

THEME	CORPORATE KPI	SERVICE PLAN MONITOR	OTHER REPORTING	REMOVE
Environment	4	4	1	0
Community	4	13	2	0
Homes & Jobs	13	12	0	6
Excellence & Customer Service	19	9	1	0
	<b>40</b>	<b>38</b>	<b>4</b>	<b>6</b>




**ENVIRONMENT - Protecting our Environment [Corporate Priority]**

- provide leadership in our own operations by reducing carbon emissions, energy consumption and waste
- engage with residents and businesses to encourage them to act in more environmentally sustainable ways through their waste, travel and energy choices
- work with partners to make travel more sustainable and reduce congestion
- make every effort to protect and enhance our biodiversity and natural environment

Type of Indicator	PI Ref:	Performance Indicator	Annual / Quarterly PI	Type of Measure P=Performance; O/D=Output/Demand; H/B=Health of the Bgh	Statutory/ Discretionary Reporting	Description	Preferred Direction of Travel	Performance impact	Exec Head	Portfolio Holder
<b>Indicators to be retained as Corporate KPIs</b>										
Corporate KPI	ENV1	Kilograms of domestic residual waste collected, per household, from the kerbside	Quarterly	P	S	Indicates progress on reducing domestic waste Subject to seasonal change	↓	Reduced domestic waste has a positive impact on our environment	CW	JS
Corporate KPI	ENV2	Household waste recycled and composted	Quarterly	P	S	Indicates progress on increasing recycled and composted waste Subject to seasonal change	↑	Increased recycling and composted waste have a positive impact on our environment	CW	JS
Corporate KPI	ENV8	CO2 emissions from Council operations	Annual	P	S	Indicates progress on reducing carbon emissions	↓	Reduced carbon emissions have a positive impact on our environment	RT	GP
Corporate KPI	ENV9	Energy use by the Council; gas, electricity, and fleet	Annual	O/D	S	Indicates progress reducing energy consumption	↓	Reduced energy consumption has a positive impact on our environment	RT	GP
<b>Indicators to be monitored through the Service Planning process</b>										
Service Plan Monitor	ENV3	Number of fly tips	Quarterly	O/D	D	Indicates the no. of reported fly tips Subject to seasonal change	↓	High number of fly tips reported has an impact on the environment, our resources to remove them and customer service.	RH	JS
Service Plan Monitor	ENV4	Number of outstanding statutory nuisance investigations (all noise (except in street), bonfires, light, odour, living conditions prejudicial to health, insects and accumulations)	Quarterly	O/D		Indicates only the issues reported customers.  Not reflective of 3 step process: · Reporting · Validation · investigation	↓	High number of reported issues has an impact on our environment, our customer service and on our resources to process validation and investigate reports.	RH	JS
Service Plan Monitor	ENV5	Total number of 'Green Flag' open spaces	Annual	O/D	D	Indicates the annual no. of assessed open spaces against Green Flag criteria	Target of 8 open spaces	High number of 'Green Flag' open spaces has a positive impact on the health and wellbeing of our residents	CW	JS
Service Plan Monitor	ENV6	Conservation sites in positive management (% of all sites)	Annual	O/D	D	Indicates how many countryside sites are actively managed for habitat and species protection.	75%	High number of countryside sites in positive management have a positive impact on our environment	CW	JS
<b>Indicator(s) to be reported through Other Reporting method</b>										
Other - Cttee reporting	ENV7	Nitrogen dioxide concentration at monitoring site(s) at risk of exceeding limits	Annual	H/B	S	Environment and Air Quality a corporate priority but a single indicator not sufficient  12 months of air quality data is required then it needs to be bias adjusted before any judgement can be made on next steps	Data not provided for 2019/20, 2020/21 and 2021/22	*Review of indicator required to establish performance impact  Proposal: Submission of Annual Status Report to Defra which is formally approved with recommendations (available on the Council website) Annual Air Quality update to Overview and Scrutiny Committee Regular briefings with Lead Councillor.	RH	GP

**COMMUNITY - Empowering communities and supporting people who need help [Corporate Priority]**

- tackling inequality in our communities
- work with communities to support those in need
- support the unemployed back into the workplace and facilitate opportunities for residents to enhance their skills
- prevent homelessness and rough-sleeping in the borough

Type of Indicator	PI Ref:	Performance Indicator	Annual / Quarterly PI	Type of Measure P=Performance; O/D=Output/Demand; H/B=Health of the Bgh	Statutory/ Discretionary Reporting	Description	Preferred Direction of Travel	Performance impact	Exec Head	Portfolio Holder
<b>Indicators to be retained as Corporate KPIs</b>										
Corporate KPI	COM7	Number of households living in temporary accommodation	Quarterly	O/D	S	This is the total number of households living in temporary accommodation at the end of the reporting quarter.		Decrease in households in temporary accommodation has a positive impact on the residents having secured a permanent home to live	AS	JMcS
Corporate KPI	COM8	Snapshot of rough sleepers	Quarterly	O/D	D	Indicates an intelligence based monthly snapshot of the no. of rough sleepers on a single night during each month.	Target less than 5	Lower number of rough sleepers has a positive impact on the number of residents being supported into housing options	AS	JMcS
Corporate KPI	COM9	Number of successful homelessness outcomes	Quarterly	P	D	Indicates the no. of successful prevention/ relief case homelessness outcomes.	Higher prevention to relief	Higher prevention and relief of homelessness has a positive impact on the number of residents being supported into housing options	AS	JMcS
Corporate KPI	COM10	Council tax collected (%) (cumulative)	Quarterly	P	S	Indicates the total of council tax payments received compared to the total amounts payable in that year.	99% annual target	Achieving the target has an impact on Council income and reduces the number of residents in debt	PV	JB
<b>Indicators to be monitored through the Service Planning process</b>										
Service Plan Monitor	COM1	Number of customers taking part in day care activities	Quarterly	O/D	D	Indicates demand for day care activities within in community services.	Data only	Increased demand for activities has a positive impact on the health and wellbeing of residents and increased demand on resources	SH	JMcS
Service Plan Monitor	COM2	Number of community transport single journeys	Quarterly	O/D	D	Indicates demand for community transport		Increased demand for activities has a positive impact on the health and wellbeing of residents and increased demand on resources	SH	JMcS
Service Plan Monitor	COM3	Number of community hot meals delivered	Quarterly	O/D	D	Indicates demand for community transport		Increased demand for community transport has a positive impact on the support provided to residents	SH	JMcS
Service Plan Monitor	COM4	Number of handyperson jobs completed	Quarterly	O/D	D	Indicates demand for community hot meals	Data only	Increase in jobs completed has a positive impact on the support provided to residents, quality of life for residents and contributes to falls prevention.	SH	JMcS





Type of Indicator	PI Ref:	Performance Indicator	Annual / Quarterly PI	Type of Measure P=Performance; O/D=Output/Demand; H/B=Health of the Bgh	Statutory/ Discretionary Reporting	Description	Preferred Direction of Travel	Performance impact	Exec Head	Portfolio Holder
Service Plan Monitor	COM5	Number of Care and Repair jobs completed (Private sector only, minor adaptations)	Quarterly	O/D	D	Indicates the no. jobs completed only not the demand for service. Service provided for both Guildford and Waverley Councils.	↑	Increase in jobs completed has a positive impact on the support provided to residents, quality of life for residents	SH	JMcS
Service Plan Monitor	COM6	Number of public sector adaptations completed	Quarterly	O/D	D	Indicates the no. of jobs completed only not demand for service. Service provided for both Guildford and Waverley Councils.	↑	Increase in jobs completed has a positive impact on the support provided to residents, quality of life for residents	RH	JS
Service Plan Monitor	COM13	Total visits to our heritage attractions (cumulative)	Quarterly	O/D	D	Indicates the demand for heritage venues including the Castle, Guildford House Gallery, the Museum and the Guildhall.	Annual visit target: 50,000 in first year (to be reviewed in 2023/24)	Achieving the target has an impact on the sustainability of the venues through income and demonstrates increased access to heritage and culture opportunities for our residents and visitors	KM	JR
Service Plan Monitor	COM14	Number of people participating in events, activities and outreach sessions facilitated by Heritage Services (cumulative)	Quarterly	O/D	D	Indicates the demand for events, activities and outreach sessions facilitated by Heritage Services.	Annual target 2,000 attendance	Achieving the target has an impact on the sustainability of the venues through income and demonstrates increased access to heritage and culture opportunities for our residents and visitors	KM	JR
Service Plan Monitor	COM15	Total visitor numbers to key parks and countryside sites (cumulative)	Quarterly	O/D	D	Indicates occupancy at Stoke Park Gardens, Castle Grounds and Chantry Wood and Riverside Nature Reserve.	Annual target 650,000 visits	Achieving the target has an impact on the access to outdoor open space and the health and wellbeing for our residents and visitors	CW	JS
Service Plan Monitor	COM16	Number of bookings for sports pitches and courts	Quarterly	O/D	D	Indicates the demand for non-contracted sports pitch/ court bookings.  Subject to seasonal change	Annual target 3,300	Achieving the target has an impact on Council income and demonstrates increased access to sports, health and leisure activities for our residents and visitors	CW	JS
Service Plan Monitor	COM17	Number of visitors to Thrive at the Hive	Quarterly	O/D	D	Indicates the demand for Thrive at The Hive.	Data only	Increased demand has a positive impact on the support provided to residents and reduces poverty and inequality	SH	JMcS
Service Plan Monitor	COM18	Number of visitors to the Community Fridge	Quarterly	O/D	D	Indicates the demand for the Community Fridge.	Data only	Increased demand has a positive impact on the support provided to residents and reduces food poverty and inequality	SH	JMcS
Service Plan Monitor	COM19	Number of attendees at Playranger Sessions	Quarterly	O/D	D	Indicates the demand for Playranger Sessions.  Subject to seasonal change	Data only	Increased demand has a positive impact on the number of children accessing free, outdoor play and increases health and wellbeing	SH	JMcS




Indicator(s) to be reported through Other Reporting method


Type of Indicator	PI Ref:	Performance Indicator	Annual / Quarterly PI	Type of Measure P=Performance; O/D=Output/Demand; H/B=Health of the Bgh	Statutory/ Discretionary Reporting	Description	Preferred Direction of Travel	Performance impact	Exec Head	Portfolio Holder
Other - cttee reporting	COM11	Total attendance at G Live (cumulative)	Quarterly	P	D	Indicates the demand for programmes and events at G Live.	230,000 annual target	Achieving the target has an impact on the sustainability of the business and demonstrates increased access to arts and culture opportunities for residents and visitors	KM	JS
Other - cttee reporting	COM12	Total visits to sports and leisure venues (Spectrum, Lido, Ash Manor)	Quarterly	P	D	Indicates the demand for activities at Spectrum, Lido and Ash Manor.	Annual visit target: Spectrum - 1.7m Lido and Ash Manor – 80,000	Achieving the target has an impact on the sustainability of the business and demonstrates increased access to sports, health and leisure activities for our residents and visitors	KM	JS

**HOMES AND JOBS - Residents having access to the homes and jobs they need [Corporate Priority]**

- revive Guildford town centre to unlock its full potential provide and facilitate housing that people can afford
- create employment opportunities through regeneration
- support high quality development of strategic sites
- support our business community and attract new inward investment
- maximise opportunities for digital infrastructure improvements and smart places technology

Type of Indicator	PI Ref:	Performance Indicator	Annual / Quarterly PI	Type of Measure P=Performance; O/D=Output/Demand; H/B=Health of the Bgh	Statutory/ Discretionary Reporting	Description	Preferred Direction of Travel	Performance impact	Exec Head	Portfolio Holder
<b>Indicators to be retained as Corporate KPIs</b>										
Corporate KPI	H&J1	Average time to let void housing properties - Standard re-lets (does not include Specialist or Sheltered Housing)	Quarterly	P	S	Indicates the average time to let void housing properties, but excludes major voids, new builds, sheltered and supported properties.		Decrease in the time to let void homes reduces risks to the Council's property and has a positive impact on the number of households able to access affordable and stable accommodation	AS	JMcS
Corporate KPI	H&J2	Number of empty homes	Annual	P	S	Indicates the no. of empty homes, including public and private sector housing stock across the borough.	679 houses or below	Decrease in the number of empty homes has a positive impact on our residents accessing suitable accommodation	RH	JMcS
Corporate KPI	H&J3	Number of net new additional homes	Quarterly	O/D	S	Indicates the no. of net new additional homes available for residents	1,686 over the preceding 3-year period (100% of Delivery Test)	Meeting the delivery test target has a positive impact on the number of households able to access stable accommodation	AL	JB
Corporate KPI	H&J4	Affordable new homes completed each year	Quarterly	O/D	S	Indicates the no. of affordable new homes completed each year and provides a breakdown of Shared Ownership; Social Rent; and Affordable Rent each quarter.	Data only	Increased availability has a positive impact on the number of households able to access affordable and stable accommodation	AS	JMcS
Corporate KPI	H&J5	Number of homeless families placed in B&B	Quarterly	O/D	S	Indicates the pressure on local accommodation		Decrease in families placed in B&Bs has a positive impact on families having secured a permanent home to live	AS	JMcS
Corporate KPI	H&J6	Average waiting time (in months) for Council housing (Band C)	Annual	O/D	D	Indicates the average waiting time for Council housing becoming available, based on a Band C property.		Lower average waiting times for Council housing has a positive impact on our residents accessing suitable and affordable accommodation	AS	JMcS
NEW Corporate KPI (revised definition)	H&J7	Time taken to assess new applications on the housing register	Quarterly	O/D	S	Indicates the number of working days from receipt of a fully completed application verified by an officer that all documents are present and complete to the time which an application is LIVE on Guildford Borough Council's waiting list for social housing.		Decrease in households on the housing needs register has a positive impact on households securing affordable and stable accommodation	AS	JMcS

Type of Indicator	PI Ref:	Performance Indicator	Annual / Quarterly PI	Type of Measure P=Performance; O/D=Output/Demand; H/B=Health of the Bgh	Statutory/ Discretionary Reporting	Description	Preferred Direction of Travel	Performance impact	Exec Head	Portfolio Holder
Corporate KPI	H&J12	Non-domestic (business) rates collected (%)	Quarterly	P	S	Indicates the % calculated, as a cumulative YTD figure, of the non-domestic business rates collected	Target 99%	Higher number of non-domestic (business) rates collected has a positive impact on the Council's budget	PV	JB
Corporate KPI	H&J15	Net change in completed commercial and business floorspace (B1, B2 and B8)	Annual	H/B	D	Indicates the net changed in completed commercial and business floorspace (B1, B2 and B8) as set out in the Local Plan: Strategy and Sites (LPSS).	B1a and B1b: Net increase of 36,100 sqm by 2034; B1c, B2 and B8: Net increase of 3.7 – 4.1 ha by 2034	An increase in completed commercial and business floorspace has a positive impact on the local economy and employment opportunities.	AL	JB
Corporate KPI	H&J16	Percentage of vacant town centre retail units	Quarterly	H/B	D	Indicates the % of vacant ground level retail and leisure premises situated within the Business Improvement District.		Decreased percentage of vacant ground level retail has a positive impact on the attractiveness of the town and on the local economy	RT	JR?
Corporate KPI	H&J20	Percentage of affordable housing units granted planning permission on eligible sites	Quarterly	P	S	Indicates the % of affordable housing units granted planning permission on eligible sites.	Target 40%	Increased percentage of granted applications for eligible sites has an impact on the availability and accessibility of affordable and secure homes for our residents	AL	JB
NEW Corporate KPI		Percentage of homes that do not meet the Decent Home Standard (DHS)	Quarterly			Indicates the percentage of homes that fail to meet the Decent Homes Standard at the end of the reporting quarter.			AS	JMcS
NEW Corporate KPI		Repairs completed within target timescale (emergency & non-emergency repairs)	Quarterly			Indicates the number of emergency and non-emergency repairs completed within target in the reporting period.			AS	JMcS
<b>Indicators to be monitored through the Service Planning process</b>										
Service Plan Monitor	H&J9	Working age population claiming key out of work benefits	Quarterly	H/B	D	Indicates the no. of people claiming benefit principally for the reason of being unemployed.  Comparison data against Britain and South East	Data only	High number of claimants has an impact on the quality of life and vulnerabilities of our residents and on the local economy	AL	JR
Service Plan Monitor	H&J11	Food businesses with a food hygiene rating of 3 or over (previously known as 'scores on the doors')	Quarterly	O/D	S	Indicates a % of establishments with a rating of 3 or better under the Food Hygiene Rating Scheme.		Higher percentage has an impact on the quality and safety of food consumed by residents and visitors	RH	JS
Service Plan Monitor	H&J17	Visits to town centre car parks	Quarterly	H/B	D	Indicates the usage of town centre car parks.		Increased use of town centre car parks has a positive impact on the Council's income and on the local economy	KM	JR

Type of Indicator	PI Ref:	Performance Indicator	Annual / Quarterly PI	Type of Measure P=Performance; O/D=Output/Demand; H/B=Health of the Bgh	Statutory/ Discretionary Reporting	Description	Preferred Direction of Travel	Performance impact	Exec Head	Portfolio Holder
Service Plan Monitor	H&J18	Guildford town centre footfall	Quarterly	H/B	D	Indicates the footfall across High Street and North Street combined.		Increased footfall in the town centre has a positive impact on the attractiveness of the town and on the local economy	AL	JR
NEW Service Plan Monitor		Percentage of compliance with Fire Risk Assessments	Quarterly			Indicates the percentage of Fire Risk Assessments (FRAs) completed by a competent person that adheres to current Fire Safety legislation (e.g. Regulatory Reform (Fire Safety Order) 2005, Fire Safety Act 2021) and has been reviewed within relevant timescales.			AS	JMcS
NEW Service Plan Monitor		Percentage of compliance with Gas Safety checks	Quarterly			Indicates the percentage of properties that have had all the necessary gas safety checks with a valid landlord gas safety record and the percentage of properties that had their gas safety record renewed before their anniversary date.			AS	JMcS
NEW Service Plan Monitor		Percentage of domestic properties with a satisfactory Electrical Installation Condition Report (EICR) up to five years old	Quarterly			Indicates the percentage of properties with a valid EICR is a condition report carried out with regard to the latest BS7671 wiring regulations			AS	JMcS
NEW Service Plan Monitor		Percentage of compliance with Asbestos Safety checks	Quarterly			Indicates the percentage of homes in buildings that have had all the necessary asbestos management surveys or re-inspections. Checks include management and refurbishment assessments and must adhere to The Control of Asbestos Regulations 2012.			AS	JMcS
NEW Service Plan Monitor		Percentage of compliance with Water Safety checks	Quarterly			Indicates the percentage of homes that have had all the necessary legionella risk assessments.			AS	JMcS
NEW Service Plan Monitor		Percentage of compliance with Lift Safety checks	Quarterly			Indicates the percentage of lifts in buildings where the communal passenger lifts have had all the necessary safety checks as set out within the Lifting Operations and Lifting Equipment Regulations 1998.			AS	JMcS
NEW Service Plan Monitor		Number of new Anti-social Behaviour (ASB) cases reported	Quarterly			Indicates the number of new ASB cases in the reporting period.			AS	JMcS






Type of Indicator	PI Ref:	Performance Indicator	Annual / Quarterly PI	Type of Measure P=Performance; O/D=Output/Demand; H/B=Health of the Bgh	Statutory/ Discretionary Reporting	Description	Preferred Direction of Travel	Performance impact	Exec Head	Portfolio Holder
NEW Service Plan Monitor		Number of live ASB cases	Quarterly			Indicates the number of live ASB cases in the reporting period.			AS	JMcS
<b>Indicator(s) to be reported through Other Reporting method</b>										
N/A										
<b>Indicator(s) to be removed</b>										
Remove	H&J8	Total number on housing transfer register	Quarterly	O/D	S	Indicates the demand for more appropriate accommodation	↓	Decrease in households on the housing transfer register has a positive impact on the appropriateness of living accommodation for residents and in	AS	JMcS
Remove	H&J10	Local Council Tax Support claimants - pension and working age	Quarterly	H/B	D	Indicates the monetary value (working age and pension age) of claimants accessing Council Tax Support	↓	Lower monetary value has a positive impact on the Council's budget	PV	JB
Remove	H&J13	Total number of empty days in rateable properties	Quarterly	H/B	D	Indicates the no. of days rateable business properties are empty for. Based on a quarterly empty assumption for year.  This measure is most accurate in Q4.	↓	Decreased number of days rateable properties remain empty has a positive impact on the amount of business rate income achieved and the local economy	PV	JB
Remove	H&J14	Number of empty rateable properties	Quarterly	H/B	S	Indicates a comparison of empty rateable properties on one day to another day in the next quarter.	↓	Decreased number of rateable properties remaining empty has a positive impact on the amount of business rate income achieved and the local economy	PV	JB
Remove	H&J19	Domestic abuse victims prioritised for housing	Quarterly	O/D	D	Indicates the successful prevention or relief of survivors of domestic abuse	Data only	Higher prevention and relief from domestic abuse has a positive impact on survivors access to safe accommodation and wellbeing	AS	JMcS
Remove	H&J21	No. of visits to paid, town centre on-street parking spaces	Quarterly	H/B	D	Indicates the usage of paid, town centre on-street parking spaces.	↑	Increased use of town centre, paid for on street parking has a positive impact on the Council's income and on the local economy	KM	JR

**EXCELLENCE AND CUSTOMER SERVICE [Corporate Plan Core Value]**

• We will deliver excellent customer service

Type of Indicator	PI Ref:	Performance Indicator	Annual / Quarterly PI	Type of Measure P=Performance; O/D=Output/Demand; H/B=Health of the Bgh	Statutory/ Discretionary Reporting	Description	Preferred Direction of Travel	Performance impact	Exec Head	Portfolio Holder
<b>Indicators to be retained as Corporate KPIs</b>										
Corporate KPI	COU1	Staff sickness absence - all sickness	Quarterly	P	D	Indicates a YTD no. of working days/shifts lost due to sickness absence.	Target less than or equal to 9 days	Lower no of days lost to staff sickness absence has a positive impact on staff health and wellbeing and on the ability to deliver services	RT	GP
Corporate KPI	COU2	Staff turnover	Quarterly	P	D	Indicates the % of posts needing to be replaced because of staff leaving	Target less than or equal to 17%	Lower staff turnover has a positive impact on the stability of the workforce and reduces the cost of recruitment	RT	GP
Corporate KPI	COU3	Council suppliers paid within 30 days	Quarterly	P	D	Indicates the no. of Council suppliers paid within 30 days.	Target 90%	Achieving the target has a positive impact on the Council's budget management, debt and reputation with suppliers	NH	JR
Corporate KPI	COU4	Council sundry debt collected within 30 days	Quarterly	P	D	Indicates the % of sundry debt owed to the Council collected within 30 days.	Target 90%	Achieving the target to collect outstanding debt has a positive impact on the Council's budget	NH	JR
Corporate KPI	COU5	Time taken to assess new Housing Benefit claims	Quarterly	P	S	Indicates the days taken to process new Housing Benefit claims.	Target less than or equal to 8 days	Achieving the target has a positive impact on the financial support provided to residents	PV	JB
Corporate KPI	COU6	Rent collection rate - percentage of rent collected in year	Quarterly	P	S	Indicates the % of council house rent collected in year.	Target 99%	Achieving the target to collect housing rent has a positive impact on the Council's budget	AS	JMcS
Corporate KPI	COU7	Rent collection rate - percentage of rent collected in year plus arrears brought forward	Quarterly	P	S	Indicates the % of council house rent collected in year including arrears brought forward.	Target 98.5%	Achieving the target to collect housing rent and outstanding debt has a positive impact on the Council's budget	AS	JMcS
Corporate KPI	COU10	Speed of determining applications for major development (%)	Quarterly	P	S	Indicates the % of decisions on applications made within 13 weeks.	Target 60%	Achieving the target to process applications within the timeframe has a positive impact on the quality of and enabling of development, and on customer service	GM	TH
Corporate KPI	COU11	Speed of determining applications for minor development (%)	Quarterly	P	S	Indicates the % of decisions on applications made within 8 weeks.	Target 70%	Achieving the target to process within the timeframe has a positive impact on the quality of and enabling of development, and on customer service	GM	TH
Corporate KPI	COU12	Speed of determining applications for other development (%)	Quarterly	P	S	Indicates the % of decisions on applications made within 8 weeks.	Target 85%	Achieving the target to process within the timeframe has a positive impact on the quality of and enabling of development, and on customer service	GM	TH

Type of Indicator	PI Ref:	Performance Indicator	Annual / Quarterly PI	Type of Measure P=Performance; O/D=Output/Demand; H/B=Health of the Bgh	Statutory/ Discretionary Reporting	Description	Preferred Direction of Travel	Performance impact	Exec Head	Portfolio Holder
Corporate KPI	COU13	Appeals dismissed against the Council's refusal of planning permission (%) (cumulative)	Quarterly	P	S	Indicates the % of appeals dismissed where the Council has refused planning permission.	Data only	Higher number of appeals dismissed has a positive impact on the consistency of decision making against quality and suitability of application	GM	TH
Corporate KPI	COU14	Number of planning applications	Quarterly	O/D	S	Indicates the no. of planning applications validated during each quarter.	Data only	Lower number of applications reduces the impact on resources on the Council	GM	TH
Corporate KPI	COU15	% of contact via the phone into the Customer Services Centre	Quarterly	P	D	Indicates the % of contact via the phone into the Customer Services Centre.	Target 20% or below	Lower % of customers contacting the Council by phone has a positive impact on the ability of those needing to use phone to be able access timely support	NH	JR
Corporate KPI	COU16	Total number of followers on our corporate communications digital channels, including Facebook, Twitter, Instagram, LinkedIn, Nextdoor and our digital newsletter	Quarterly	P	D	Indicates the engagement of customers in our social media platforms at the end of each quarter.		Higher number of engagement with our social media platforms has a positive impact on customers receiving information to support and inform them and reduces their need to contact the Council	NH	JMcS
Corporate KPI	COU19	Number of Local Government & Social Care Ombudsman and Housing Ombudsman complaints upheld	Quarterly	P	D	Indicates the level of complaints received by the Council and upheld by LGSCO and Housing Ombudsman		Lower number of complaints upheld has a positive impact on consistency of decisions and the quality of service being delivered	NH	JR
Corporate KPI	COU20	Average phone wait times	Quarterly	P	D	Indicates the average time customers are waiting for a phone response.	Target 20 seconds	Lower waiting times for our customers has a positive impact on the service being delivered, support provided by the Council and on the Council's reputation	NH	JR
Corporate KPI	COU21	% of contact that is digital: 1. Direct contact that is digital 2. Overall contact that is digital	Quarterly	P	D	Indicates the direct and overall engagement of customer through our digital channels	Target 75%	Achieving the target has a positive impact on the quality of information available to customers and their experience in seeking advice and support and on the availability of our phone lines for customers who are not able to use digital	NH	JR
Corporate KPI	COU23	Average response times for online contact through forms	Quarterly	P	D	Indicates the average percentage of online responses given to customers within response times	Target 85%	Achieving the target has a positive impact on the quality of information available to customers and their experience in seeking advice and support and on the availability of our phone lines for customers who are not able to use digital	NH	JR

Type of Indicator	PI Ref:	Performance Indicator	Annual / Quarterly PI	Type of Measure P=Performance; O/D=Output/Demand; H/B=Health of the Bgh	Statutory/ Discretionary Reporting	Description	Preferred Direction of Travel	Performance impact	Exec Head	Portfolio Holder
Corporate KPI	COU24	Percentage of Freedom of Information and Environmental Information Regulation requests responded to within statutory timeframes	Quarterly	P	D	Indicates the percentage of FOI/EIR responses given within the statutory timeframe of 20 days	Target 90%	Achieving the target has a positive impact on the Council's reputation and ability to meet its statutory duty	NH	JR
<b>Indicators to be monitored through the Service Planning process</b>										
Service Plan Monitor	COU8	Financial return on commercial property investments	Annual	P	D	Indicates the financial return on commercial property investments for the previous year.	Target: 5%	Higher financial return has a positive impact on the Council's income generation	MV	TA
Service Plan Monitor	COU17	Number of customer complaints received	Quarterly	P	D	Indicates the level of complaints received through our formal complaints system responded to within policy		Lower number of customer complaints received has a positive impact on the services being received by customers and on the Council's reputation	NH	JR
Service Plan Monitor	COU18	Percentage of customer complaints upheld	Quarterly	P	D	Indicates the % customer complaints upheld.	Less than or equal to 20%	Achieving the target has a positive impact on the consistency of decisions and on quality of service delivered	NH	JR
Service Plan Monitor	COU22	% of contacts received with a Guildford address that have a MyGuildford account	Quarterly	P	D	Indicates the % of contacts received with a Guildford address that have a MyGuildford account.	Target 80%	Achieving the target has a positive impact on the quality of information available to customers and their experience in seeking advice and support and on the availability of our phone lines for customers who are not able to use digital	NH	JR
NEW Service Plan Monitor		Percentage of appeals dismissed against the Council's refusal of planning permission	Quarterly	P					GM	TH
NEW Service Plan Monitor		Speed of determination of major applications over a rolling 2 year period	Quarterly	P					GM	TH
NEW Service Plan Monitor		Speed of determination of non-major applications over a rolling 2 year period	Quarterly	P					GM	TH
NEW Service Plan Monitor		Number of major applications allowed on appeal as a percentage of all major applications in a rolling 2 year period	Quarterly	P					GM	TH
NEW Service Plan Monitor		Number of non-major applications allowed on appeal as a percentage of all non-major applications in a rolling 2 year period	Quarterly	P					GM	TH
<b>Indicator(s) to be reported through Other Reporting method</b>										

Type of Indicator	PI Ref:	Performance Indicator	Annual / Quarterly PI	Type of Measure P=Performance; O/D=Output/Demand; H/B=Health of the Bgh	Statutory/ Discretionary Reporting	Description	Preferred Direction of Travel	Performance impact	Exec Head	Portfolio Holder
Other - cttee reporting	COU9	Vacancy rates of commercial property investments	Quarterly	P	D	Indicates the % of vacancy rates based on days per property, excluding intentional voids.	Target: less than 5%	Lower vacancy rates of commercial property investments have a positive impact on the Council's income generation and local economy	MV	TA