activity through the Future Guildford programme in the last year resulting in redundancies. The voluntary resignation turnover figure is 11% which compares well to the national public sector average of 12%.</p> <p>We are looking at increasing the target to 17% from April 2022 due to the Guildford/Waverley collaboration, which will bring uncertainty about employment security.</p> <p>Next steps to address this have been identified in Section 1.4 of this report.</p>			

COU3	Council suppliers paid within 30 days	Lead Councillor: Tim Anderson
		Service Area: Customer and Case Services
		Service Lead: Nicola Haymes



Target: 90%

This quarter:

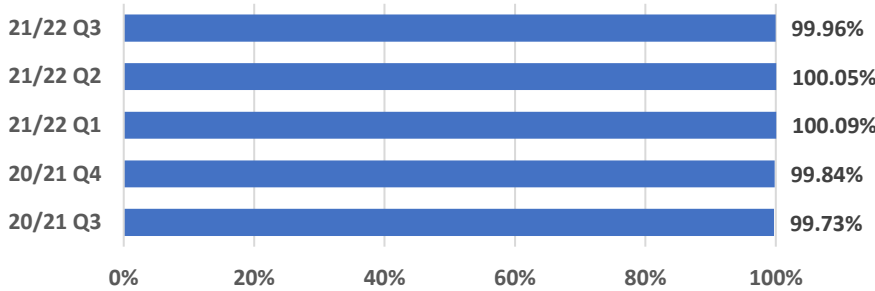
Last quarter:

2020/21		2021/22		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
55%	84%	85%	85%	86%
Description:	Percentage of Council suppliers paid within 30 days.			
Comments:	<p>2021/22 - Quarter 3: We continue to work with services and suppliers to ensure that purchase orders are raised at the time of ordering and are included on invoicing as part of our no PO, no Pay policy which can often be the reason for any delays in payments occurring.</p>			

COU4	Council sundry debt invoices collected within 30 days	Lead Councillor: Tim Anderson														
		Service Area: Customer and Case Services														
		Service Lead: Nicola Haymes														
<table border="1"> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>21/22 Q3</td> <td>75%</td> </tr> <tr> <td>21/22 Q2</td> <td>78%</td> </tr> <tr> <td>21/22 Q1</td> <td>54%</td> </tr> <tr> <td>20/21 Q4</td> <td>57%</td> </tr> <tr> <td>20/21 Q3</td> <td>16%</td> </tr> </tbody> </table>		Quarter	Percentage	21/22 Q3	75%	21/22 Q2	78%	21/22 Q1	54%	20/21 Q4	57%	20/21 Q3	16%	Target: 90%		
Quarter	Percentage															
21/22 Q3	75%															
21/22 Q2	78%															
21/22 Q1	54%															
20/21 Q4	57%															
20/21 Q3	16%															
		This quarter: <input checked="" type="checkbox"/>														
		Last quarter: <input checked="" type="checkbox"/>														
2020/21		2021/22														
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3												
16%	57%	54%	78%	75%												
Description:	Percentage of debt owed to the Council collected within 30 days.															
Comments:	2021/22 - Quarter 3: Debt recovery processes are now in place with reminder/chaser letters sent at 14 days, 28 days and 35 days overdue with external collection from 60 days overdue. Some delays may have been caused by bank holidays in this period. We have recently improved our reminder and statement information to customers to help ensure customers are aware of outstanding sundry debt.															

COU5	Time taken to assess new Housing Benefit claims	Lead Councillor: Julia McShane														
		Service Area: Housing (Revenue & Benefits)														
		Service Lead: Matt Gough														
<table border="1"> <thead> <tr> <th>Quarter</th> <th>Days</th> </tr> </thead> <tbody> <tr> <td>21/22 Q3</td> <td>11.12</td> </tr> <tr> <td>21/22 Q2</td> <td>10.08</td> </tr> <tr> <td>21/22 Q1</td> <td>10.31</td> </tr> <tr> <td>20/21 Q4</td> <td>8.07</td> </tr> <tr> <td>20/21 Q3</td> <td>11.72</td> </tr> </tbody> </table>		Quarter	Days	21/22 Q3	11.12	21/22 Q2	10.08	21/22 Q1	10.31	20/21 Q4	8.07	20/21 Q3	11.72	Target: Less than/ equal to 8 days		
Quarter	Days															
21/22 Q3	11.12															
21/22 Q2	10.08															
21/22 Q1	10.31															
20/21 Q4	8.07															
20/21 Q3	11.72															
		This quarter: <input checked="" type="checkbox"/>														
		Last quarter: <input checked="" type="checkbox"/>														
2020/21		2021/22														
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3												
11.72 days	8.07 days	10.31 days	10.08 days	11.12 days												
Description:	Days taken to process new Housing Benefit claims.															
Comments:	2021/22 - Quarter 3: Resourcing of the Service Delivery Case Team is still being addressed, and the team has additionally experienced additional work with the ending of the temporary £20 increase in Universal Credit (UC) and Working Tax Credit entitlements. This has resulted in an increase in the time taken to assess new claims.															

COU6	Rent collection rate – percentage of rent collected in year	Lead Councillor: Tim Anderson
		Service Area: Housing
		Service Lead: Matt Gough



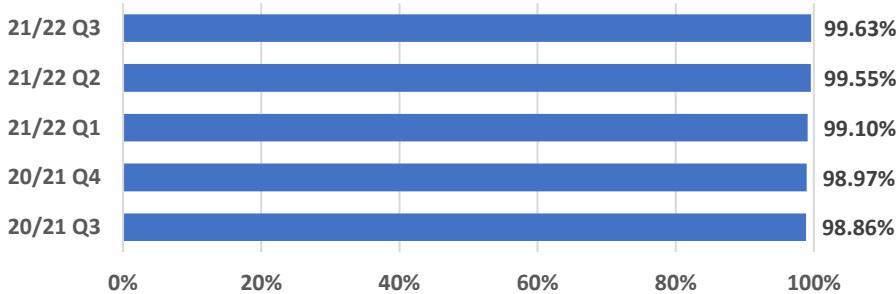
Target: 99%

This quarter:

Last quarter:

2020/21		2021/22		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
99.73%	99.84%	100.09%	100.05%	99.96%
Description:	Percentage of council house rent collected in year.			
Comments:	None.			

COU7	Rent collection rate – percentage of rent collected in year, plus arrears brought forward	Lead Councillor: Tim Anderson
		Service Area: Housing
		Service Lead: Matt Gough



Target: 98.5%

This quarter:

Last quarter:

2020/21		2021/22		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
98.86%	98.97%	99.10%	99.55%	99.63%
Description:	Percentage of council house rent collected in year including arrears brought forward.			
Comments:	None.			

COU9	Vacancy rates of commercial property investments	Lead Councillor: Tim Anderson		
		Service Area: Asset Management		
		Service Lead: Marieke van der Reijden		
		Target: Less than 5%		
		This quarter: <input checked="" type="checkbox"/>		
		Last quarter: <input checked="" type="checkbox"/>		
2020/21		2021/22		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
4.55%	3.50%	2.99%	3.35%	3.08%
Description:	Percentage vacancy rates based on days per property, excluding intentional voids. Incorporating the number of properties, potential and actual vacant days.			
Comments:	None.			

COU10	Speed of determining planning applications for major development (%)	Lead Councillor: Tom Hunt		
		Service Area: Place Services		
		Service Lead: Dan Ledger		
		Target: 60%		
		This quarter: <input checked="" type="checkbox"/>		
		Last quarter: <input checked="" type="checkbox"/>		
2020/21		2021/22		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
96.88%	75%	80%	66.67%	75%
Description:	Figure for each quarter (as per the Combined Development Control (PS1 and PS2) Form) of the percentage of decisions on applications made within 13 weeks.			
Comments:	None.			

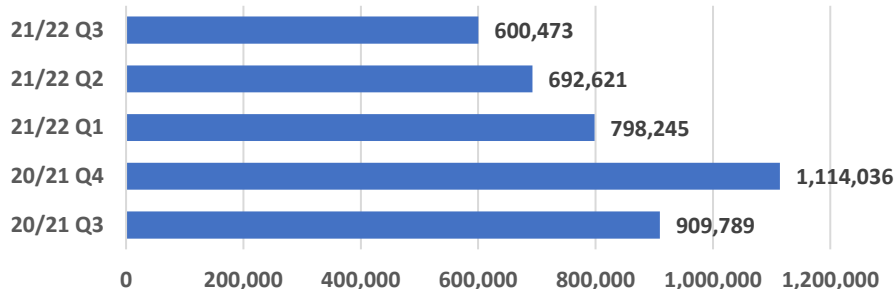
COU11	Speed of determining planning applications for minor development (%)	Lead Councillor: Tom Hunt																
		Service Area: Place Services																
		Service Lead: Dan Ledger																
<table border="1"> <caption>Speed of determining planning applications for minor development (%)</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>21/22 Q3</td> <td>28.13%</td> </tr> <tr> <td>21/22 Q2</td> <td>52.63%</td> </tr> <tr> <td>21/22 Q1</td> <td>52.38%</td> </tr> <tr> <td>20/21 Q4</td> <td>54.93%</td> </tr> <tr> <td>20/21 Q3</td> <td>75.17%</td> </tr> </tbody> </table>		Quarter	Percentage	21/22 Q3	28.13%	21/22 Q2	52.63%	21/22 Q1	52.38%	20/21 Q4	54.93%	20/21 Q3	75.17%	<p>Target: 70%</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>				
Quarter	Percentage																	
21/22 Q3	28.13%																	
21/22 Q2	52.63%																	
21/22 Q1	52.38%																	
20/21 Q4	54.93%																	
20/21 Q3	75.17%																	
		2020/21		2021/22														
Quarter 3		Quarter 4		Quarter 1	Quarter 2	Quarter 3												
75.17%		54.93%		52.38%	52.63%	28.13%												
Description:		Figure for each quarter (as per the Combined Development Control (PS1 and PS2) Form) of the percentage of decisions on applications made within 8 weeks.																
Comments:		2021/22 – Quarter 3: Performance figures have dropped as officers are tackling older applications in the backlog therefore this has a negative effect on determination targets. These are likely to remain low until the backlog can be cleared and a greater proportion of in time applications can be dealt with.																

COU12	Speed of determining planning applications for other development (%)	Lead Councillor: Tom Hunt																
		Service Area: Place Services																
		Service Lead: Dan Ledger																
<table border="1"> <caption>Speed of determining planning applications for other development (%)</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>21/22 Q3</td> <td>18.45%</td> </tr> <tr> <td>21/22 Q2</td> <td>35.92%</td> </tr> <tr> <td>21/22 Q1</td> <td>60.27%</td> </tr> <tr> <td>20/21 Q4</td> <td>66.89%</td> </tr> <tr> <td>20/21 Q3</td> <td>82.69%</td> </tr> </tbody> </table>		Quarter	Percentage	21/22 Q3	18.45%	21/22 Q2	35.92%	21/22 Q1	60.27%	20/21 Q4	66.89%	20/21 Q3	82.69%	<p>Target: 85%</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>				
Quarter	Percentage																	
21/22 Q3	18.45%																	
21/22 Q2	35.92%																	
21/22 Q1	60.27%																	
20/21 Q4	66.89%																	
20/21 Q3	82.69%																	
		2020/21		2021/22														
Quarter 3		Quarter 4		Quarter 1	Quarter 2	Quarter 3												
82.69%		66.89%		60.27%	35.92%	18.45%												
Description:		Figure for each quarter (as per the Combined Development Control (PS1 and PS2) Form) of the percentage of decisions on applications made within 8 weeks.																
Comments:		2021/22 – Quarter 3: Performance figures have dropped as officers are tackling older applications in the backlog therefore this has a negative effect on determination targets. These are likely to remain low until the backlog can be cleared and a greater proportion of in time applications can be dealt with.																

COU13	Appeals dismissed against the Council's refusal of planning permission (%)	Lead Councillor: Tom Hunt																	
		Service Area: Place Services																	
		Service Lead: Dan Ledger																	
<table border="1"> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>21/22 Q3</td> <td>65%</td> </tr> <tr> <td>21/22 Q2</td> <td>59%</td> </tr> <tr> <td>21/22 Q1</td> <td>58%</td> </tr> <tr> <td>20/21 Q4</td> <td>85%</td> </tr> <tr> <td>20/21 Q3</td> <td>80%</td> </tr> </tbody> </table>		Quarter	Percentage	21/22 Q3	65%	21/22 Q2	59%	21/22 Q1	58%	20/21 Q4	85%	20/21 Q3	80%	<p>Data only: no target</p> <p>This quarter: ⓘ</p> <p>Last quarter: ⓘ</p>					
Quarter	Percentage																		
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2020/21		2021/22																	
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3															
80%	85%	58%	59%	65%															
Description:	Percentage of appeals dismissed where the Council has refused planning permission. This is a cumulative figure for the year.																		
Comments:	None.																		

COU14	Number of planning applications	Lead Councillor: Tom Hunt																	
		Service Area: Place Services																	
		Service Lead: Dan Ledger																	
<table border="1"> <thead> <tr> <th>Quarter</th> <th>Number of Applications</th> </tr> </thead> <tbody> <tr> <td>21/22 Q3</td> <td>840</td> </tr> <tr> <td>21/22 Q2</td> <td>502</td> </tr> <tr> <td>21/22 Q1</td> <td>718</td> </tr> <tr> <td>20/21 Q4</td> <td>706</td> </tr> <tr> <td>20/21 Q3</td> <td>561</td> </tr> </tbody> </table>		Quarter	Number of Applications	21/22 Q3	840	21/22 Q2	502	21/22 Q1	718	20/21 Q4	706	20/21 Q3	561	<p>Data only: no target</p> <p>This quarter: ⓘ</p> <p>Last quarter: ⓘ</p>					
Quarter	Number of Applications																		
21/22 Q3	840																		
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2020/21		2021/22																	
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3															
561	706	718	502	840															
Description:	Relates to number of planning applications validated during this period.																		
Comments:	None.																		

COU15	Number of web page views	Lead Councillor: John Redpath
		Service Area: Customer and Case
		Service Lead: Nicola Haymes



Preferred direction of travel:

This quarter:

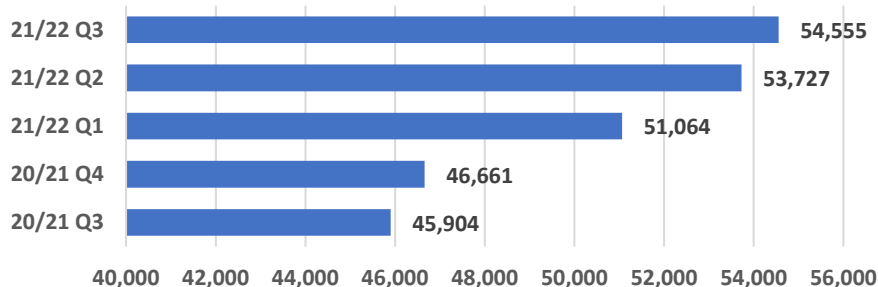
Last quarter:

2020/21		2021/22		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
909,789	1,114,036	798,245	692,621	606,473

Description: Total number of web page views.

Comments: **2021/22 - Quarter 3:**
 We are continuing to see a reduction in page views, which is to be expected at this stage of the digital stabilisation. A decrease in page views is a natural result of the website having reduced in size (web pages) and improved search and website content (customers can find what they need more easily, as opposed to hitting numerous web pages to find the information or task they need). This data still only relates to the page views on Guildford.gov.uk and not the MyGuildford platform. A large proportion of customers are going direct to our new MyGuildford platform – this data is not yet being collected – so we can assume the actual number of web page views across both platforms is higher. Tracking is due to be implemented on the MyGuildford platform in the next quarter.

COU16	Total number of social media followers	Lead Councillor: Tim Anderson
		Service Area: Strategy & Communications
		Service Lead: Steve Benbough



Preferred direction of travel:

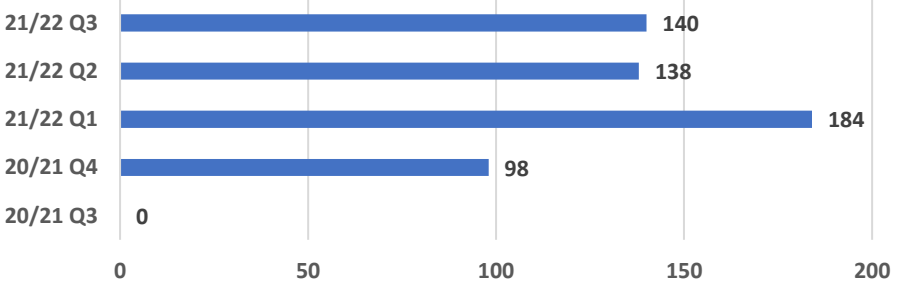



This quarter:

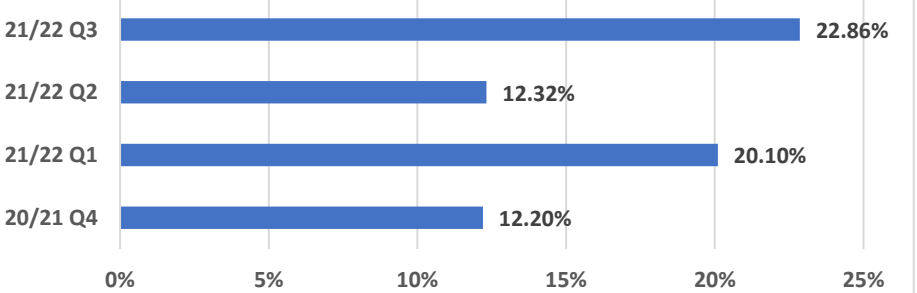


Last quarter:

2020/21		2021/22		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
45,904	46,661	51,064	53,727	54,555

Description: Total number of social media followers across all platforms.

Comments: None.

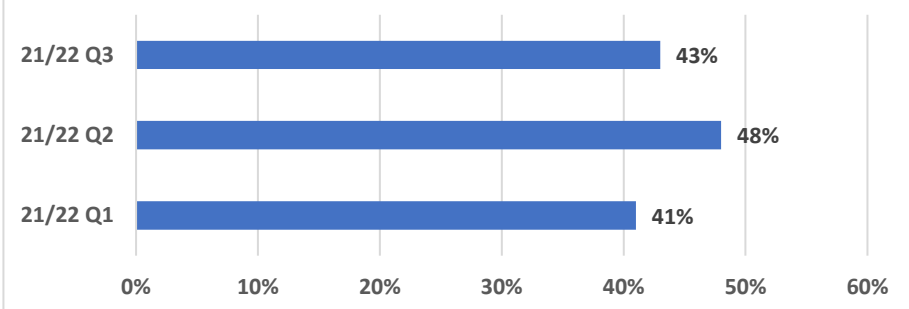
COU17	Number of customer complaints received	Lead Councillor: John Redpath						
		Service Area: Customer and Case						
		Service Lead: Nicola Haymes						
		Preferred direction of travel: 			This quarter: 		Last quarter: 	
2020/21		2021/22						
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3				
-	98	184	138	140				
Description:	This includes complaints received through our formal complaints system (currently eCase). It excludes general enquiries received through the complaints system and specific enquiries which already have remedial action in place e.g. missed bin collections. All complaints are dealt with inside of 10 working days (as per our complaints process) unless an extended deadline has been given to the complainant.							
Comments:	<p>2021/22 – Quarter 3: The statistic only applies to complaints logged centrally and does not include any the service may receive directly and not log.</p> <p>There was a slight increase in the number of complaints received. The biggest areas were linked to waste and planning and were mainly linked to delays.</p> <p>The complaints policy, supporting procedure and system are currently being reviewed with plans to relaunch and implement any changes later in 2022.</p>							

COU18	Percentage of customer complaints upheld	Lead Councillor: John Redpath						
		Service Area: Customer and Case						
		Service Lead: Nicola Haymes						
		Target: less than or equal to 20%			This quarter: 		Last quarter: 	
2020/21		2021/22						
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3				
-	12.20%	20.10%	12.32%	22.86%				
Description:	The data relates to the complaints upheld in each quarter; it does not include partially upheld complaints.							
Comments:	<p>2021/22 - Quarter 3: This has increased and is linked to complaints related to parking and planning.</p> <p>The complaints policy, supporting procedure and system are currently being reviewed with plans to relaunch and implement any changes later in 2022.</p>							

COU19	Number of Ombudsman complaints upheld	Lead Councillor: John Redpath																	
		Service Area: Strategy & Communications																	
		Service Lead: Steve Benbough																	
		<p>Preferred direction of travel: </p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>																	
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2020/21		2021/22																	
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3															
0	2	0	1	0															

COU20	Enquiries resolved at first contact	Lead Councillor: John Redpath																	
		Service Area: Customer and Case																	
		Service Lead: Nicola Haymes																	
		<p>Target: 50%</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>																	
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2020/21		2021/22																	
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3															
-	-	-	53.38%	74%															

COU21	Transactions through digital channels	Lead Councillor: John Redpath
		Service Area: Customer and Case
		Service Lead: Nicola Haymes



Target: 75%

This quarter:

Last quarter:

2020/21		2021/22		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
-	-	41%	48%	43%

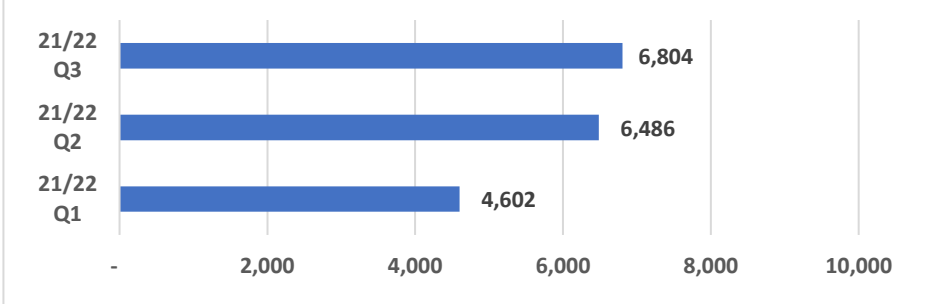
Description: Transactions through digital channels.

Comments:

2021/22 – Quarter 3:
 As salesforce has embedded and knowledge in the system has grown we have been able to further refine the reporting in this area. Change of staffing has also meant the statistics have been reviewed. Whilst doing this we have identified that the figures for Q1 and Q2 did not include all information related to calls as there were problems with the reporting of this initially that have now been resolved. Figures for all quarters have now been updated to improve accuracy. These figures are based on the number of calls handled by the customer services team (but do not take into account the number of dropped calls or face to face contact through reception) and the number of digital contacts through salesforce and the web, but do not take into account other contact through systems such as Tascomi. As we develop our salesforce platform further the areas of digital interaction that we can report on will increase.

Although we are not at target there is significant work taking place in the digital arena to review and revise our digital customer journeys, move more customer interactions online as well as working with services to promote and encourage the move towards digital in all areas.

COU22	Number of online customer accounts	Lead Councillor: John Redpath
		Service Area: Customer and Case
		Service Lead: Nicola Haymes



Target: 10,000 within one year

This quarter:

Last quarter:

2020/21		2021/22		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
-	-	4,602	6,486	6,804

Description: Number of online customer accounts.

Comments:

2021/22 - Quarter 3:
 The Customer Portal went live on 30 April 2021. The cumulative total is 17,892 for Q3.

COU23	Satisfaction with online services	Lead Councillor: John Redpath
		Service Area: Customer and Case
		Service Lead: Nicola Haymes

21/22 Q3	42.1%
21/22 Q2	41.3%
21/22 Q1	37.2%

Target: 70%
This quarter: <input type="checkbox"/>
Last quarter: <input type="checkbox"/>

2020/21			2021/22	
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
-	-	37.2%	41.3%	42.1%
Description:	Satisfaction with online services.			
Comments:	<p>2021/22 – Quarter 3: This figure is increasing however only 2% of digital transactions have completed the satisfaction survey so this % is not likely to be a representation of all experience with the digital routes, particularly as feedback is only often provided for very good or very bad service across all customer service fields and industries not just the council. Work is ongoing to improve how we can capture feedback from our customers to provide us with better information in the new financial year.</p> <p>This statistic is an average % based on everyone who has responded. There are 4 questions on the survey that have a 1-10 score, so we calculate each person's % and then take the average of everyone who has responded.</p>			

COU24	Percentage of Freedom of Information and Environmental Information Regulation requests responded to within statutory timeframes	Lead Councillor: Joss Bigmore
		Service Area: Strategy & Communications
		Service Lead: Steve Benbough

21/22 Q3	93%
21/22 Q2	93.5%
21/22 Q1	91%
20/21 Q4	94%
20/21 Q3	79%

Target: 90%
This quarter: <input checked="" type="checkbox"/>
Last quarter: <input checked="" type="checkbox"/>

2020/21		2021/22		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
79%	94%	91%	93.5%	93%
Description:	Percentage of FOI/ EIR responses given within the statutory timeframe of 20 days.			
Comments:	Reporting lag of 1 month due to 20 working day deadline (some FOIs will still be within their due date after the month ends).			

6. Conclusion

This report has shown that for this quarter the number of quarterly PIs that are showing a positive green or amber rating has dropped below 50% which is a decrease by over 10% on quarter 2 and over a quarter (29.7%) were off track, or not meeting targets. Moving forward we will be asking Service Leads who have PIs that are Amber or Red to provide information within the commentary about what they are doing to recover the PI performance.

In comparison to quarter 2 of 2020/21 of all PIs in quarter 3 for 2021/22, showed an increase in PIs on target or within tolerances, by over 7%.

Those PIs which, for quarter 3, were rated as 'no data' (i.e. no data was submitted for this report) made up 12.5% of all PIs, which showed an increase of 7.8% on quarter 2. The primary reason for the lack of data submission was due to time lags in receiving data, the introduction of new systems and limited resources to collate the data.

As the performance monitoring framework and reporting cycle continue to embed within the organisation, we aim to continue to reduce the amount of data not submitted we have been working closely with Service Leads and Directors and provided them with support to gather and submit data required. As a result, we hope this report provides a fuller picture of our performance and this will continue in future. We also aim to further improve performance across the Council, as we identify trends, issues, and relevant remedial action where necessary.