

Guildford Borough Council

Report to:	Housing Operations Board
Date:	12 March 2025
Ward(s) affected:	All
Report of Strategic Director of:	Housing, Communities & Environment
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Lead Executive Member:	Cllr Julia McShane
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Status:	Open
Key decision:	No

Proposed Key Performance Indicators (KPIs) 2025-26

1.0 Introduction and background

Guildford Borough Council (GBC) is committed to providing effective and efficient services while meeting all legal and contractual obligations.

In an era of enhanced regulation and rising customer expectations, effective performance management is crucial for delivering excellent housing services.

The Social Housing Regulation Act 2023 has changed the landscape for social housing providers. Revised consumer standards contain specific expectations and outcomes for landlords to achieve and the new regulatory regime will require strong governance and oversight of the service against the new consumer standards.

To enable effective governance, a strong performance reporting framework is required. We are in the process of drafting formal performance housing management framework.

The framework aligns with our corporate objectives while meeting statutory requirements and regulatory standards. It provides practical tools and guidance to support consistent implementation across the housing service, enabling us to demonstrate effectiveness and drive service improvements for our residents.

Implementation of this framework will ensure we monitor and evidence:

- all regulatory requirements
- the delivery of excellent services to residents
- making effective use of resources
- identifying and addressing issues promptly
- learning from experience and best practice
- strong governance and oversight

2.0 Recommendation to Housing Operations Board

The Housing Operations Board is invited to consider the proposed KPIs, agree targets and recommend which KPIs should be considered at corporate level.

3.0 Reasons for Recommendations

- 3.1 The proposed KPIs for 2025-26 set out in Appendix 1 will allow a more focused approach to performance management across the Housing Service.
- 3.2 The KPIs are designed to monitor and assess performance of housing services, ensuring that key objectives such as tenant satisfaction, service efficiency, housing quality are met and support us in achieving statutory obligations.
- 3.3 The proposed KPIs align with our corporate objectives while meeting statutory requirements and regulatory standards and have been reviewed in line with best practices.
- 3.4 The adoption of the KPIs and targets, encompassing any changes agreed by HOB members, will provide a basis for effective performance management and drive service improvements.
- 3.5 It is proposed that the Board review a total 28 indicators to gain a wider understanding and awareness of the service. Thus, providing the opportunity for the Board to gain assurance regarding performance and/or challenge performance. It is suggested that an edited highlights of ten indicators (green in annexe one) be considered corporately.

4.0 Next Steps

- 4.1 Once KPIs are agreed, a performance dashboard will be created and presented at the HOB meetings on a quarterly basis. In addition, the performance

dashboard will be shared with teams across the department to ensure visibility to drive continuous improvement.

- 4.2 HOB to review dashboard quarterly and report comments and recommendations regarding performance to the Executive and Assistant Director of Housing.
- 4.3 Performance KPIs will be reported and reviewed at monthly SMT meetings. Any major performance concerns addressed and escalated accordingly.

End