

Guildford Borough Council – Performance Monitoring Report

Quarter 1, 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 69 PI: 61 recorded quarterly and 8 annually.

This report incorporates an 'at a glance' [scorecard summary](#) of the rating of each of our 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. Finally, each PI has a designated Service Lead who is ultimately responsible for the PI and submission of data for each report, this information is included in [section 7](#).

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 for Quarter 1 of 2021-22. During this time, frontline services gave priority to ensure our communities were supported and provided for during the pandemic and restrictions. This may have had (and will continue 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. Inevitably, the pandemic has also meant that some 'business as usual activities', including contributing to this report, may have become less of a priority in some areas although we are aiming to get back on track in 2021-22.

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 PI to ensure that it continues to provide the right information and detail required.

For quarter 1, changes include:

- PI reference: ENV4 – definition changed to ‘Number of outstanding statutory nuisance investigations (all noise (except in street), bonfires, light, odour, living conditions prejudicial to health, insects and accumulations) to better reflect what is being recorded within this PI.
- PI reference: ENV9 – definition changed to better reflect what is going to be recorded. Changed to ‘Energy use by the Council; gas, electricity and fleet’. As detailed in the comments section of this PI, it is anticipated that we will know by September 2021 what data can be reported.
- PI reference: H&J4 – this PI has now been split into two to provide a clearer definition as follows:
 - H&J4 – this PI will continue to be ‘affordable new homes completed each year’. This data will be provided by Housing Advice within Housing Services.

- H&J20 – this is a new PI and will be a ‘percentage of affordable housing units granted planning permission on eligible sites’. This data will be provided by Planning Policy and will be measured against the targets set in the Local Plan. As detailed in the comments section of this PI, we are putting systems in place so that from Quarter 2 we will be able to provide the figures quarterly, when we will be able to provide figures for both Q1 and Q2.
- PI reference: H&J19 (Domestic abuse victims prioritised for housing) – this is a new PI for 2021-22. There is a countywide review of Domestic Abuse services being led by Surrey County Council (as required by law) and a health audit, following which, we will have a better idea on the preferred direction of travel and areas for improvement.
- PI reference: COU15 (Number of web page views) – Following a substantial review and page reduction of our website, it relaunched on 29 April meaning residents and businesses can more easily find the information they need. The reduced amount of web views is a positive direction of travel and this trend will continue as more residents and businesses register for ‘MyGuildford’ (the new self-service portal) and additionally can more easily find what they need first time. These figures are shown at PI reference COU22 (Number of online customers) and are well on track to meet the target of 10,000 customers in the first year.
- During Q3 we will also be reviewing this PI to provide a clearer breakdown of the customer journey to better reflect and measure success.
- New PIs – there are 9 new PIs for 2021-22 which are categorised within the ‘no data’ category as there is currently no data to compare them against.





























































2. Scorecard summary

The table below provides an overview of the RAG rating for each PI for each quarter of 2020/21 and quarter 1 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 1 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 4. Where this is the case, quarter 1 data has been rated as 'data only' (i) and is shown in the chart table accompanying each PI in section 5.

There are some new PI for this quarter and where these PI do not have data for 2020/21 'n/a' is noted in the table.

			2020/21				2021-22
Ref no	Theme	Performance indicator	Q1	Q2	Q3	Q4	Q1
ENV1	Environment	Kilograms of domestic residual waste collected, per household, from the kerbside	i	✓	✗	✗	■
ENV2	Environment	Household waste recycled and composted	i	✗	✗	✗	■
ENV3	Environment	Number of fly tips	i	✗	✓	✓	■
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	■	■	■	■	■

			2020/21				2021-22
Ref no	Theme	Performance indicator	Q1	Q2	Q3	Q4	Q1
H&J1	Homes & Jobs	Average time to let void housing properties					
H&J2	Homes & Jobs	Number of empty homes					
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)					

			2020/21				2021-22
Ref no	Theme	Performance indicator	Q1	Q2	Q3	Q4	Q1
H&J16	Homes & Jobs	Percentage of vacant town centre retail units	■	✗	✗	✓	✗
H&J17	Homes & Jobs	Visits to town centre car parks	✗	✓	✗	✗	✓
H&J18	Homes & Jobs	Guildford town centre footfall	n/a	n/a	n/a	n/a	✓
H&J19	Homes & Jobs	Domestic abuse victims prioritised for housing	n/a	n/a	n/a	n/a	ℹ
H&J20	Homes & Jobs	Percentage of affordable housing units granted planning permission on eligible sites	n/a	n/a	n/a	n/a	■
COM1	Community	Number of customers taking part in day care activities	ℹ	✓	✗	✗	✓
COM2	Community	Number of community transport single journeys	ℹ	✓	✓	✗	✓
COM3	Community	Number of community hot meals delivered	ℹ	✗	✗	✗	✗
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	Number of planning applications	n/a	n/a	n/a	n/a	ℹ

			2020/21				2021-22
Ref no	Theme	Performance indicator	Q1	Q2	Q3	Q4	Q1
COM12	Community	Total attendance at G Live	■	■	■	■	■
COM13	Community	Total visits to sports and leisure venues	■	■	■	■	■
COM14	Community	Total visits to heritage venues	✗	✓	✓	✗	✓
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	■	■	■	■	ℹ
COM17	Community	Total visitor numbers to parks and countryside sites	✓	✓	✓	✓	✓
COU1	Council	Staff sickness absence	✓	■	✓	✓	✓
COU2	Council	Staff turnover	✗	■	✗	✗	✗
COU3	Council	Council suppliers paid within 30 days	■	■	✗	✗	✗
COU4	Council	Council sundry debt 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	✓	✓	✓	✓	✓

			2020/21				2021-22
Ref no	Theme	Performance indicator	Q1	Q2	Q3	Q4	Q1
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	ⓘ	ⓘ	ⓘ	ⓘ	ⓘ
COU14	Council	Percentage of Freedom of Information and Environmental Information Regulation requests responded to within statutory timeframes	✗	✗	✗	✓	✓
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	n/a	ⓘ	✗
COU18	Council	Percentage of customer complaints upheld	n/a	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	n/a	✓
COU22	Council	Number of online customer accounts	n/a	n/a	n/a	n/a	ⓘ
COU23	Council	Satisfaction with online services	n/a	n/a	n/a	n/a	■

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 1

At the end of quarter 1 we have been able to give a RAG rating to all 61 of our quarterly recorded PIs which are shown in the table below.

Quarter	RAG Rating				
	Green	Amber	Red	Data only	No data
1	20	2	16	12	11
	32.8%	3.3%	26.2%	19.7%	18.0%

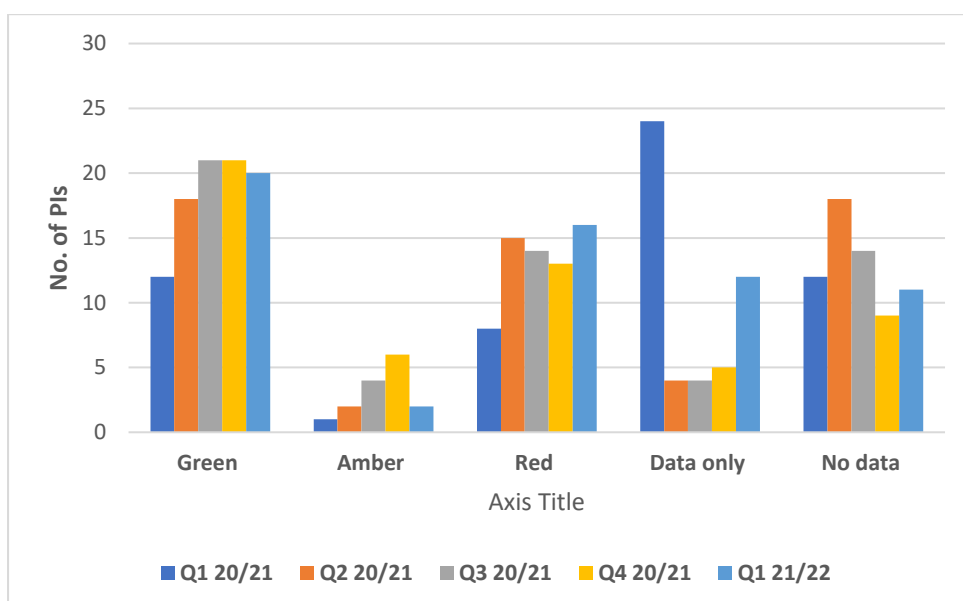
In the table above, over a third (36.1%) of quarterly PI are showing a positive green or amber rating. Data only PI has increased, which is partly due to the introduction of 9 new PIs from 2021-22, where in the majority of cases there is no data to compare with, together with data being unavailable due to venue closures and the introduction of new systems.

3.2 Previous quarters

Previously for quarters 1 to 3 for 2020/21 there were 57 PIs and for quarter 4 there were 54 PIs, but following the additions and amendments in this report, some data is now not reported. There are 61 PIs for quarter 1 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 quarter 1 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.

		RAG Rating				
Year	Quarter	Green	Amber	Red	Data only	No data
2020/21	Q1 57 PI	12	1	8	24	12
		21.1%	1.8%	14.0%	42.1%	21.1%
	Q2 57 PI	18	2	15	4	18
		31.6%	3.5%	26.3%	7.0%	31.6%
	Q3 57 PI	21	4	14	4	14
		36.8%	7.0%	24.6%	7.0%	24.6%
	Q4 54 PI	21	6	13	5	9
		38.9%	11.1%	24.1%	9.3%	16.7%
2021-22	Q1 61 PI	20	2	16	12	11
		32.8%	3.3%	26.2%	19.7%	18.0%

The data above is also demonstrated in the chart shown overleaf:



When comparing quarter 1 for 2021-22 against quarter 4 in 2020/21, the most significant change has shown an increase in quarter 1 by over 10% of data only PI compared to quarter 4. This is largely due to new PIs, the provision of data from Environment and Regulatory Services for the first time, together with the resumption of some operations following Covid-19 related closures.

4. Exception summary

This section highlights any indicators where data has not been submitted for the period of this report (2021-22 quarter 1). The exception summary below covers quarterly PI, i.e. the situation at the end of quarter 1.

Four 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
Responding to COVID-19	Data has not been provided due to a focus on responding to COVID-19

A fourth category of 'time lag in data provision' was added in Quarter 4 to the exception summary for this quarter to show more clearly 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 2, 2021-22 onwards.

We have a total of 61 PI reportable for quarter 1 and 18% 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 assumptions 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	4	40%
Data not currently available/ possible to record	6	60%
No reason given	0	-
Responding to COVID-19	0	-
Total	10	100%

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

	Directorate	
Reason	Service Delivery	Strategic Services
Time lag in data provision	3	1
Data not currently available/ possible to record	5	1
No reason given	0	0
Responding to COVID-19	0	0
Total	8	2

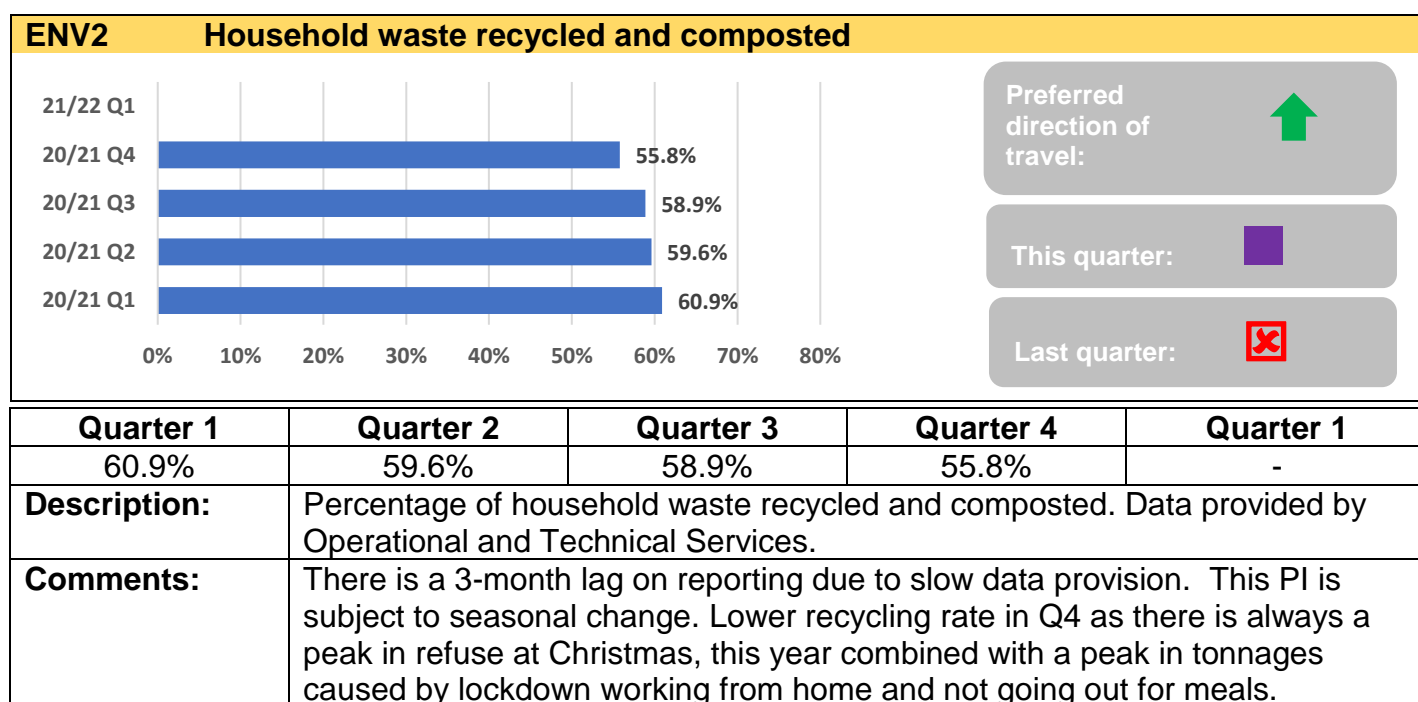
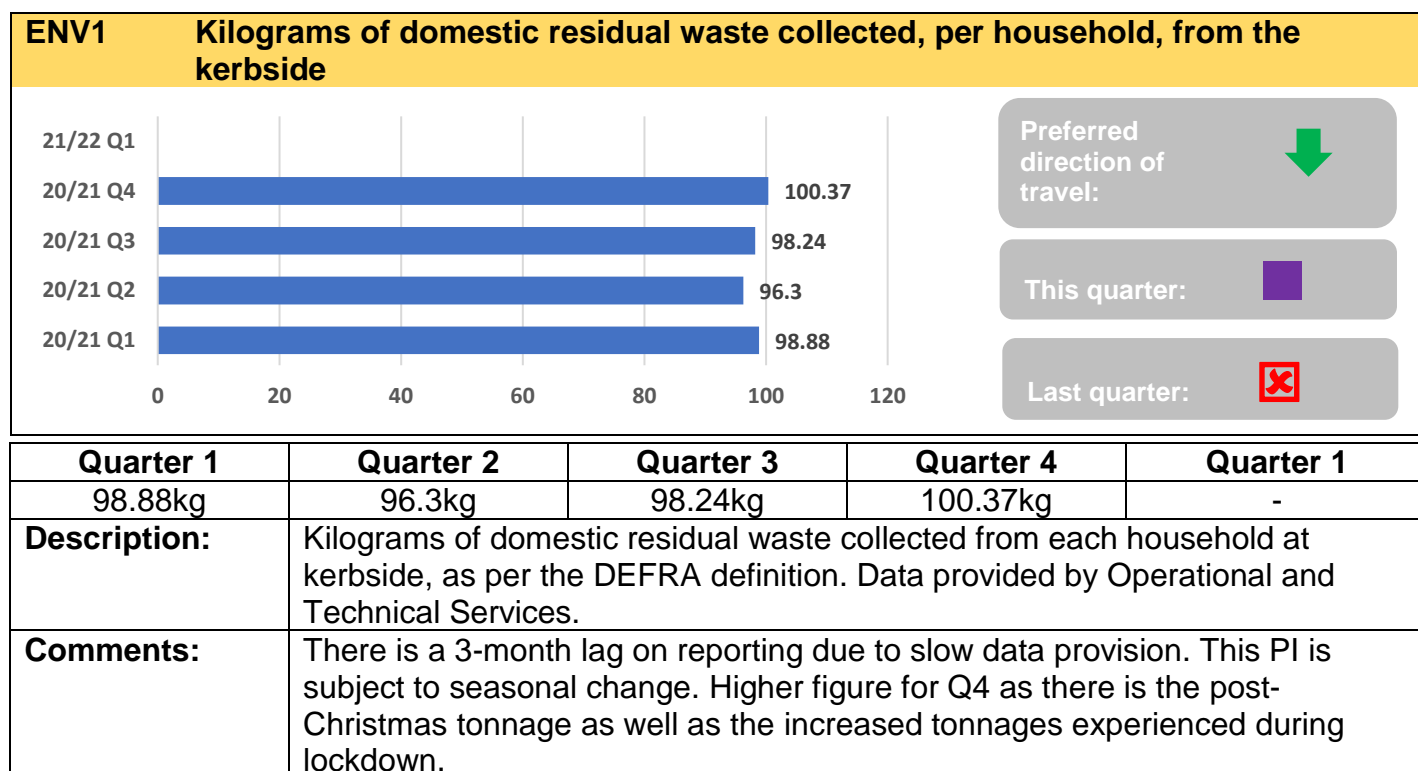
Service Area	Time lag in data provision	Data not currently available	No reason given
Asset Management		1	
Culture, Heritage and Leisure		2	
Customer, Case and Parking		2	
Environment and Regulatory			
Housing		1	
Operational and Technical	3		
Planning Policy	1		
Strategy and Communications			

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

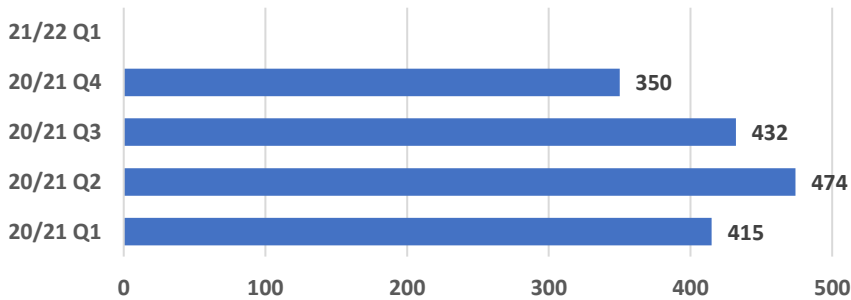
5. Performance monitoring data

5.1 Environment

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



ENV3 Number of fly tips



Preferred direction of travel:



This quarter:

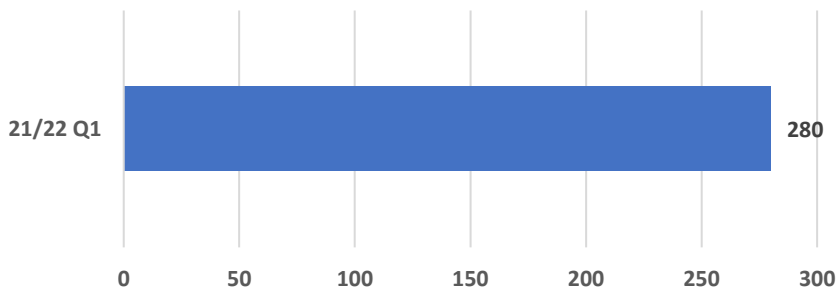


Last quarter:



Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
415	474	432	350	-
Description:	Number of reported fly tips. Data provided by Operational and Technical Services.			
Comments:	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)



Preferred direction of travel:



This quarter:



Last quarter:



Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
-	-	-	-	280
Description:	Includes all outstanding cases received up to the day the report was compiled. Data provided by Environment and Regulatory Services.			
Comments:	No data provided for 2020/21. Definition has changed to better reflect what is recorded within this PI.			

ENV9 Energy use by the Council; gas, electricity and fleet**Data not provided for 2020/21 or Q1 for 2021-22**Preferred direction
of travel:

This quarter:



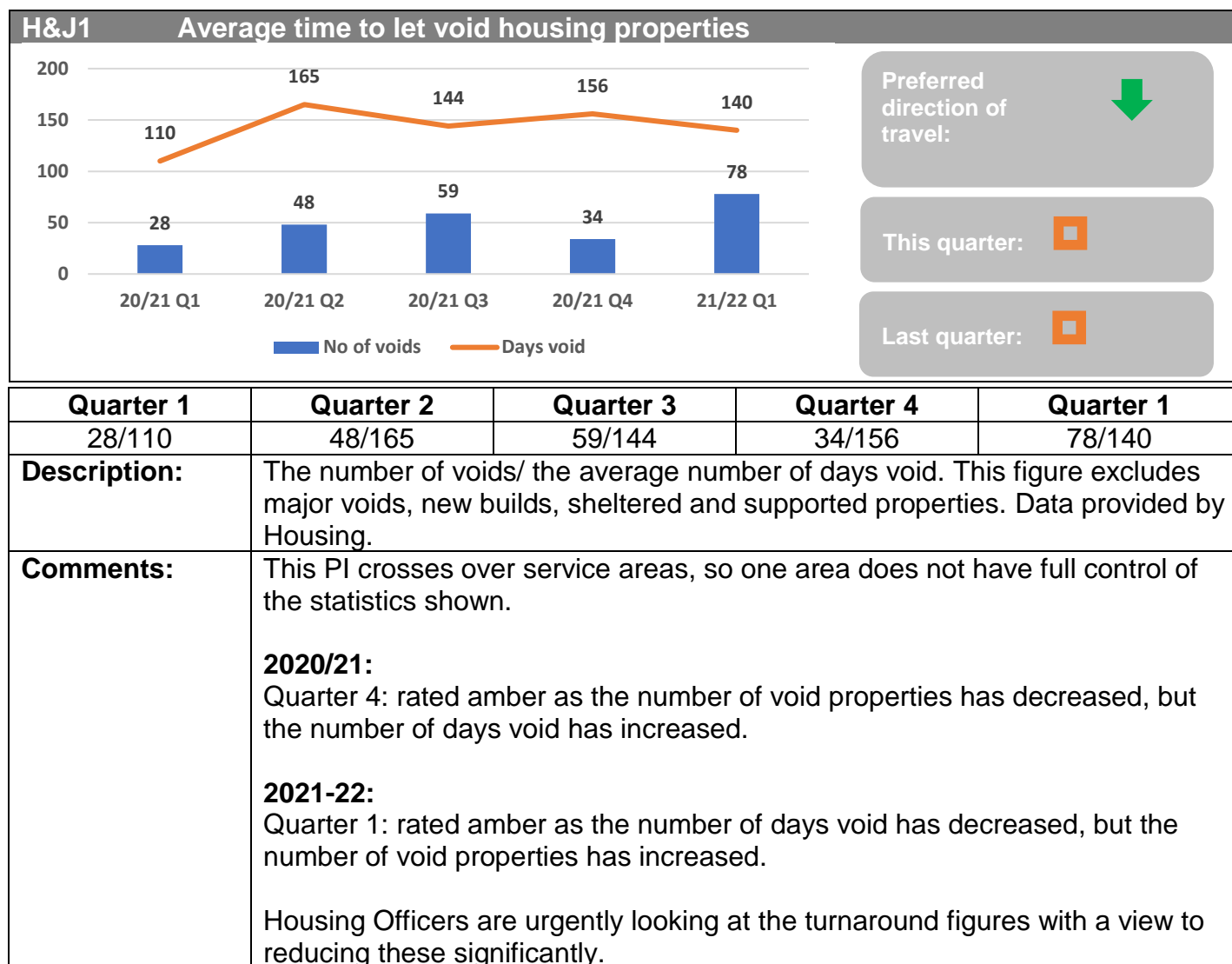
Last quarter:

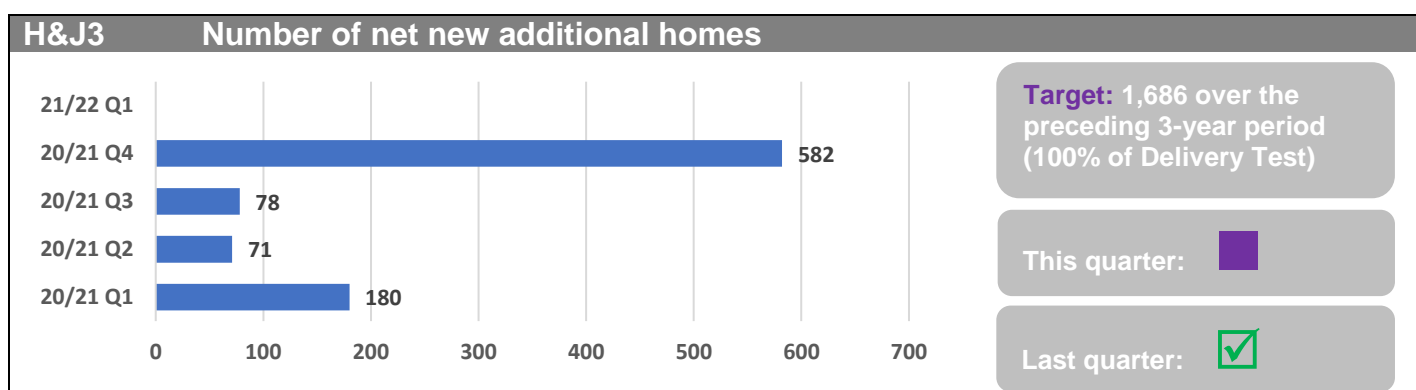


Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
-	-	-	-	-
Description:	Data provided by Asset Management.			
Comments:	<p>2021-22 – Definition changed to PI to reflect what is going to be recorded.</p> <p>We are developing our energy monitoring capabilities, having meetings with relevant stakeholders and training with APSE, and anticipate we will know by September 2021 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 plan to report the three figures separately each quarter (gas and electricity in KWHrs and fuel usage in litres for the fleet).</p> <p>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.</p>			

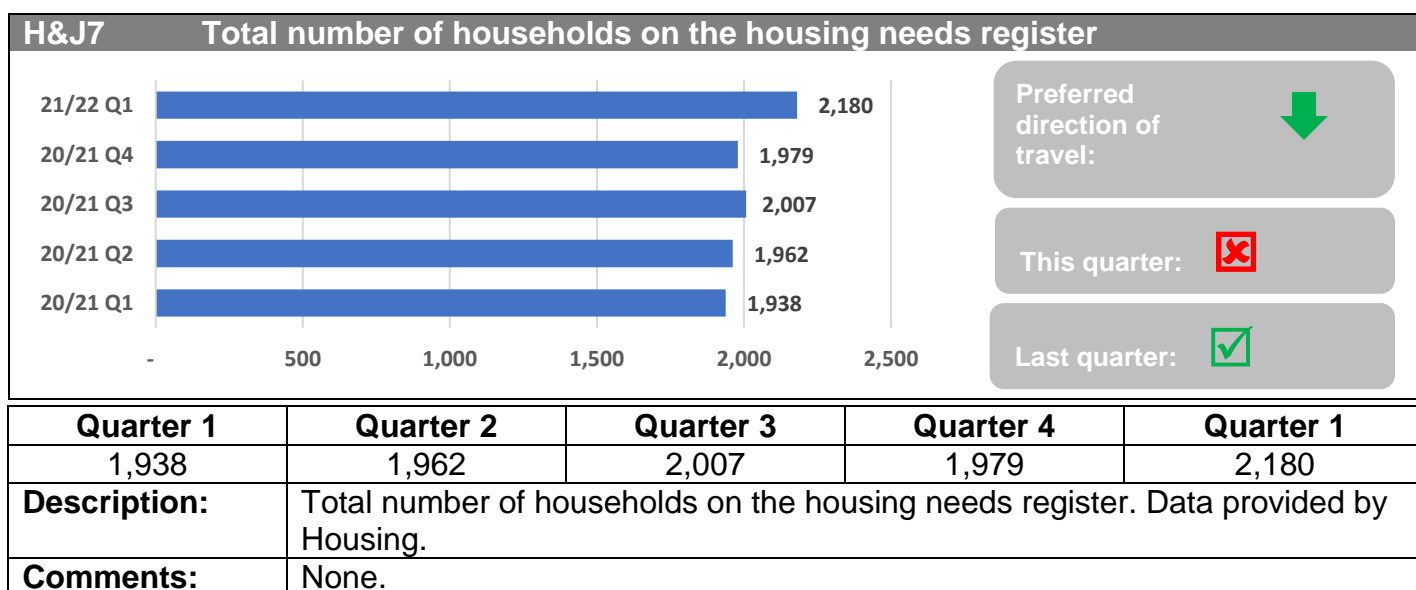
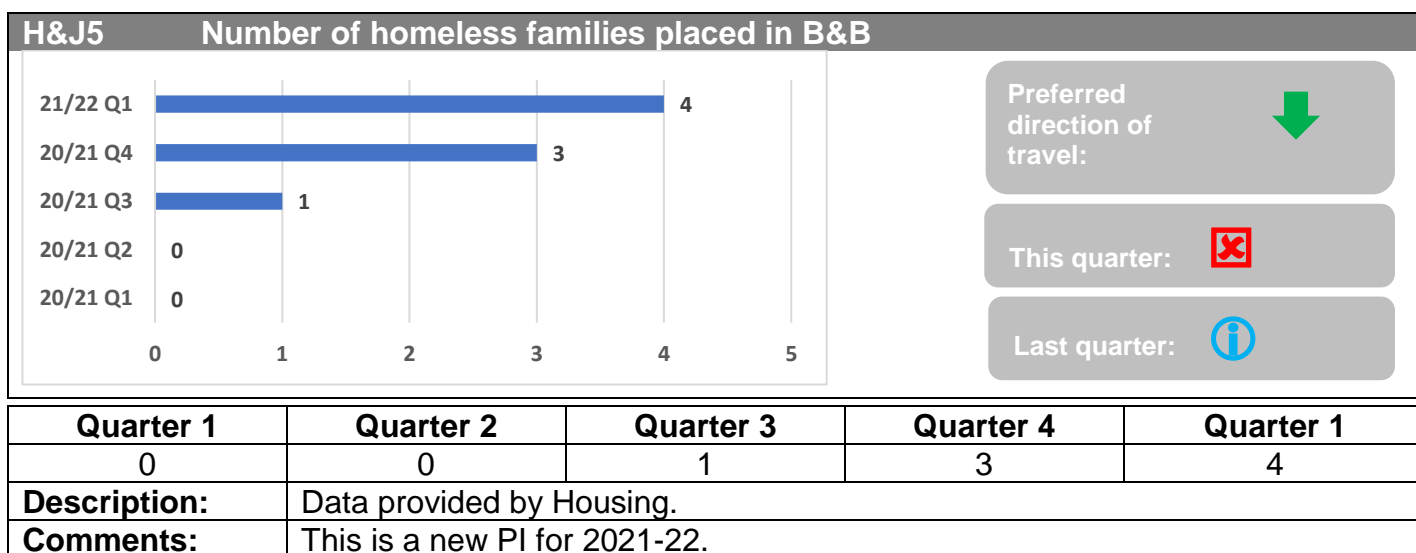
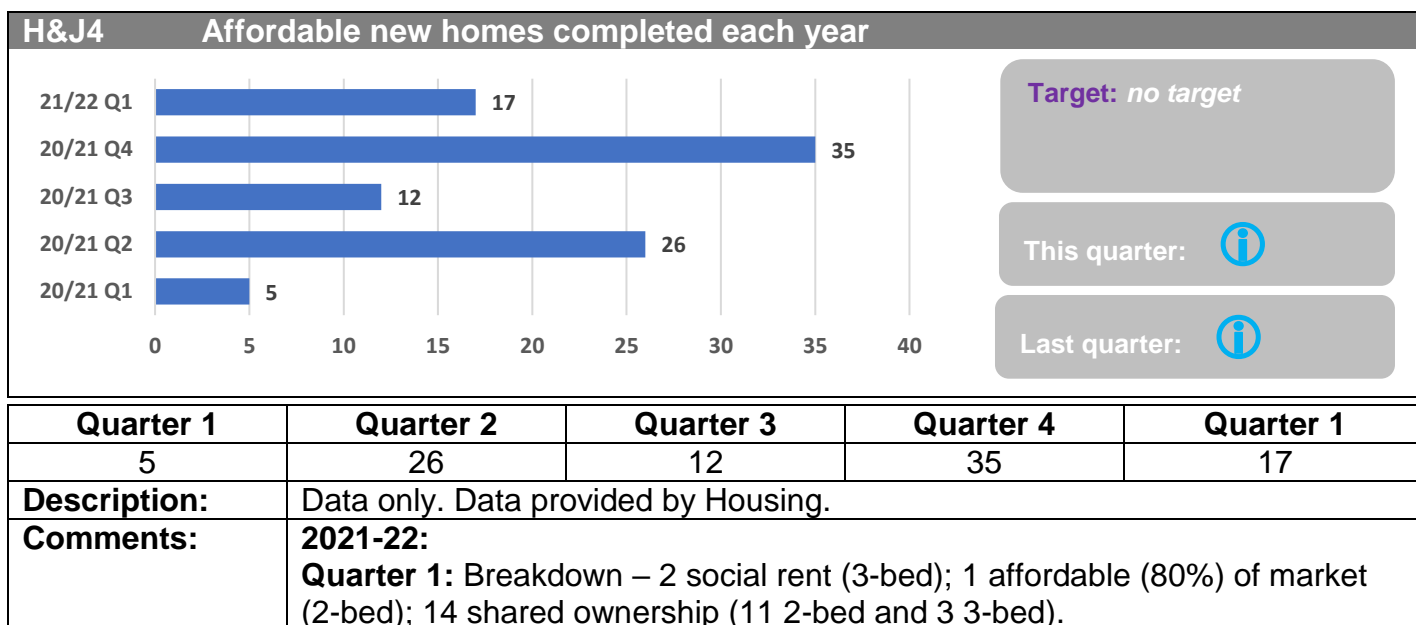
5.2 Homes and Jobs

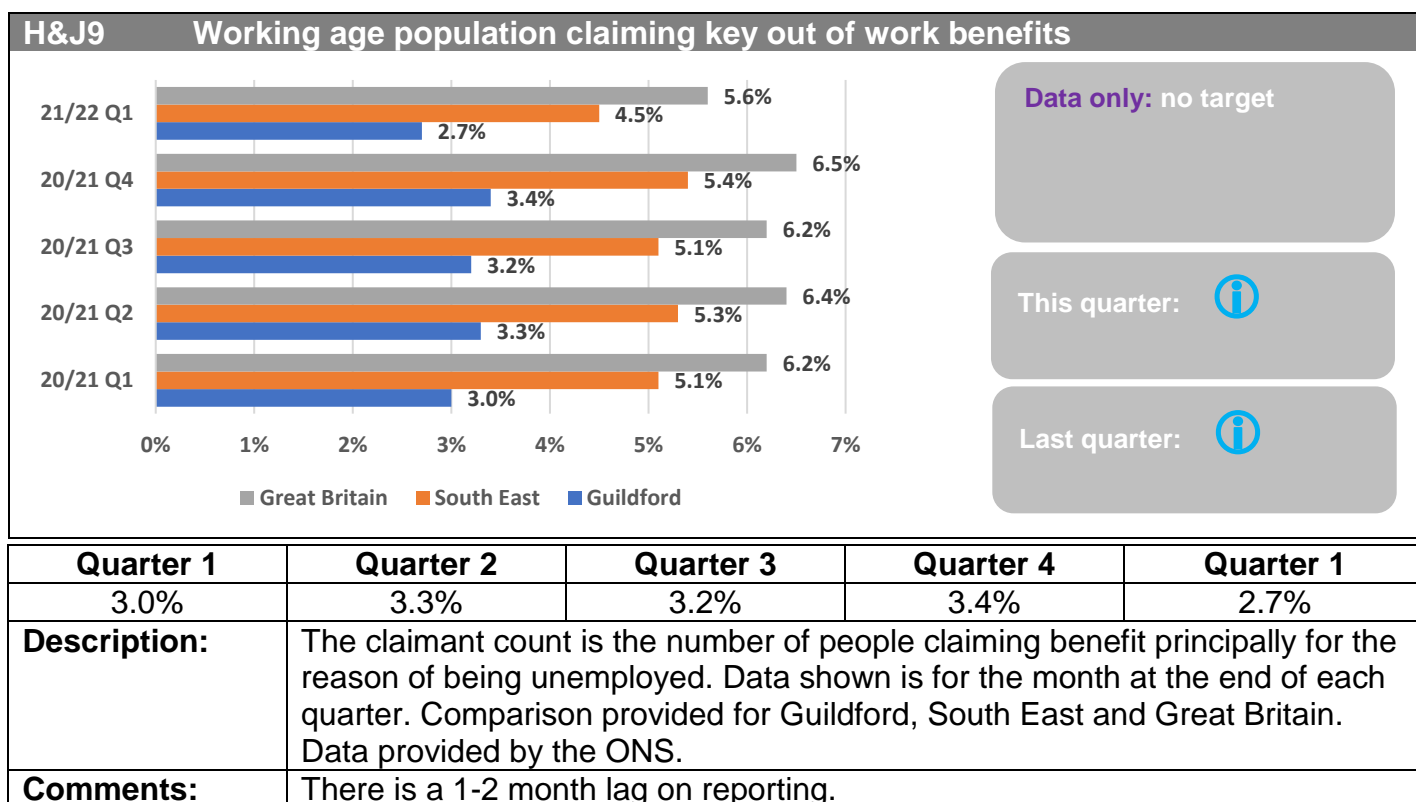
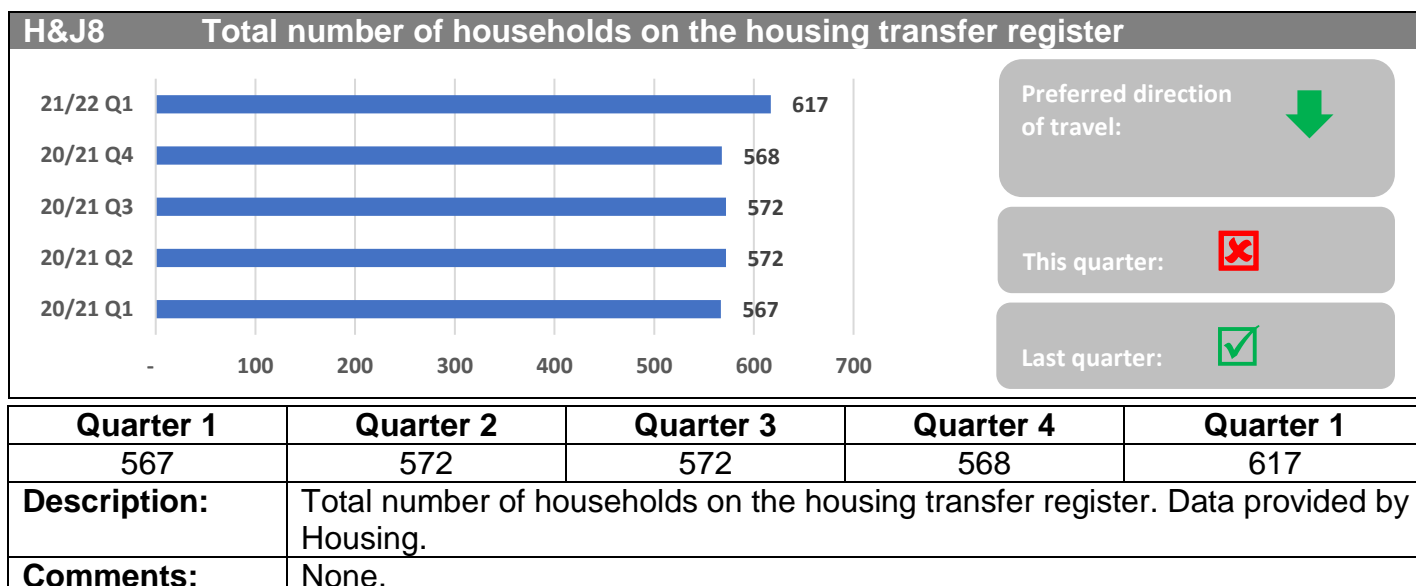
This section includes all performance indicators with a broad homes and jobs theme.

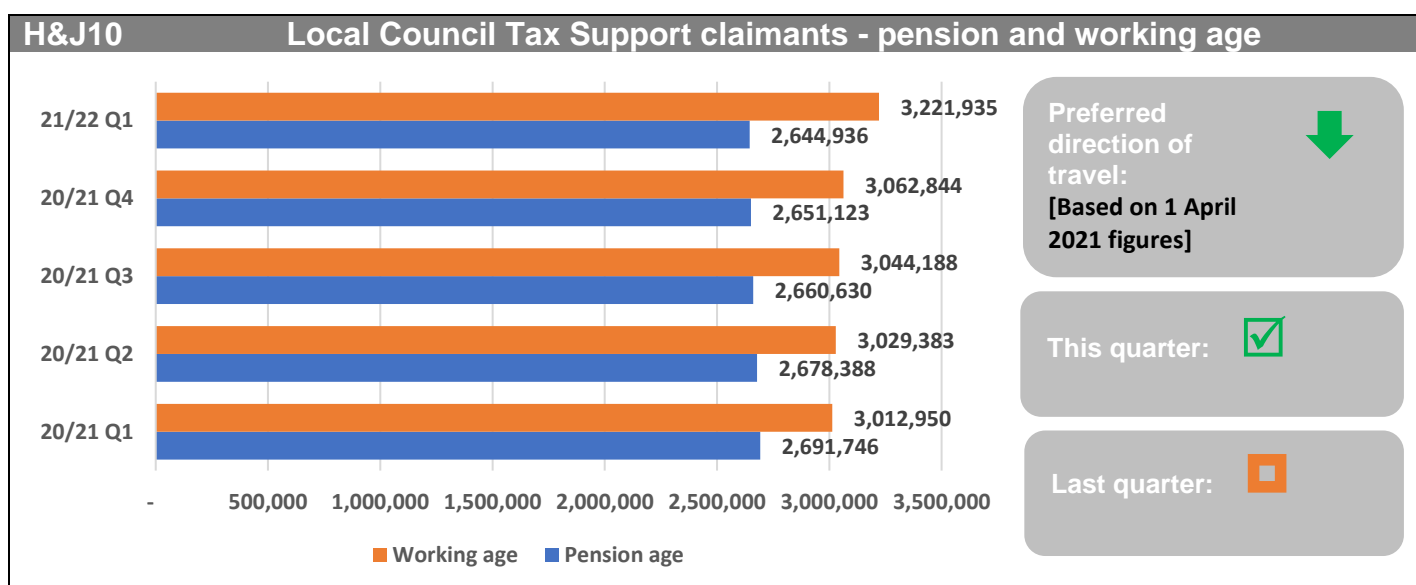




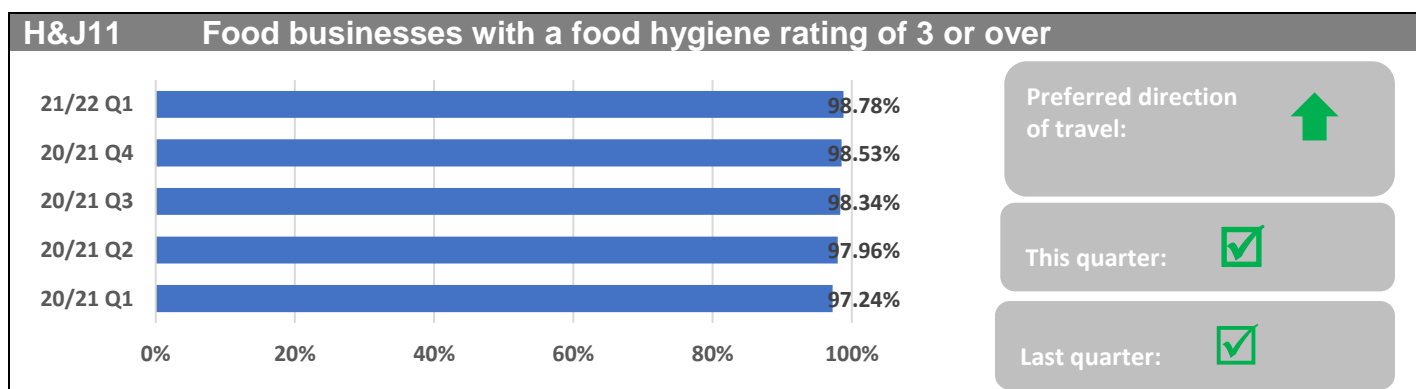
Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
180	71	78	582	-
Description:	This is the calculation of all new residential properties built, or created through change of use to residential use, minus all residential properties demolished in the year. This equals the net new additional homes. Data provided by Planning Policy.			
Comments:	<p>2021-22</p> <p>Quarter 1: There is up to 3-months reporting lag with housing completion data due to the way completions are reported.</p> <p>Quarter 4 includes 280 'normal' C3 dwellings plus 302 'C3 equivalent dwellings' derived from applying the conversion factor to new purpose-built student accommodation. This is calculated at a ratio of 1:1 for self-contained studios and 3.1 bedspaces:1 C3 equivalent dwelling for cluster flats. We can now count these towards our housing target based on how many homes the student accommodation releases in general market housing. It should be noted that the 'C3 equivalent dwellings' from student accommodation is only calculated annually so was not necessarily all completed in Q4. These two figures sum to 582.</p> <p>Q1 – Q4 2020/21 - The 2020/21 year-end total (Q1-Q4) is 609 'normal' C3 dwellings plus 302 'C3 equivalent dwellings'.</p> <p>Combining the two figures gives a 2020/21 year end total of 911 completions.</p> <p>This uplift in housing delivery compared to previous years means we are now heading in the preferred direction of travel. This scale of delivery is consistent with the expected housing trajectory from the Local Plan and is necessary to ensure that we maintain positive results in both the Housing Delivery Test and the five-year housing land supply. Poor performance against either test would result in the 'tilted balance' or presumption in favour of sustainable development being applicable when determining planning applications for housing. This is the first of the completions from the temporary bulge in student accommodation permissions that we expect to be completed over the short term, and which contribute to maintaining a healthy supply of homes during the lead in time necessary before the strategic sites can start delivering homes in order to meet the anticipated trajectory in the adopted Local Plan.</p>			



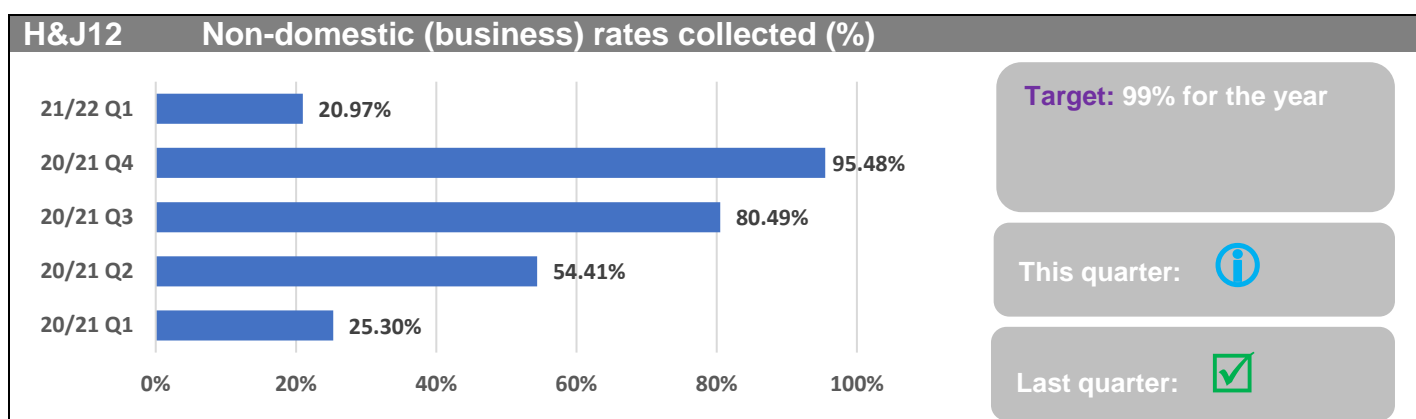




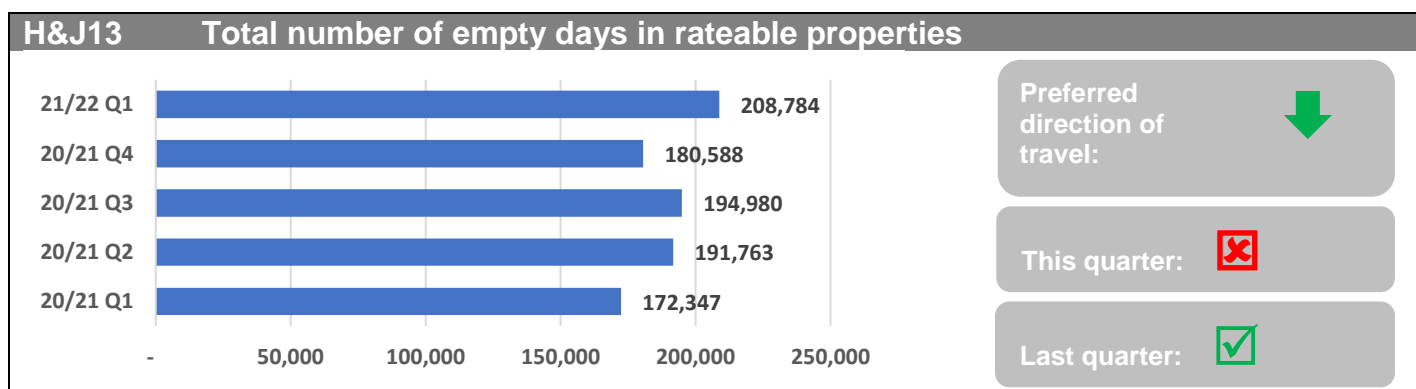
Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
£3,012,950/ £2,691,746	£3,029,383/ £2,678,388	£3,044,188/ £2,660,630	£3,062,844/ £2,651,123	£3,221,935/ £2,644,936
Description:	Local Council Tax Support claimants are defined as a monetary value for the year, rather than the number of claimants, and 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). Data provided by Revenues and Benefits within Housing.			
Comments:	This 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.			



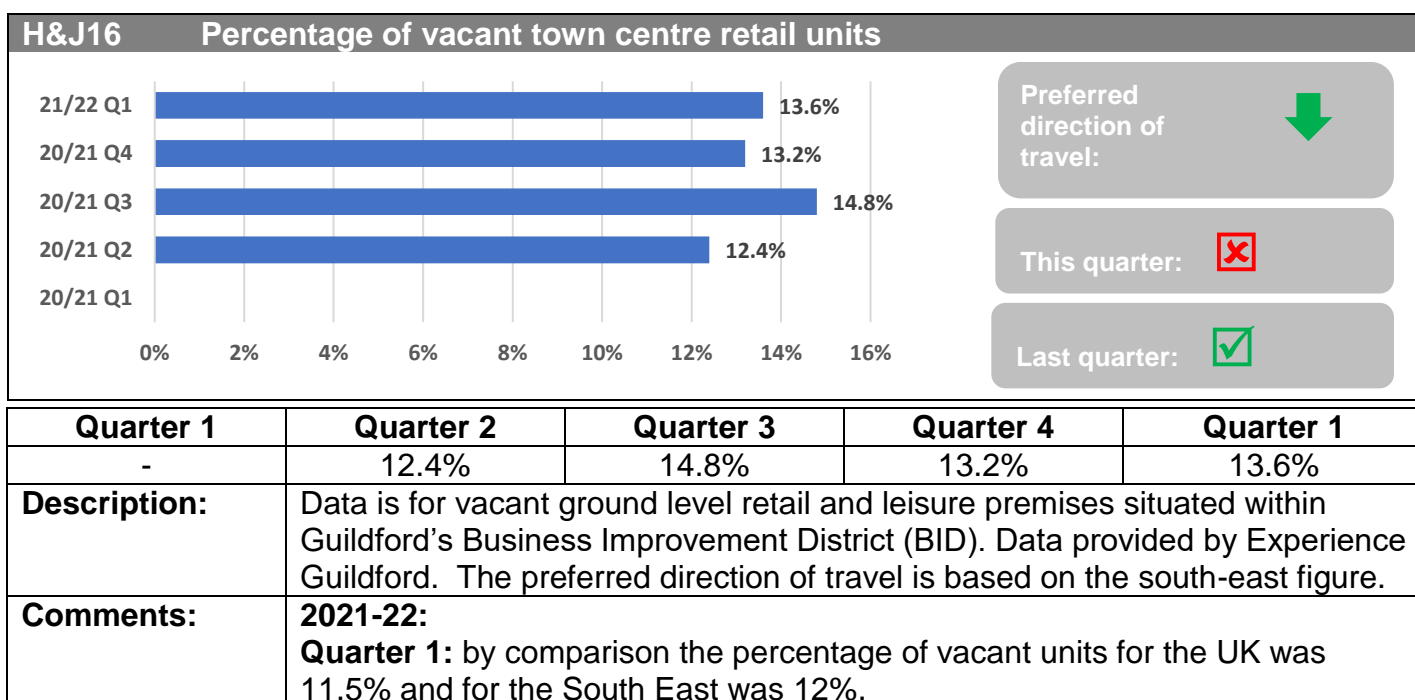
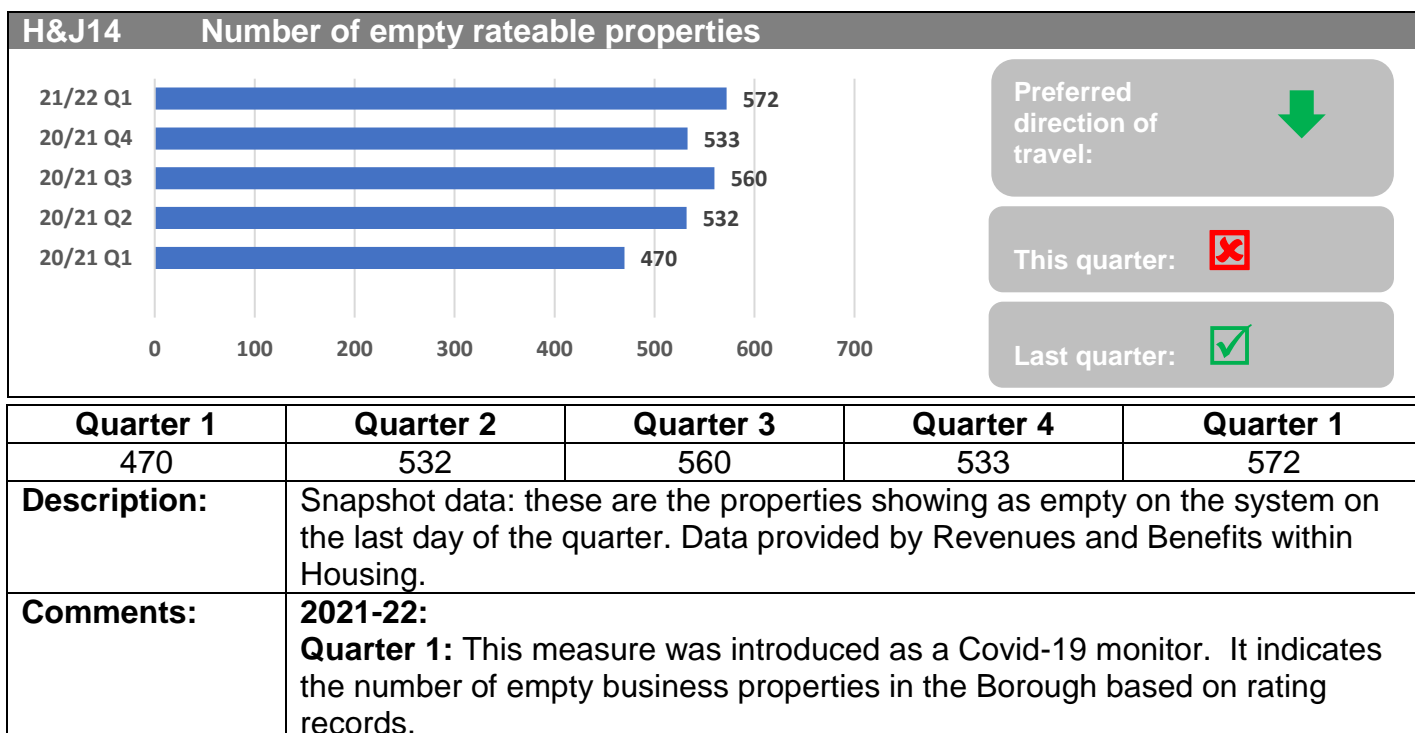
Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
97.24%	97.96%	98.34%	98.53%	98.78%
Description:	Percentage of establishments with a rating of 3 (generally satisfactory) or better under the Food Hygiene Rating Scheme (previously known as 'scores on the doors'). Data provided by Environment and Regulatory Services.			
Comments:	None.			

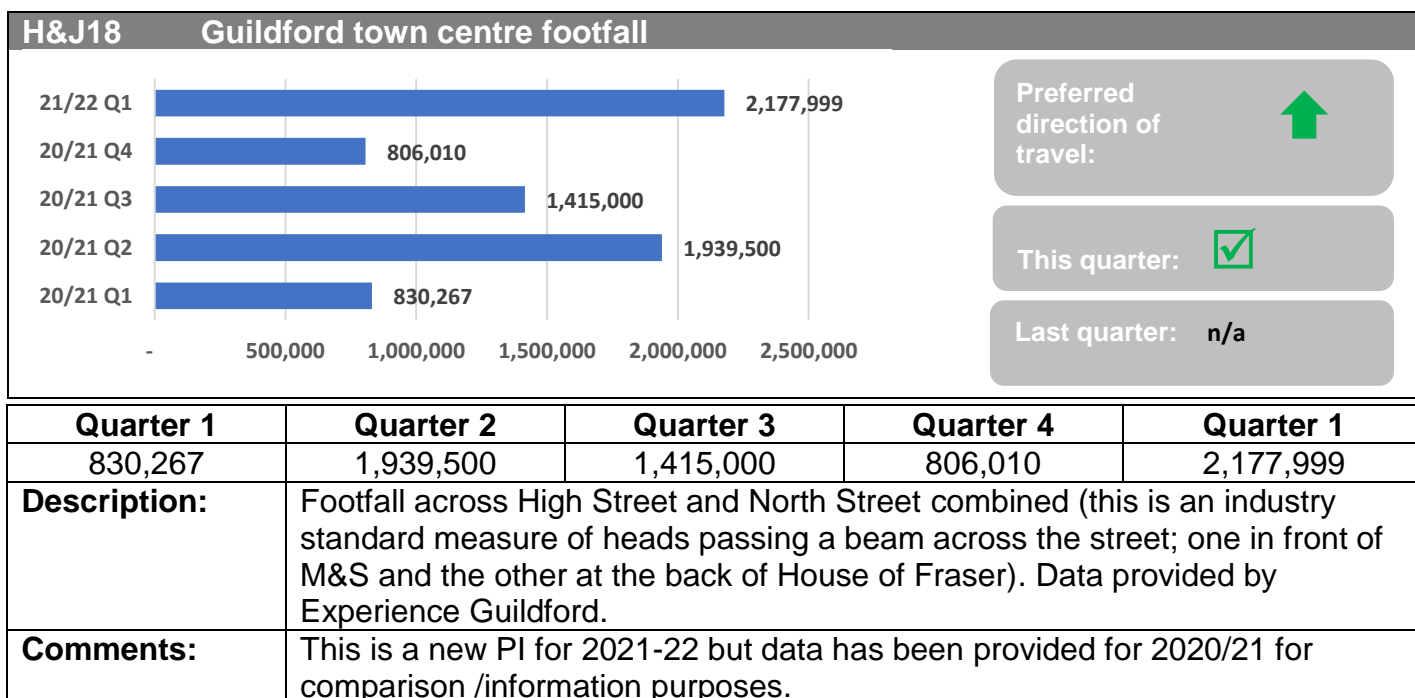
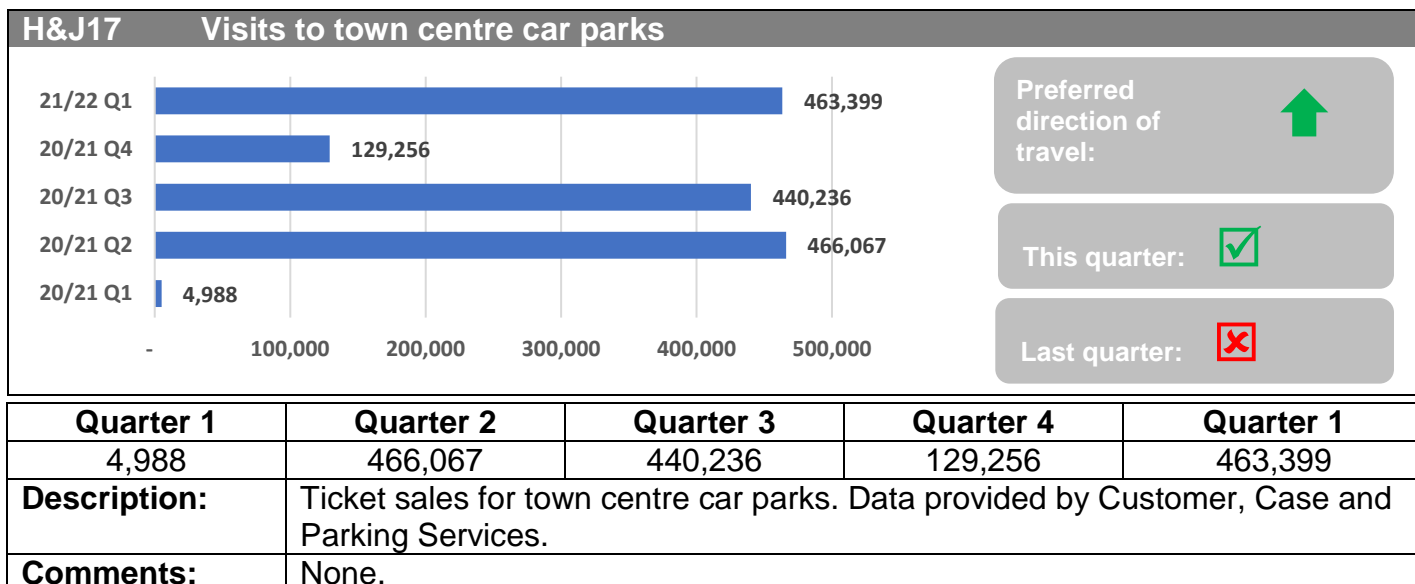


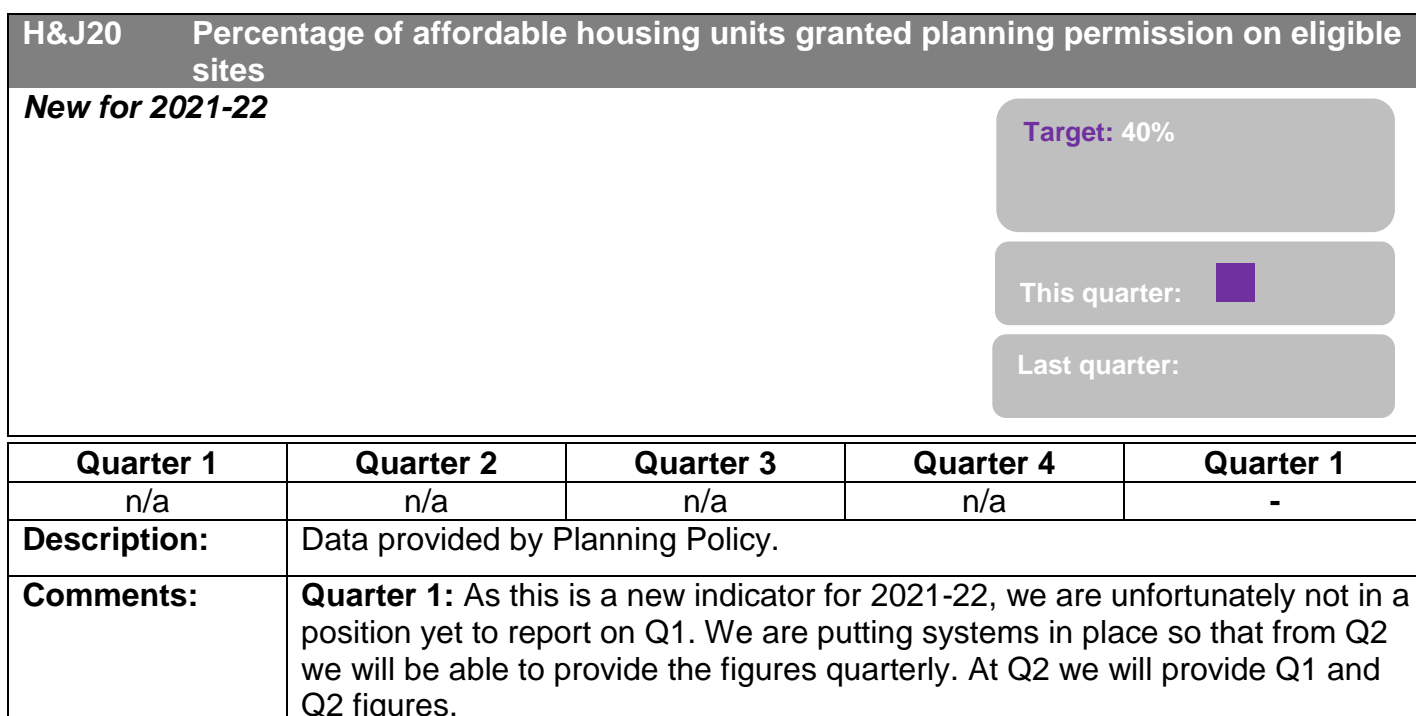
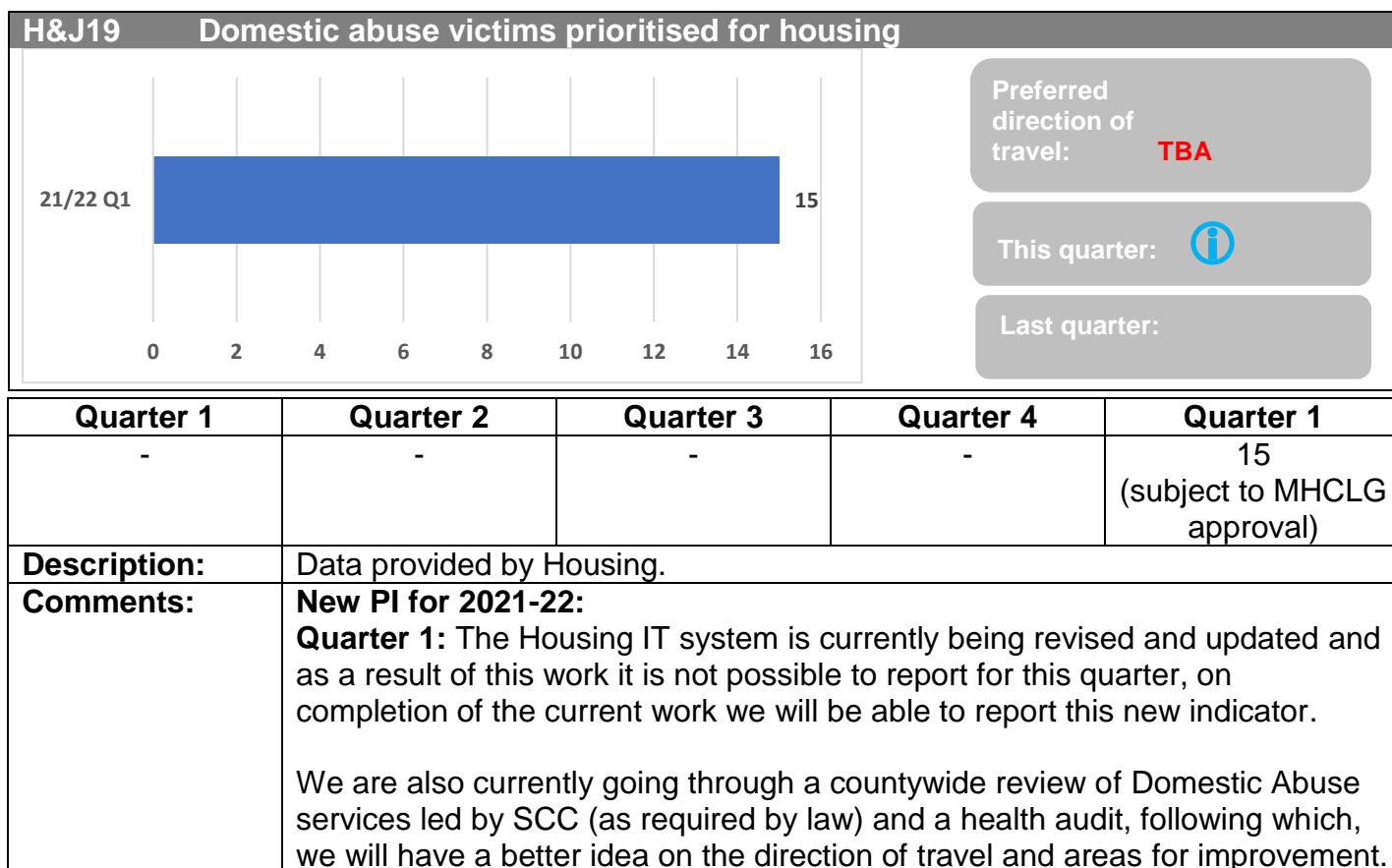
Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
25.30%	54.41%	80.49%	95.48%	20.97%
Description:	Percentage calculated, as a cumulative year-to-date figure, from the total council tax payments received compared to the total amounts payable in that year. Data provided by Revenues and Benefits within Housing.			
Comments:	For 2021-22 there is a target of 99% for the year whereas previously this PI had a preferred direction of travel as increasing.			



Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
172,347	191,763	194,980	180,588	208,784
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). Data provided by Revenues and Benefits within Housing.			
Comments:	<p>2021-22:</p> <p>Quarter 1: This measure was introduced as a Covid-19 monitor. It indicates the number of empty business properties in the Borough based on rating records. The indication is that the number of empty properties is still increasing. The number of days monitored is most accurate in Q4. In Q1 the assumption for rating is that the property will be empty for the rest of the financial year and this only changes when it becomes occupied again. This assumption inflates the empty days figure.</p>			

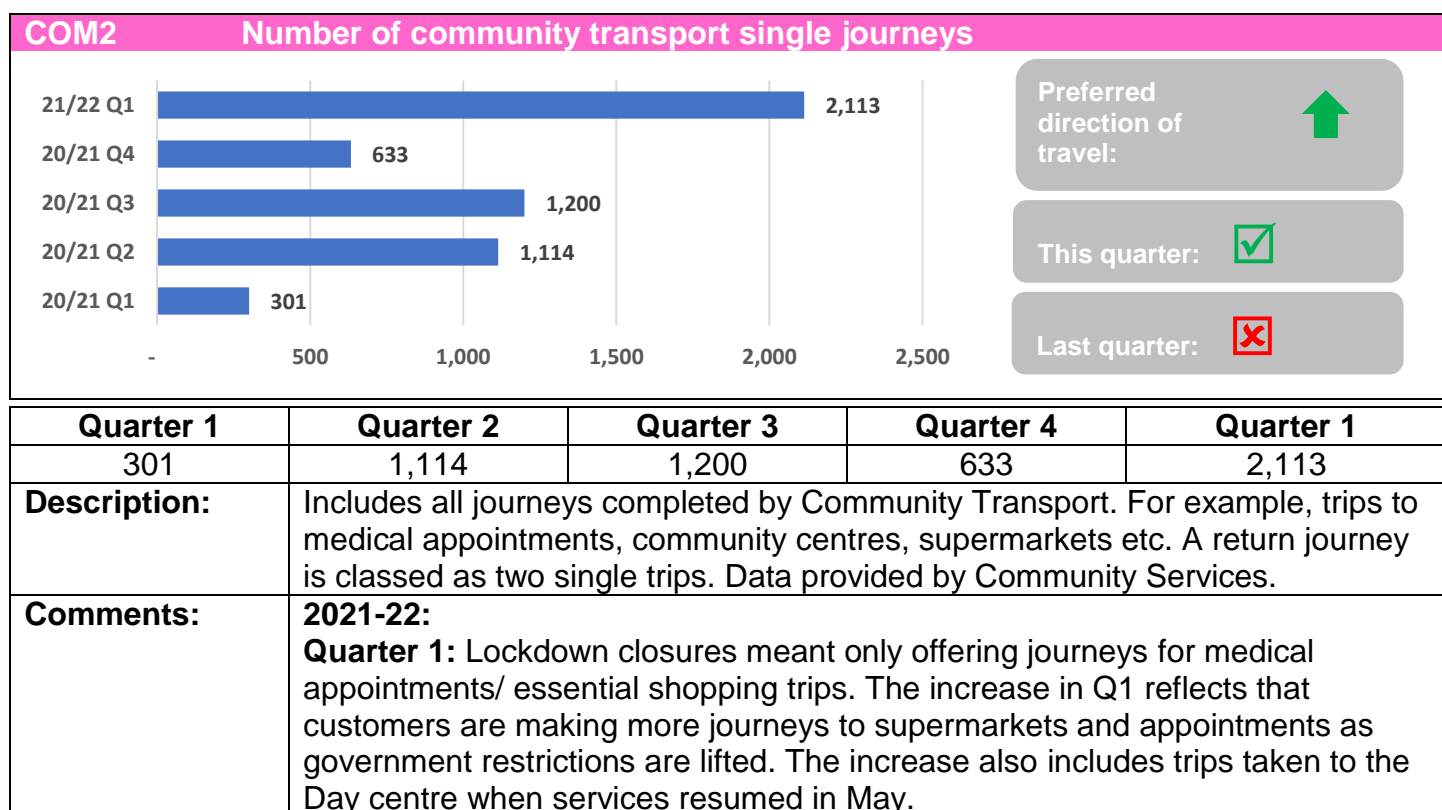
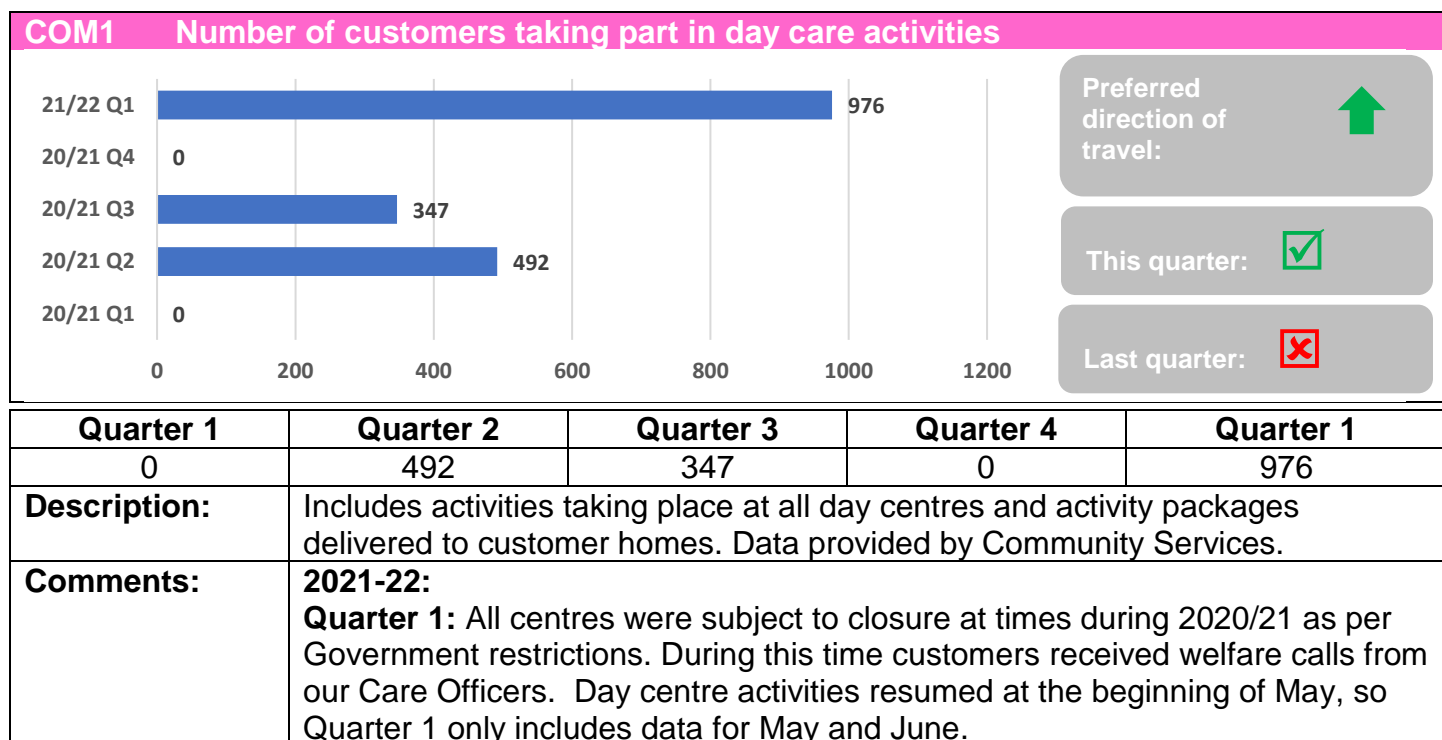


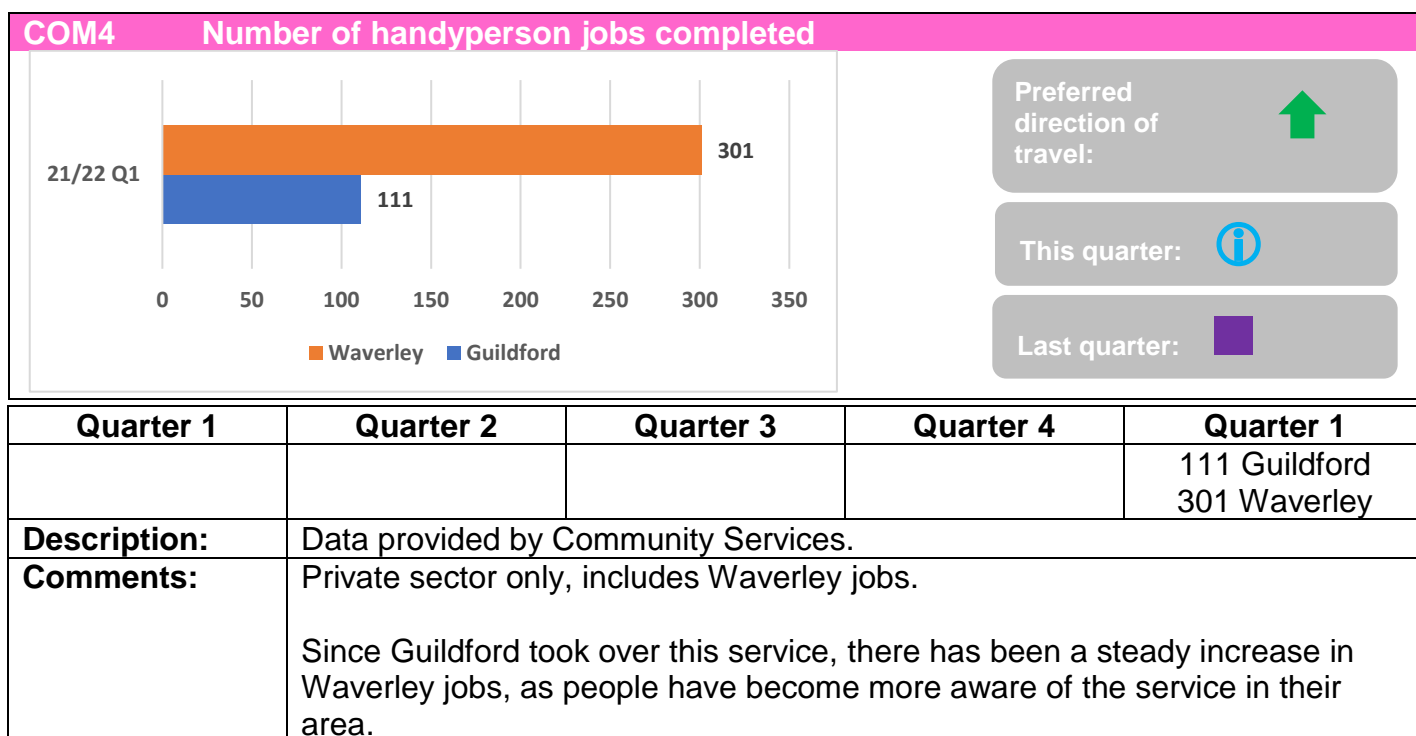
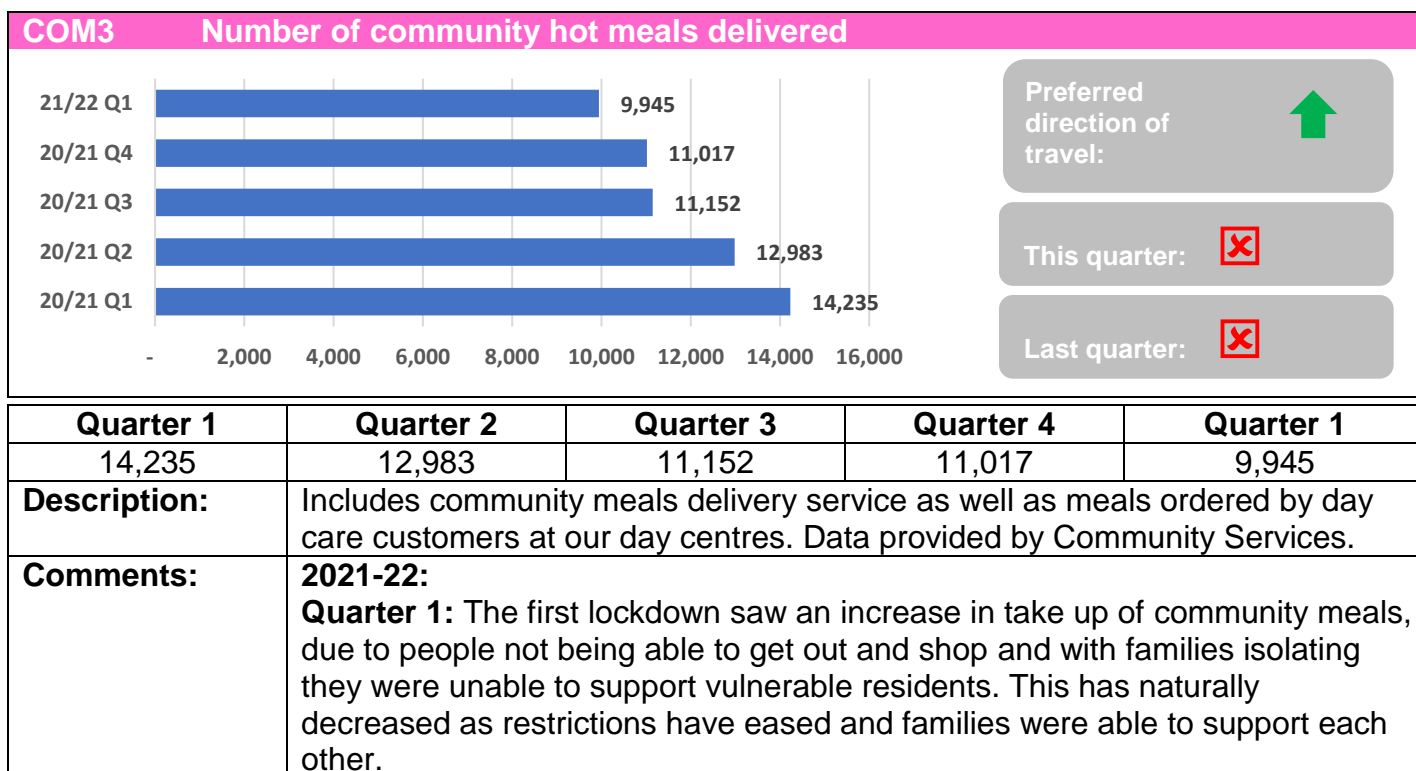




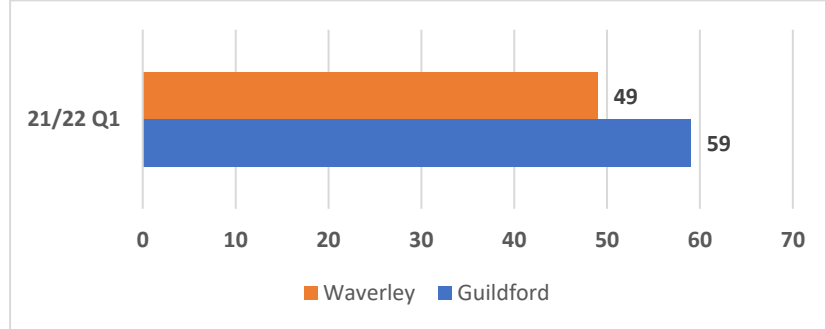
5.3 Community

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





COM5 Number of Care and Repair jobs completed



Preferred direction of travel:



This quarter:

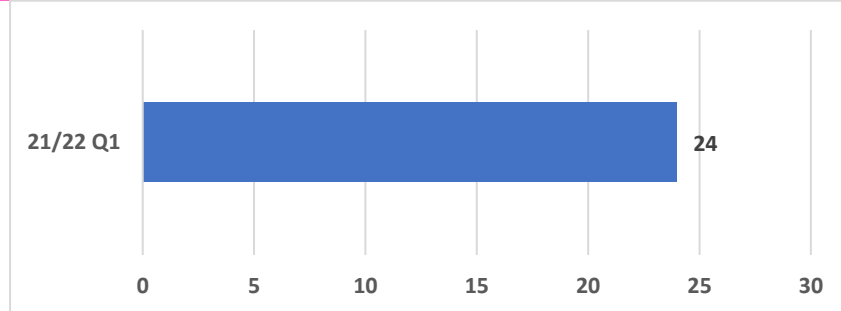


Last quarter:



Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
				59 Guildford 49 Waverley
Description: Data provided by Community Services.				
Comments: Private sector only, includes Waverley jobs.				

COM6 Number of public sector adaptations completed



Preferred direction of travel:



This quarter:

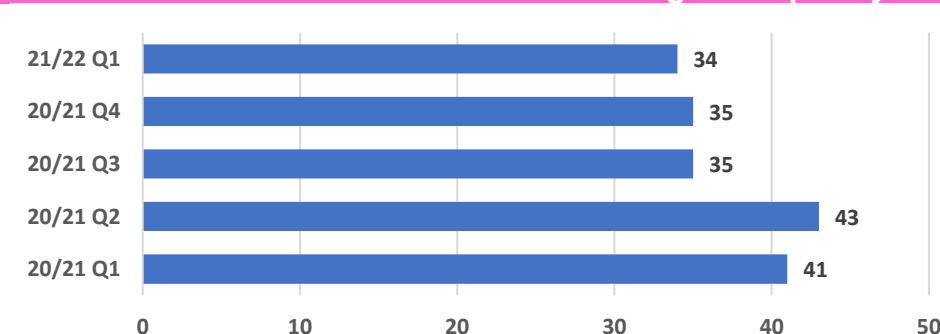


Last quarter:



Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
				24
Description: Data provided by Environment and Regulatory Services.				
Comments: Public sector only, includes Waverley jobs.				

COM7 Number of households living in temporary accommodation



Preferred direction of travel:



This quarter:

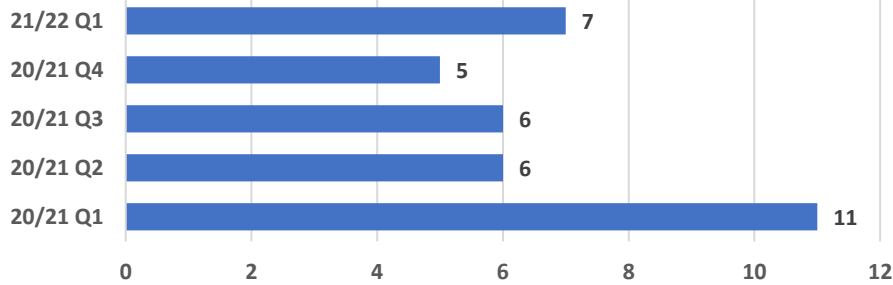


Last quarter:



Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
41	43	35	35	34
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. Data provided by Housing.				
Comments: None.				

COM8 Snapshot of rough sleepers



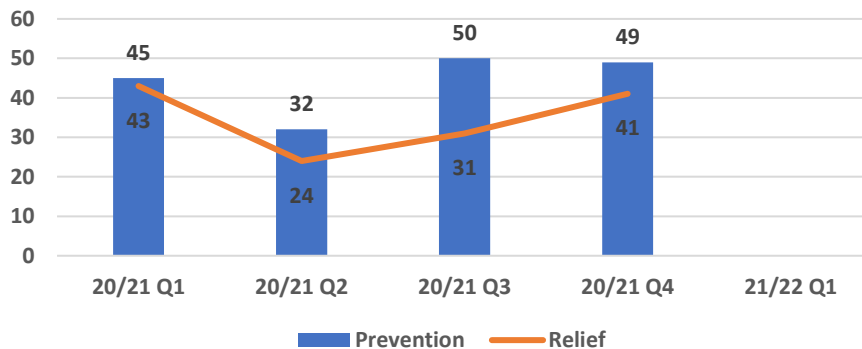
Target: Less than 5

This quarter: ✗

Last quarter: ✓

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
11	6	6	5	7
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. Data provided by Housing.			
Comments:	2021-22: Quarter 1: Rough sleepers are now from outside the area and not Guildford. This has been reported to the Ministry of Housing, Communities & Local Government (MHCLG) who have provided funding to help resolve this issue.			

COM9 Number of successful homelessness outcomes

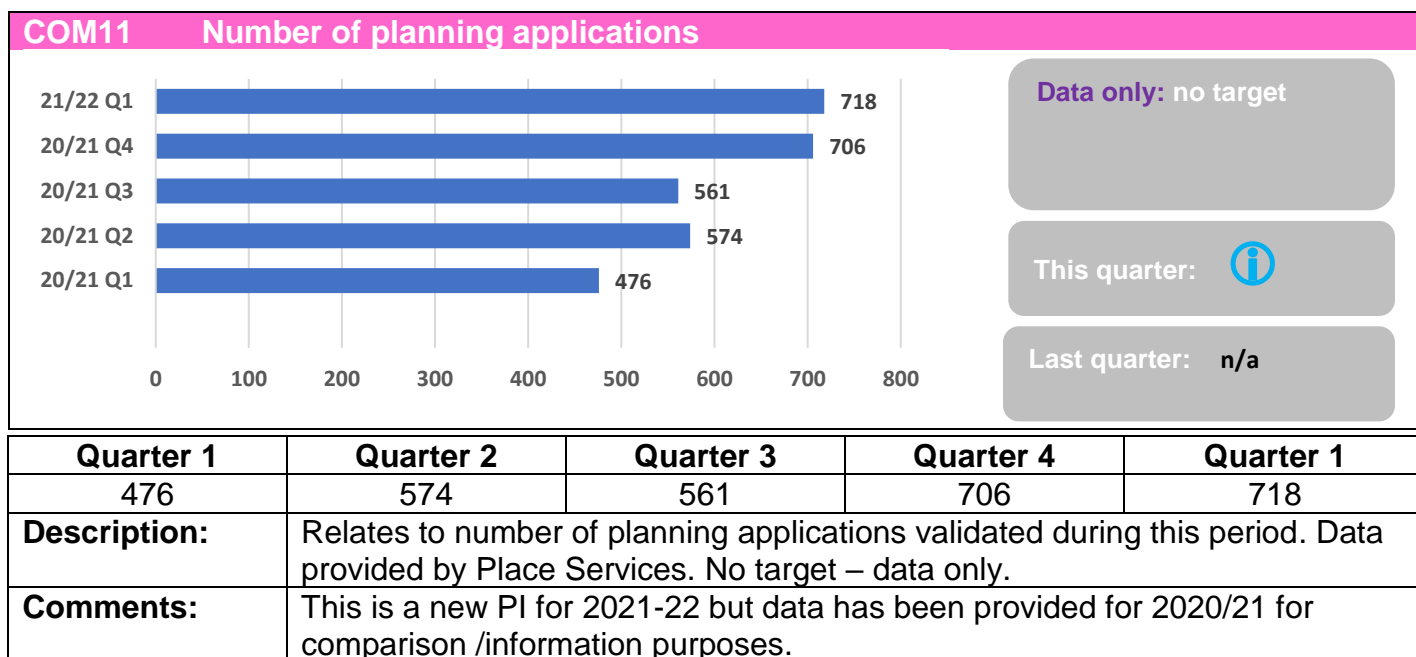
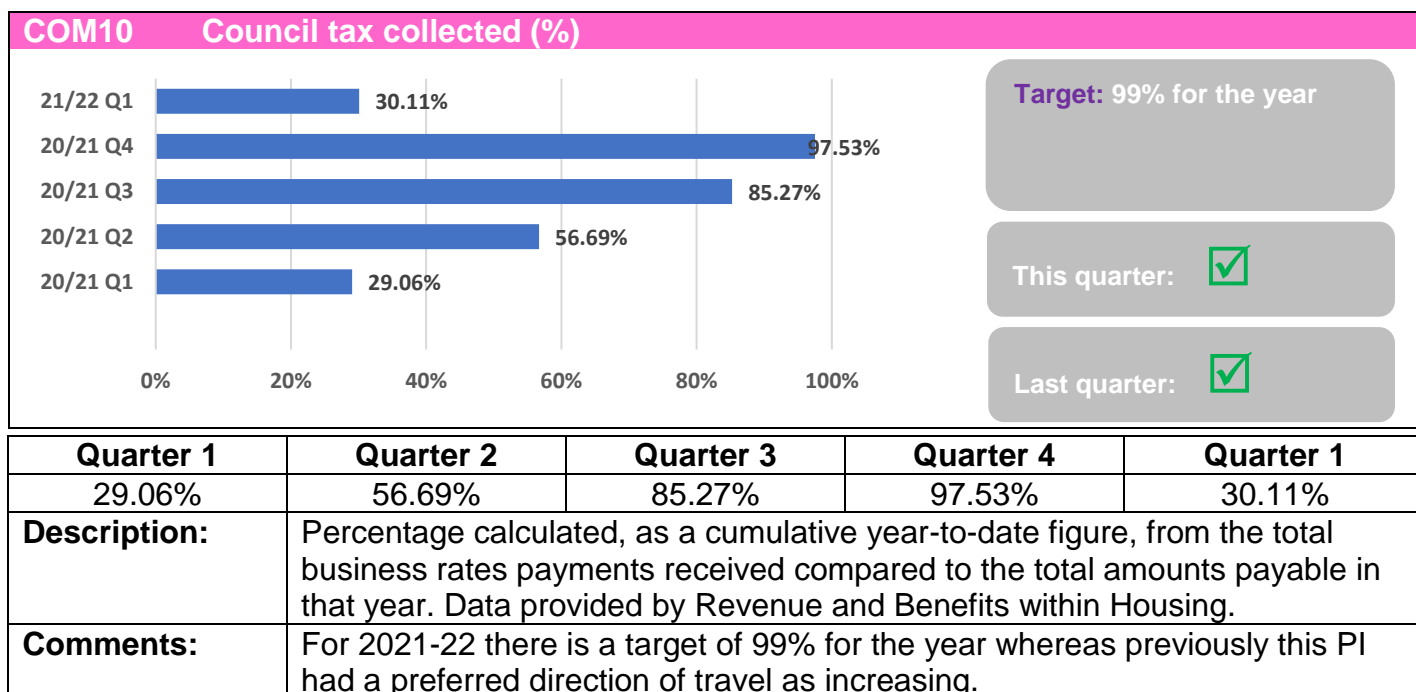


Target: Higher prevention to relief

This quarter: ■

Last quarter: ✓

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
45/43	32/24	50/31	49/41 (pending MHCLG approval)	-
Description:	Successful prevention/ relief case outcomes. Data provided by Housing.			
Comments:	2021-22: Quarter 1: The Housing IT system is currently being revised and updated and as a result of this work it is not possible to report for this quarter, on completion of the current work we will be able to report this new indicator.			



COM12 Total attendance at G Live

Data not provided for 2020/21 and Q1 of 2021-22 due to venue closures

Target: 230,000 per year

This quarter: 

Last quarter: 

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
-	-	-	-	-
Description:	Ticket sales plus estimates of other events (includes door counters and booking sources). Data provided by Culture, Heritage and Leisure Services (from HQ Theatres).			
Comments:	<p>HQ Theatres data collection is approximately 6 weeks behind.</p> <p>2021-22: No data available due to venue closure during pandemic. Due to reopen in August 2021.</p>			

COM13 Total visits to sports and leisure venues (Spectrum, Lido, Ash Manor)

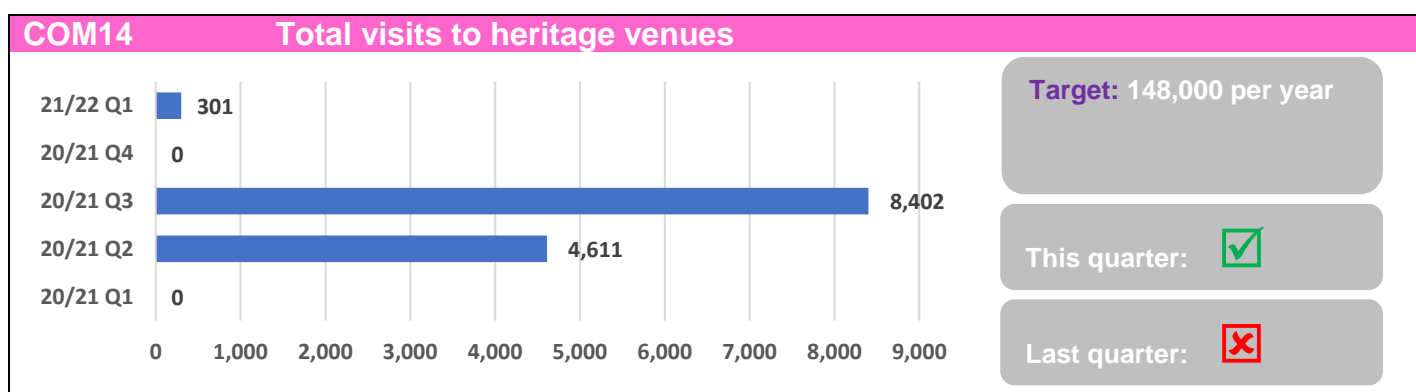
Data not provided for 2020/21 and Q1 of 2021-22 due to venue closures

Target: TBC

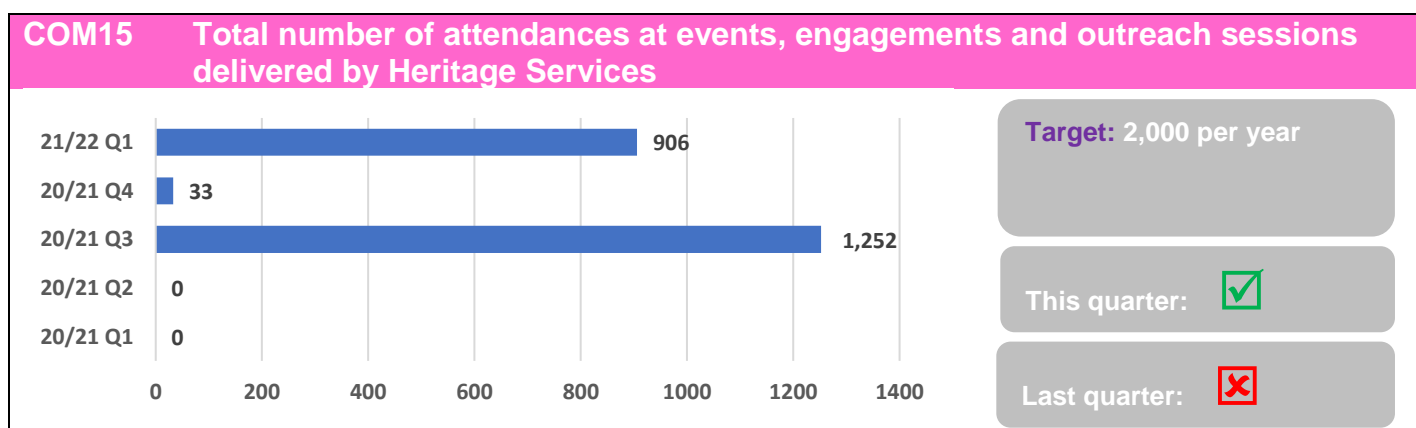
This quarter: 

Last quarter: 

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
-	-	-	-	-
Description:	Ticket sales plus estimates of other events (includes door counters and booking sources). Data provided by Culture, Heritage and Leisure Services (from Freedom Leisure).			
Comments:	<p>Freedom Leisure data collection is around 2 months behind.</p> <p>2021-22: No data available due to venue closure during pandemic. Data not currently available from the contractor.</p>			

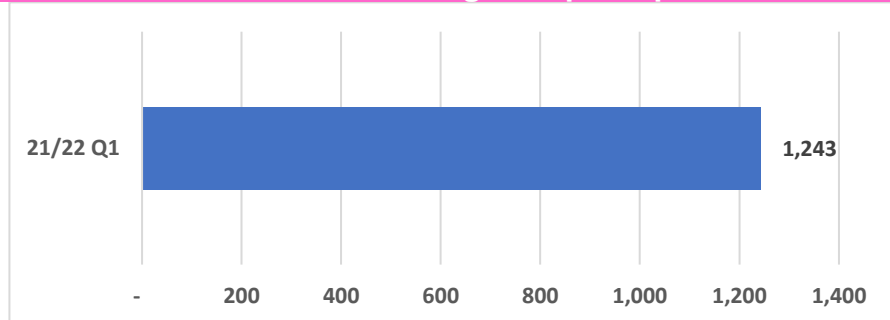


Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
0	4,611	8,402	0	301
Description:	Total visits to heritage venues including the Castle, Guildford House Gallery, the Museum and the Guildhall. Data is collected through visitor and door counters at Guildford House Gallery, Museum, Castle and the Guildhall. Data provided by Culture, Heritage and Leisure Services.			
Comments:	2021-22: Quarter 1: All Heritage venues have been subject to closure at times during 2020/21 and Q1 of 2021-22 as per the Government restrictions, followed by staff reduction and seasonal closure. The Museum re-opened to the public on May 26 with reduced days and hours: Wed to Sat, 12 noon to 4.30pm. Guildford House Gallery remains closed due to ongoing lighting system installation and structural works. Commercial hire of the Guildhall affected by covid closures and therefore the number of events attendances at the venue reduced.			



Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
0	0	1,252	33	906
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. Data provided by Culture, Heritage and Leisure Services.			
Comments:	2021-22: Quarter 1: Face to face outreach sessions have not yet been possible due to covid restrictions, but the digital programme has increased.			

COM16 Number of bookings of sports pitches and courts



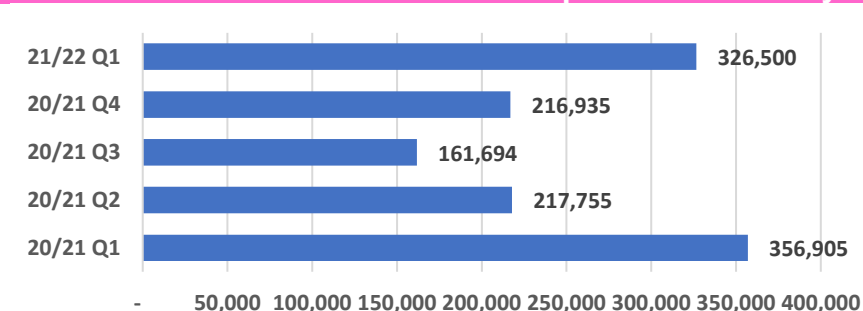
Target: 3,300 per year

This quarter:

Last quarter:

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
-	-	-	-	1,243
Description: Data collated from pitch/ court booking system. Excludes tennis court bookings at Stoke Park Gardens (these have been contracted out). Data provided by Customer, Case and Parking Services.				
Comments: None.				

COM17 Total visitor numbers to parks and countryside sites



Target: 945,000 per year

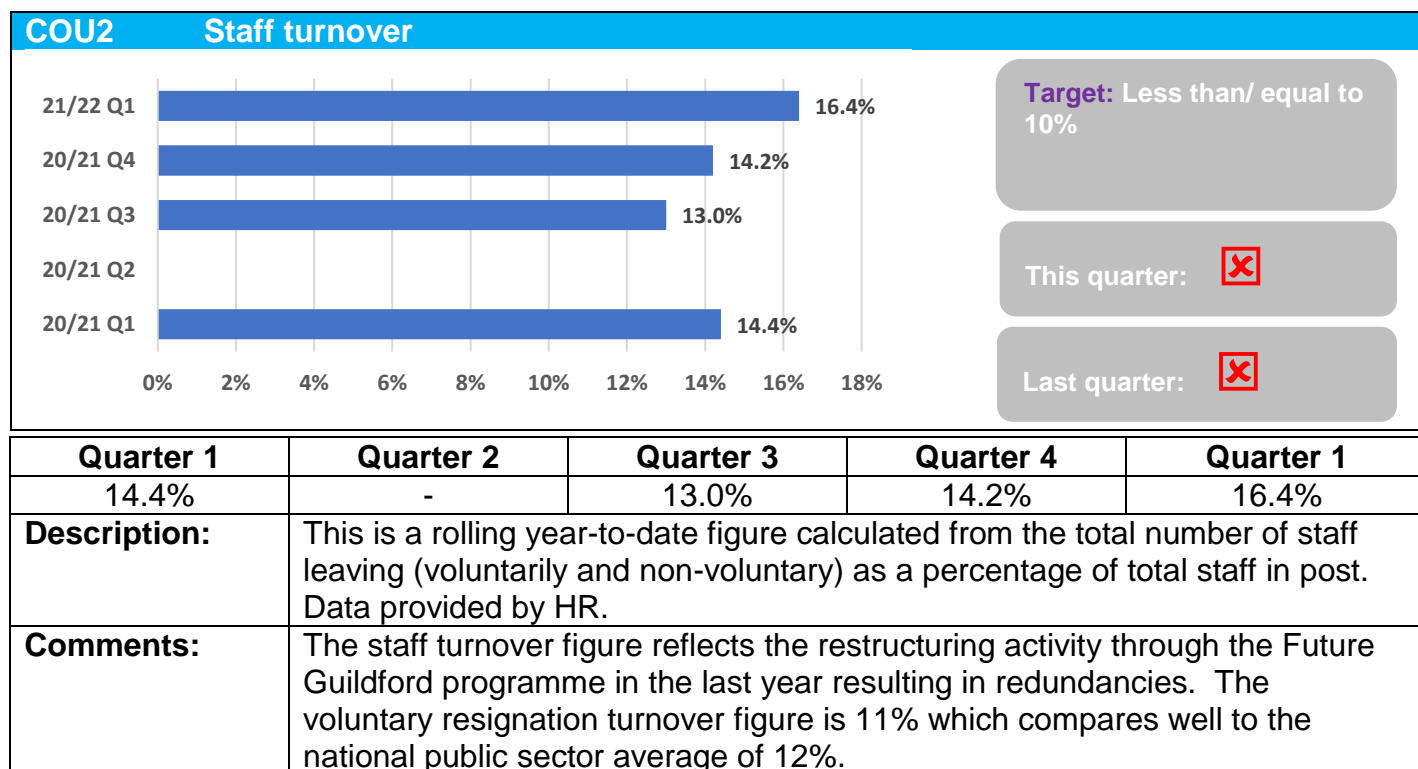
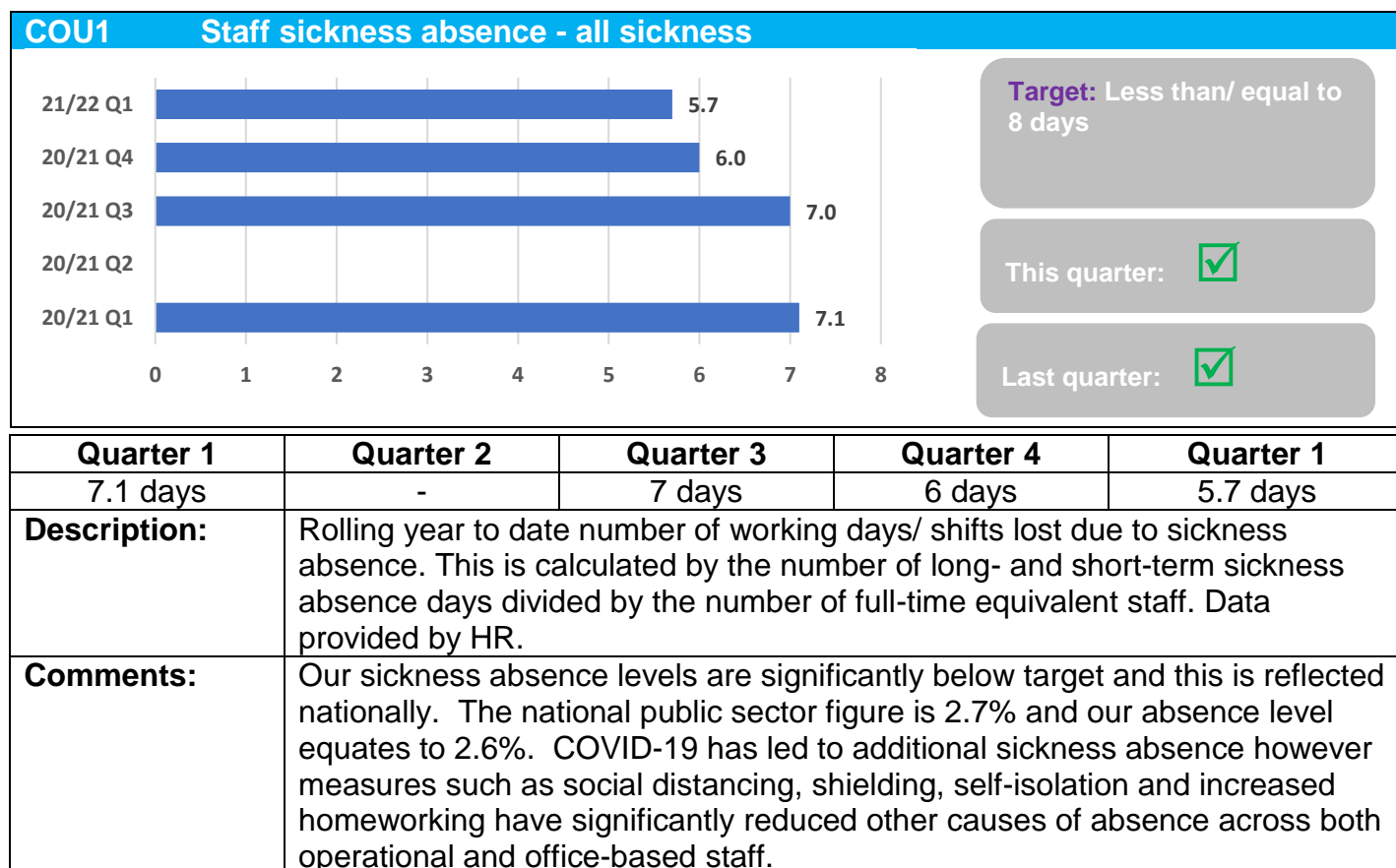
This quarter:

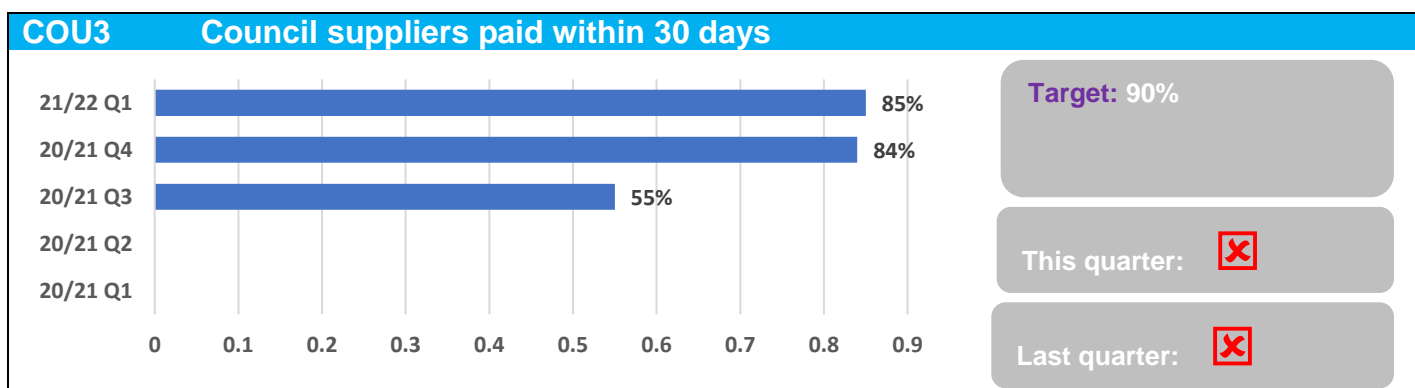
Last quarter:

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
356,905	217,755	161,694	216,935	326,500
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. Data provided by Culture, Heritage and Leisure Services.				
Comments: None.				

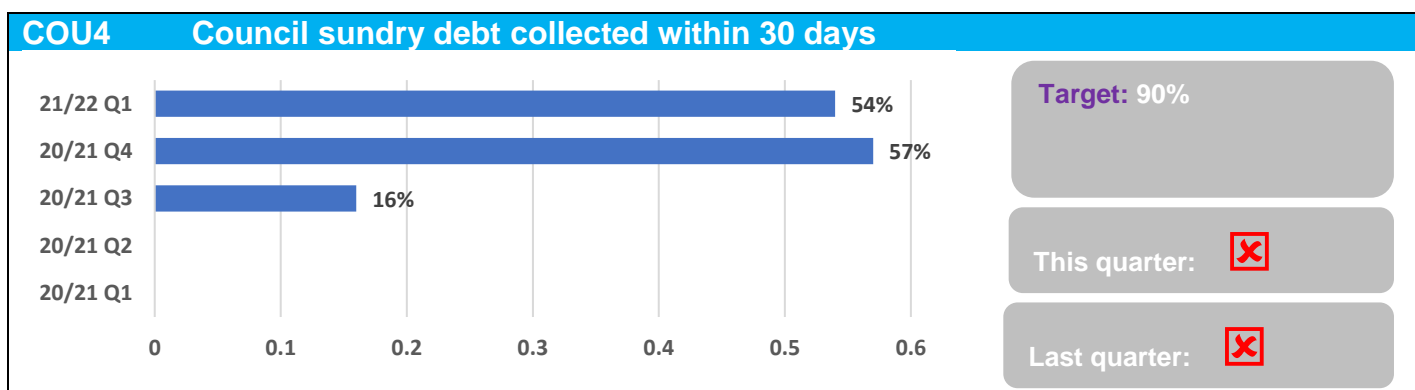
5.4 Council

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



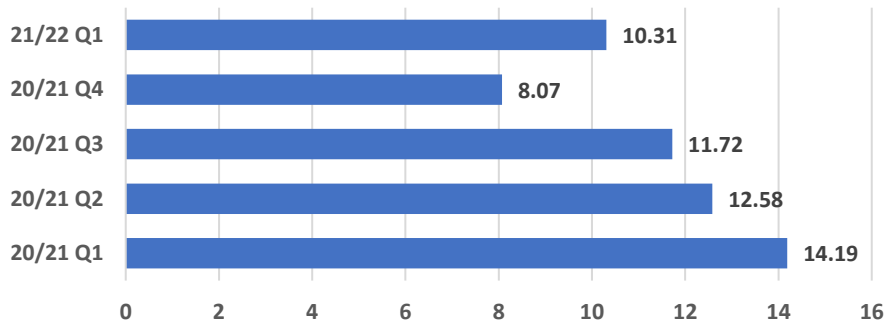


Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
-	-	55%	84%	85%
Description:	Percentage of Council suppliers paid within 30 days. Data provided by Case Services.			
Comments:	2021-22: Quarter 1: There were still some late received invoices as part of the end of financial year coming through in April that can impact on payment terms. This is not unusual as companies undertake their own financial close downs.			



Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
-	-	16%	57%	54%
Description:	Percentage of debt owed to the Council collected within 30 days. Data provided by Case Services.			
Comments:	2021-22: Quarter 1: Definition of indicator has been changed to reflect this only applies to sundry debtors rather than all council debt. 83% of debt due in Q1 has been paid however this was not within 30 days of the invoice. Figures can be affected by bank holidays etc. Reporting does not take account of payment plans, but work is ongoing to further refine reporting for more accuracy.			

COU5 Time taken to assess new Housing Benefit claims



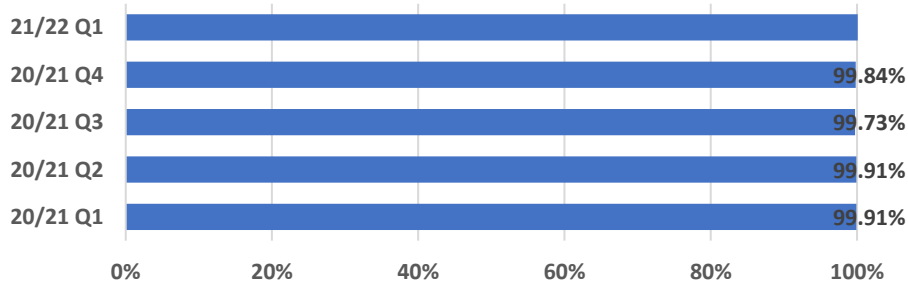
Target: Less than/ equal to 8 days

This quarter:

Last quarter:

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
14.19 days	12.58 days	11.72 days	8.07 days	10.31 days
Description:	Days taken to process new Housing Benefit claims. Data provided by Revenues and Benefits within Housing.			
Comments:	2021-22: Quarter 1: Temporary resources have been put in place and outstanding work is being monitored in order to reduce the time taken to process claims.			

COU6 Rent collection rate – percentage of rent collected in year



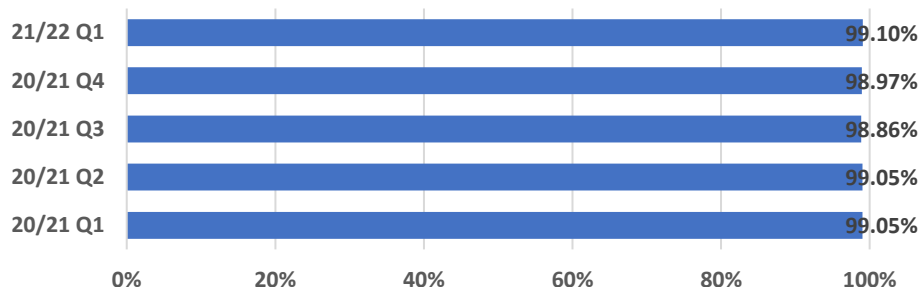
Target: 99%

This quarter:

Last quarter:

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
99.91%	99.91%	99.73%	99.84%	100.09%
Description:	Percentage of council house rent collected in year. Data provided by Housing.			
Comments:	2021-22: Quarter 1: The level of rent due is based on the amount due in the period, therefore where payments are made in advance or arrears are paid this results in a level of income over 100%.			

COU7 Rent collection rate – percentage of rent collected in year, plus arrears brought forward



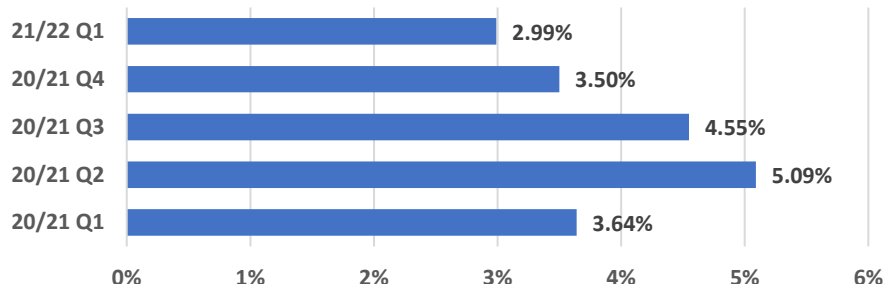
Target: 98.5%

This quarter: ☒

Last quarter: ☒

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
99.05%	99.05%	98.86%	98.97%	99.10%
Description:	Percentage of council house rent collected in year including arrears brought forward. Data provided by Housing.			
Comments:	None.			

COU9 Vacancy rates of commercial property investments



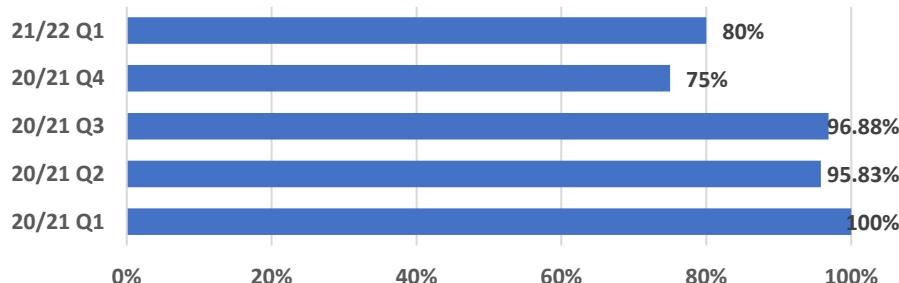
Target: Less than 5%

This quarter: ☒

Last quarter: ☒

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
3.64%	5.09%	4.55%	3.50%	2.99%
Description:	Percentage vacancy rates based on days per property, excluding intentional voids. Incorporating the number of properties, potential and actual vacant days. Data provided by Asset Management.			
Comments:	None.			

COU10 Speed of determining planning applications for major development (%)



Target: 60%

This quarter: ☒

Last quarter: ☒

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
100%	95.83%	96.88%	75%	80%
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. Data provided by Place Services.			

Comments:	2021-22: Quarter 1: exceeding the target.			
COU11 Speed of determining planning applications for minor development (%)				
<div><div><div>21/22 Q1</div><div>52.38%</div></div><div>20/21 Q4</div><div>54.93%</div><div>20/21 Q3</div><div>75.17%</div><div>20/21 Q2</div><div>81.19%</div><div>20/21 Q1</div><div>80.23%</div></div> <div><div>0%20%40%60%80%100%</div></div> <div><div>Target: 70%</div><div>This quarter: ✗</div><div>Last quarter: ✗</div></div>				
Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
80.23%	81.19%	75.17%	54.93%	52.38%
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. Data provided by Place Services.			
Comments:	2021-22: Quarter 1: This PI was set up pre-pandemic and relates to ‘normal’ performance. Current levels are below PI expectations due to higher than normal application levels. Not expected to see performance return to pre-pandemic levels until Q3 at the earliest.			

COU12

Speed of determining planning applications for other development (%)

21/22 Q1

60.27%

20/21 Q4

66.89%

20/21 Q3

82.69%

20/21 Q2

83.39%

20/21 Q1

88.35%

0%

20%

40%

60%

80%

100%

Target: 85%

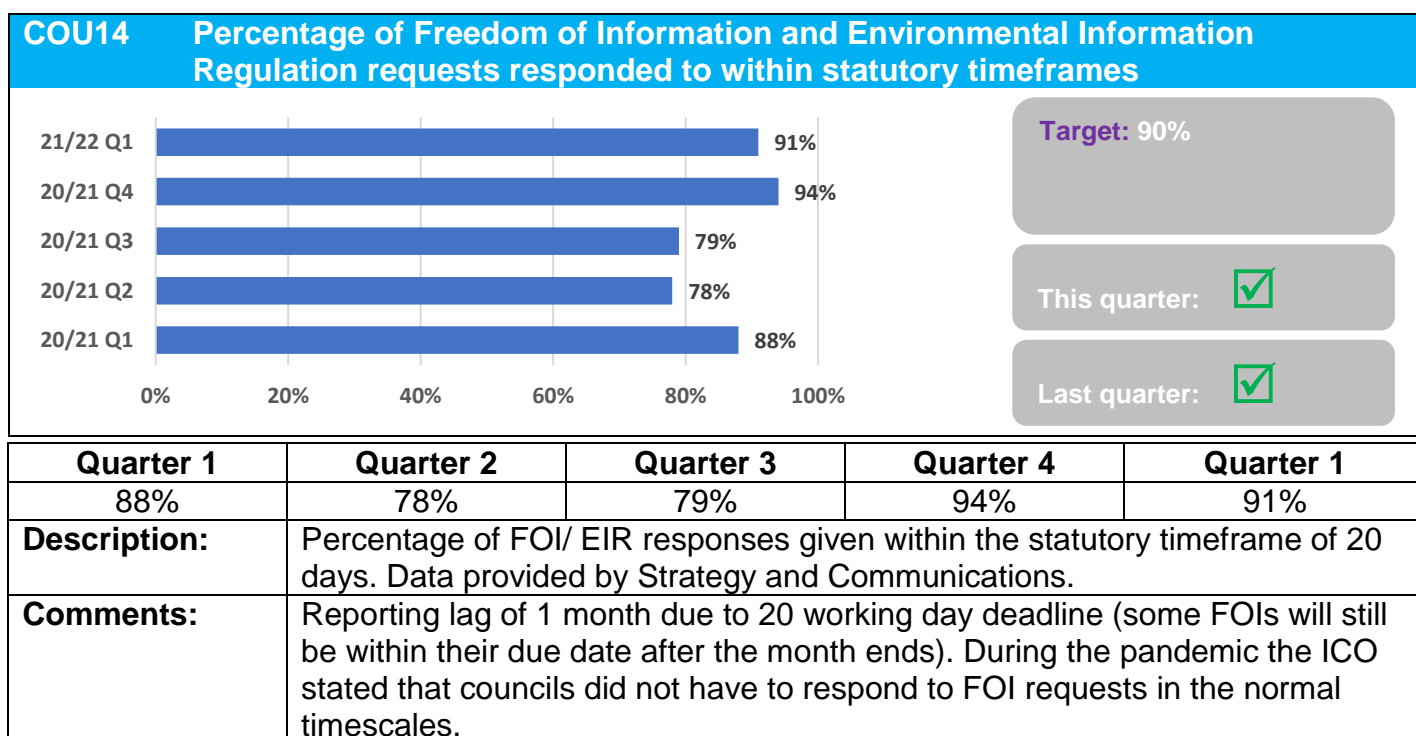
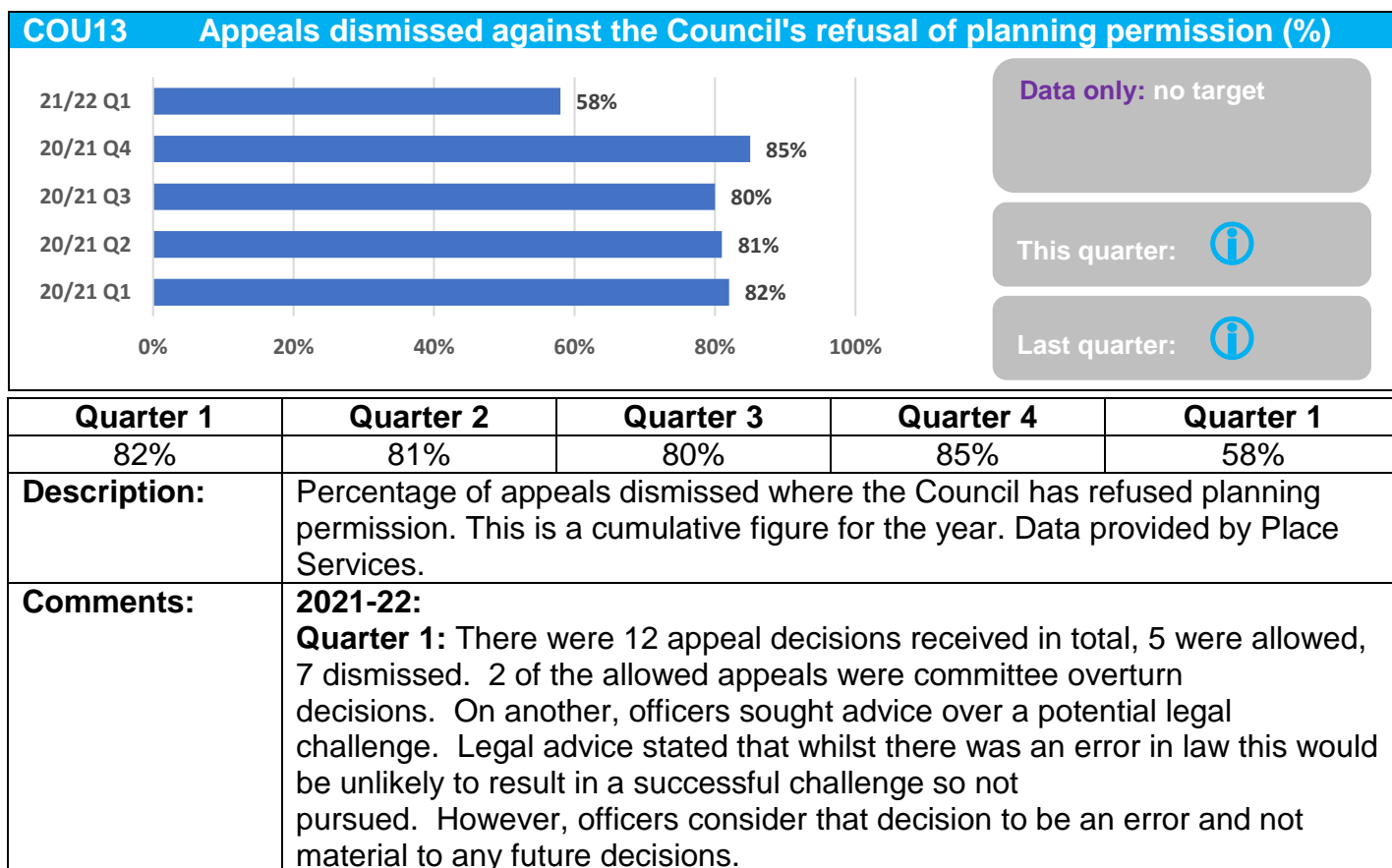
This quarter:

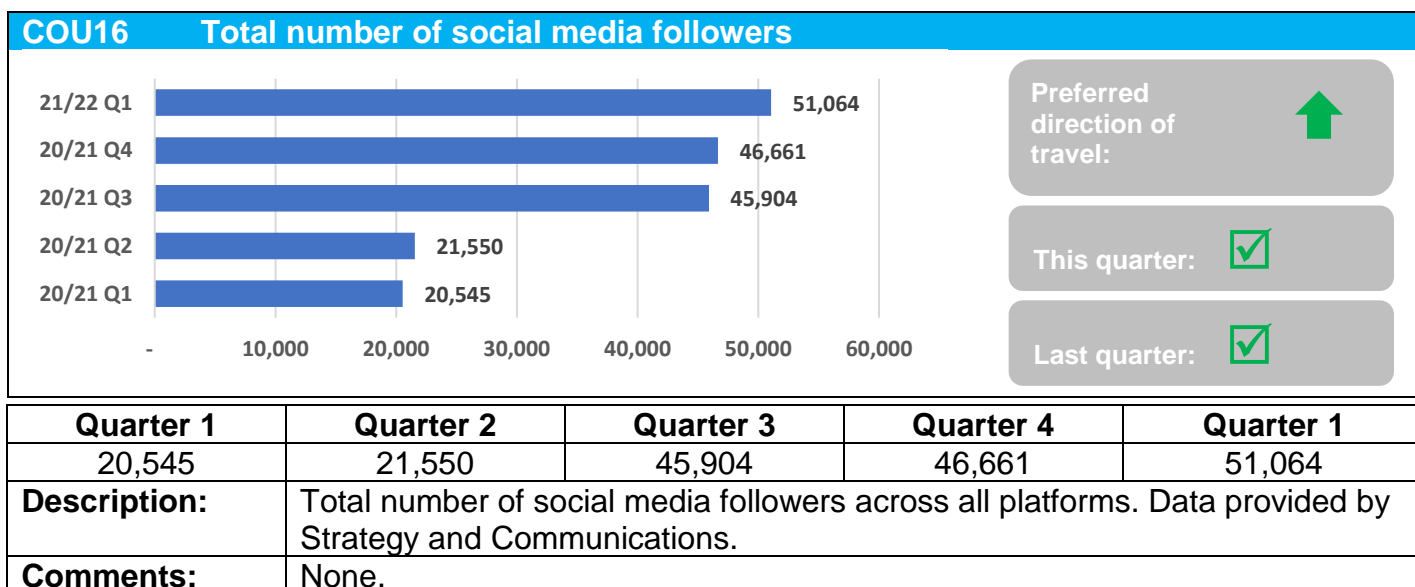
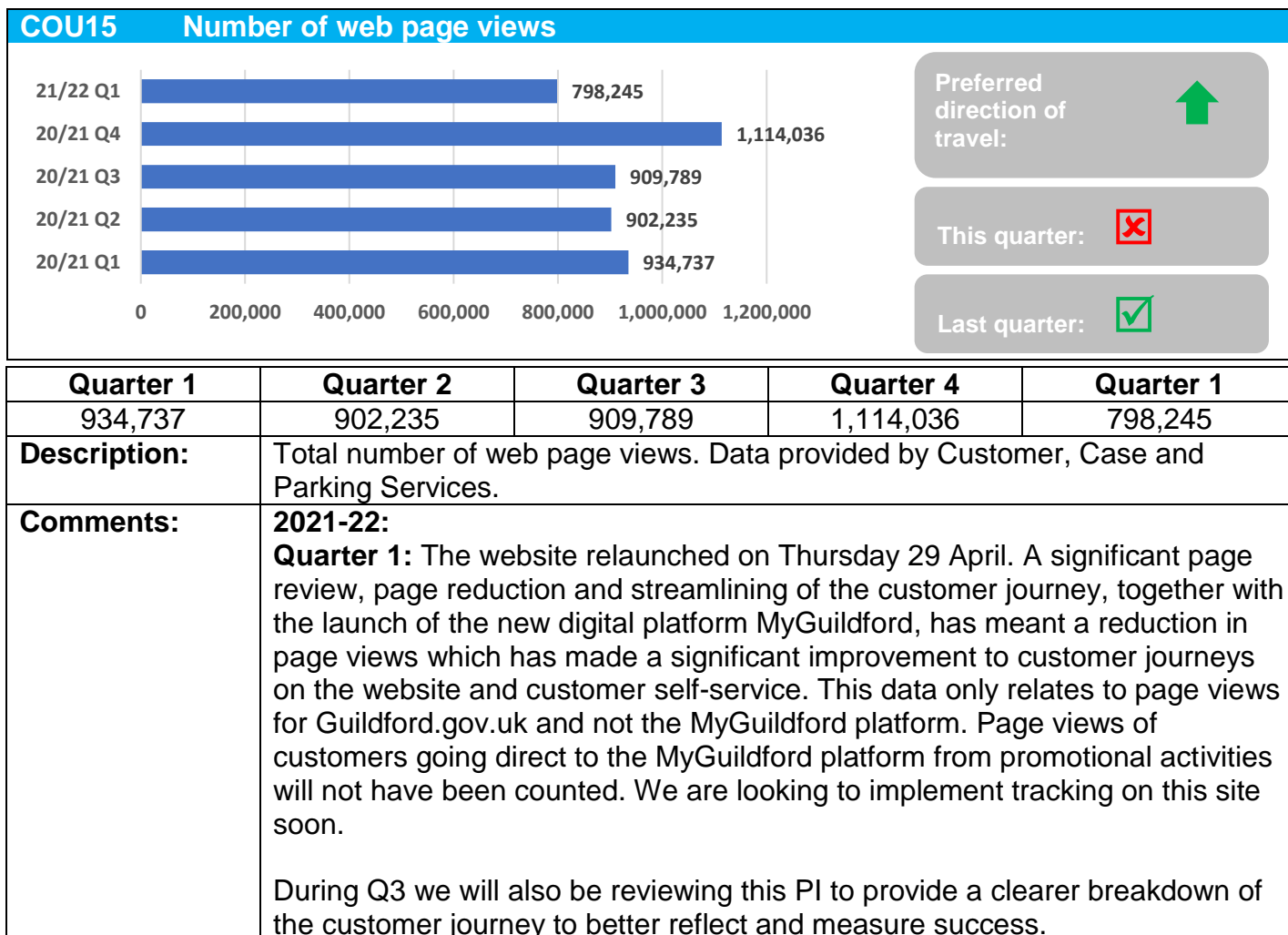
✗

Last quarter:

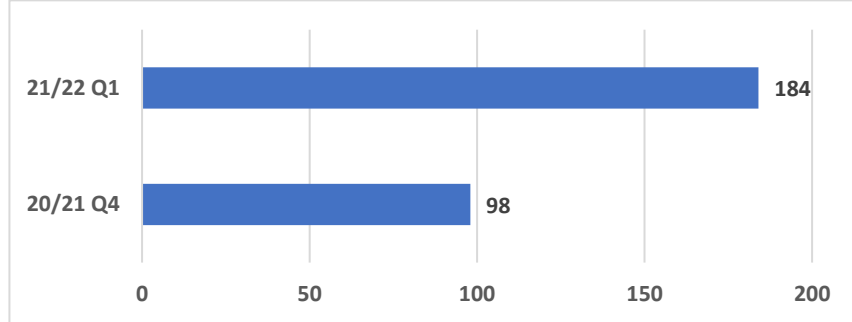
✗

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
88.35%	83.39%	82.69%	66.89%	60.27%
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. Data provided by Place Services.			
Comments:	<div>2021-22:</div> <div> <div>Quarter 1:</div> <div>This PI was set up pre-pandemic and relates to ‘normal’ performance. Current levels are below PI expectations due to higher than normal application levels. Not expected to see performance return to pre-pandemic levels until Q3 at the earliest.</div> </div>			





COU17 Number of customer complaints received



Preferred direction of travel:



This quarter:

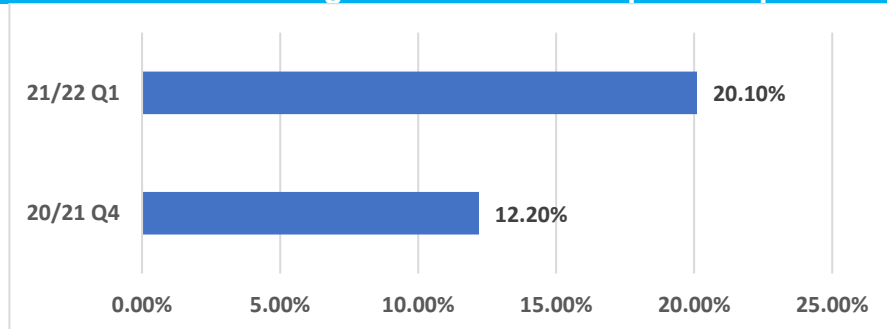


Last quarter:



Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
-	-	-	98	184
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. Data provided by Customer, Case and Parking Services.			
Comments:	2021-22: Quarter 1: The increase in complaints is due to high demand for several service areas (predominantly Planning, Waste, Council Tax) which has in turn created backlogs and delays in response times via Customer Services and delivery times from other services. Bin shortages and our inability to supply new ones for an extended period as well as issues with the telephony system and long call queue times also generated higher than usual complaints. We are expecting complaint volumes to settle back to somewhere closer to normal in Q2.			

COU18 Percentage of customer complaints upheld



Target: less than 20%

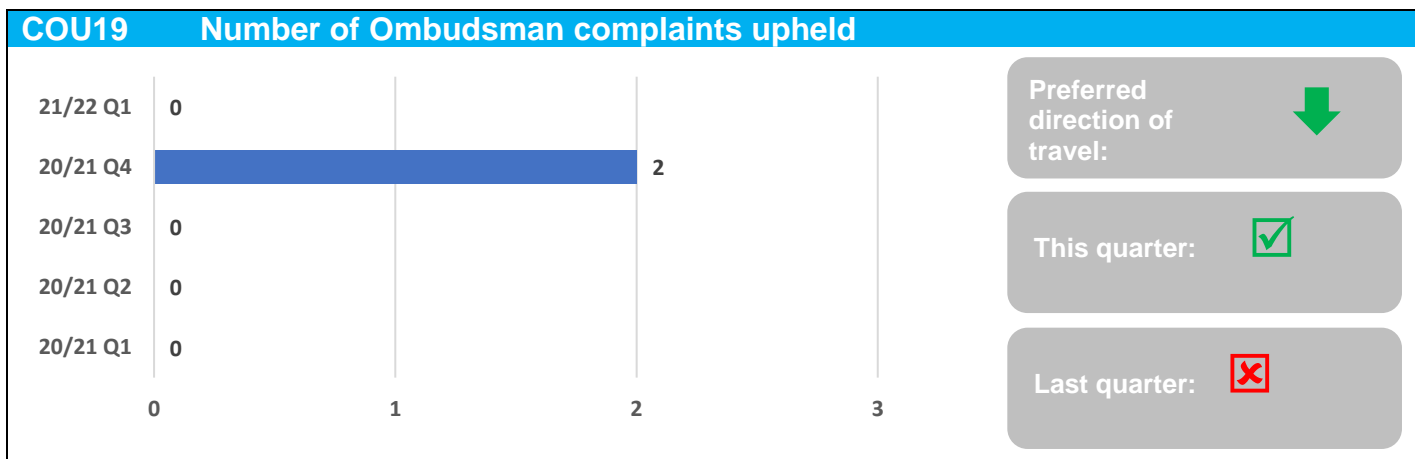
This quarter:



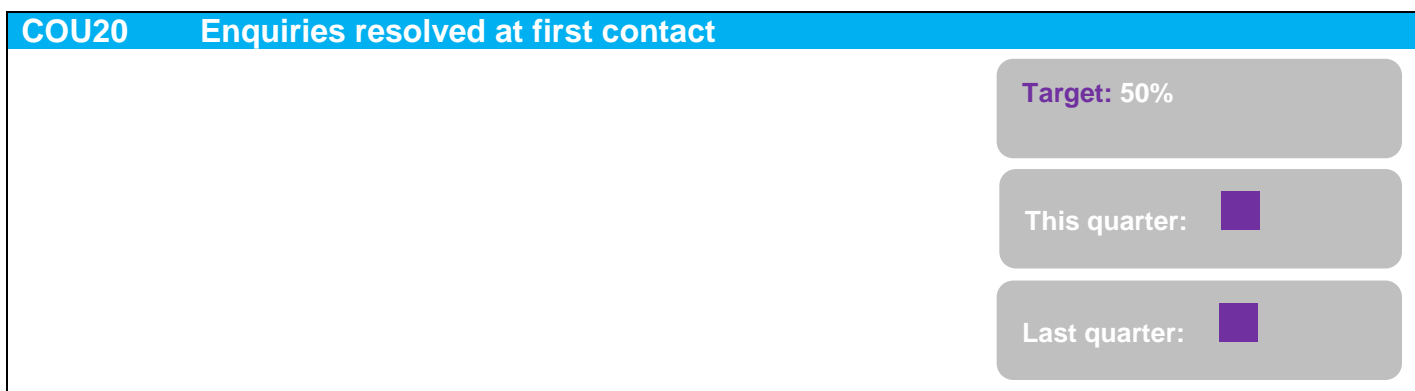
Last quarter:



Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
-	-	-	12.20%	20.10%
Description:	The data relates to the complaints upheld in each quarter; it does not include partially upheld complaints. Data provided by Customer, Case and Parking Services.			
Comments:	2021-22: Quarter 1: The percentage of complaints upheld is high mainly due to service delivery delays and the time taken for us to respond to customer requests. We have 63 open cases under investigation so the percentage upheld will be adjusted ahead of Quarter 2 reporting.			

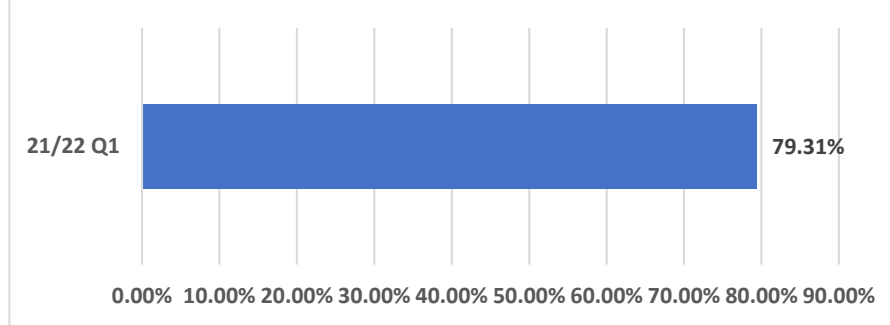


Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
0	0	0	2	0
Description: Data provided by Strategy and Communications.				
Comments: This is a new PI for 2021-22 but data has been provided for 2020/21 for comparison /information purposes.				



Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
-	-	-	-	-
Description: Data provided by Customer, Case and Parking Services.				
Comments: 2021-22: Quarter 1: Data is incomplete due to Salesforce being implemented mid-quarter and was also inaccurate as some Customer Service Advisors were not fully trained in the correct call handling process which affected our reporting. Process re-training with CSAs was completed mid-June and performance for July is tracking at 57% - i.e. ahead of target.				

COU21 Transactions through digital channels



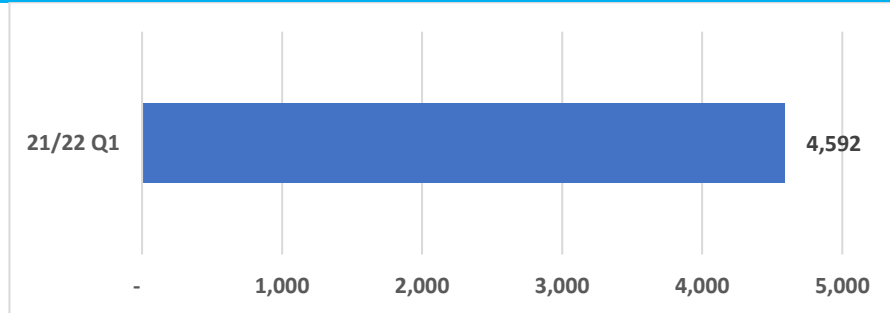
Target: 75%

This quarter:

Last quarter:

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
-	-	-	-	79.31%
Description:	Data provided by Customer, Case and Parking Services.			
Comments:	<p>This is a new PI for 2021-22.</p> <p>Quarter 1: We are reporting on Salesforce transactions only and will likely continue to do so until Q4.</p>			

COU22 Number of online customer accounts



Target: 10,000 within one year

This quarter:

Last quarter:

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
-	-	-	-	4,592
Description:	Data provided by Customer, Case and Parking Services.			
Comments:	<p>This is a new PI for 2021-22.</p> <p>Quarter 1: The Customer Portal went live on 30 April 2021, so this data relates to 2 months of the quarter.</p>			

COU23 Satisfaction with online services**New PI for 2021-22****Target:** 70%**This quarter:****Last quarter:**

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
-	-	-	-	-
Description:	Data provided by Customer, Case and Parking Services.			
Comments:	<p>This is a new PI for 2021-22.</p> <p>Quarter 1: CSAT is currently tracking at 5.5 (55%). We are only measuring against the online form submission process, but we will be looking to expand to more customers in Q3.</p>			

6. Conclusion

This report has shown that for this quarter there have been a number of improvements for quarter 1 showing over a third (36.1%) of all PIs were on target or within tolerances and just over a quarter (26.2%) were off track, or not meeting targets.

In comparison to quarter 1 of 2020/21 of all PIs in quarter 1 for 2021-22, showed an increase in PIs on target or within tolerances, by over 13%.

Those PIs which, for quarter 1, were rated as 'no data' (i.e. no data was submitted for this report) made up 18% of all PIs, which showed a small increase of 1.6% on quarter 4. The primary reason for the lack of data submission was due to data not currently available/ possible to record (for example because of system issues/ venue closures).

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 by working closely with Service Leads and Directors and providing them with support to gather and submit data required. As a result, we hope to be able to present a fuller picture of our performance in future reports. We also aim to further improve performance across the Council, as we identify trends, issues, and relevant remedial action where necessary.

7. Annex – PI and their responsible owners and councillors

For each PI the table below shows the relevant Service Lead ‘owner’ and appropriate Lead Councillor.

Ref no	Theme	Performance indicator	Directorate	Lead Councillor	Service Lead	Service area/ source
ENV1	Environment	Kilograms of domestic residual waste collected, per household, from the kerbside	Service Delivery	James Steel	Chris Wheeler	Operational & Technical Services
ENV2	Environment	Household waste recycled and composted	Service Delivery	James Steel	Chris Wheeler	Operational & Technical Services
ENV3	Environment	Number of fly tips	Service Delivery	James Steel	Chris Wheeler	Operational & Technical Services
ENV4	Environment	Number of outstanding statutory nuisance investigations (all noise (except in street), bonfires, light, odour, living conditions prejudicial to health, insects and accumulations)	Service Delivery	James Steel	Justine Fuller	Environment & Regulatory Services
ENV5	Environment	Total number of 'Green Flag' open spaces	Service Delivery	James Steel	Jonathan Sewell	Culture, Heritage & Leisure Services
ENV6	Environment	Conservation sites in positive management	Service Delivery	James Steel	Jonathan Sewell	Culture, Heritage & Leisure Services
ENV7	Environment	Nitrogen dioxide concentration at monitoring site(s) at risk of exceeding limits	Service Delivery	James Steel	Justine Fuller	Environment & Regulatory Services
ENV8	Environment	CO2 emissions from Council operations	Strategic Services	Jan Harwood	Marieke van der Reijden	Asset Management
ENV9	Environment	Energy use by the Council; gas, electricity and fleet	Strategic Services	Jan Harwood	Marieke van der Reijden	Asset Management
H&J1	Homes & Jobs	Average time to let void housing properties	Service Delivery	Julia McShane	Matt Gough	Housing
H&J2	Homes & Jobs	Number of empty homes	Service Delivery	Julia McShane	Justine Fuller	Environment & Regulatory Services
H&J3	Homes & Jobs	Number of net new additional homes	Strategic Services	Jan Harwood	Stuart Harrison	Planning Policy

Ref no	Theme	Performance indicator	Directorate	Lead Councillor	Service Lead	Service area/ source
H&J4	Homes & Jobs	Affordable new homes completed each year	Service Delivery	Jan Harwood	Matt Gough	Housing
H&J5	Homes & Jobs	Number of homeless families placed in B&B	Service Delivery	Julia McShane	Matt Gough	Housing
H&J6	Homes & Jobs	Average waiting time for Council housing	Service Delivery	Julia McShane	Matt Gough	Housing
H&J7	Homes & Jobs	Total number of households on the housing needs register	Service Delivery	Julia McShane	Matt Gough	Housing
H&J8	Homes & Jobs	Total number of households on the housing transfer register	Service Delivery	Julia McShane	Matt Gough	Housing
H&J9	Homes & Jobs	Working age population claiming key out of work benefits	Strategic Services	Joss Bigmore	Steve Benbough	ONS
H&J10	Homes & Jobs	Local Council Tax Support claimants - pension and working age	Service Delivery	Julia McShane	Matt Gough	Housing (Revenue and Benefits)
H&J11	Homes & Jobs	Food businesses with a food hygiene rating of 3 or over	Service Delivery	James Steel	Justine Fuller	Environment & Regulatory Services
H&J12	Homes & Jobs	Non-domestic (business) rates collected	Service Delivery	Tim Anderson	Matt Gough	Housing (Revenue and Benefits)
H&J13	Homes & Jobs	Total number of empty days in rateable properties	Service Delivery	John Redpath	Matt Gough	Housing (Revenue and Benefits)
H&J14	Homes & Jobs	Number of empty rateable properties	Service Delivery	John Redpath	Matt Gough	Housing (Revenue and Benefits)
H&J15	Homes & Jobs	Net change in completed commercial and business floorspace (B1, B2 and B8)	Strategic Services	Jan Harwood	Stuart Harrison	Planning Policy
H&J16	Homes & Jobs	Percentage of vacant town centre retail units	Strategic Services	John Redpath	Steve Benbough	Experience Guildford
H&J17	Homes & Jobs	Visits to town centre car parks	Service Delivery	James Steel	Ed Meyrick	Customer, Case & Parking Services
H&J18	Homes & Jobs	Guildford town centre footfall	Strategic Services	John Redpath	Steve Benbough	Experience Guildford
H&J19	Homes & Jobs	Domestic abuse victims prioritised for housing	Service Delivery	Julia McShane	Matt Gough	Housing

Ref no	Theme	Performance indicator	Directorate	Lead Councillor	Service Lead	Service area/ source
H&J20	Homes & Jobs	Percentage of affordable housing units granted planning permission on eligible sites	Strategic Services	Jan Harwood	Stuart Harrison	Planning Policy
COM1	Community	Number of customers taking part in day care activities	Service Delivery	Julia McShane	Samantha Hutchison	Community Services
COM2	Community	Number of community transport single journeys	Service Delivery	Julia McShane	Samantha Hutchison	Community Services
COM3	Community	Number of community hot meals delivered	Service Delivery	Julia McShane	Samantha Hutchison	Community Services
COM4	Community	Number of handyperson jobs completed	Service Delivery	Julia McShane	Samantha Hutchison	Community Services
COM5	Community	Number of Care and Repair jobs completed	Service Delivery	Julia McShane	Samantha Hutchison	Community Services
COM6	Community	Number of public sector home adaptations completed	Service Delivery	Julia McShane	Justine Fuller	Environment & Regulatory Services
COM7	Community	Number of households living in temporary accommodation	Service Delivery	Julia McShane	Matt Gough	Housing
COM8	Community	Snapshot of rough sleepers	Service Delivery	Julia McShane	Matt Gough	Housing
COM9	Community	Number of successful homelessness outcomes	Service Delivery	Julia McShane	Matt Gough	Housing
COM10	Community	Council tax collected	Service Delivery	Tim Anderson	Matt Gough	Housing (Revenue and Benefits)
COM11	Community	Number of planning applications	Service Delivery	Tom Hunt	Tim Dawes/ Dan Ledger	Place Services
COM12	Community	Total attendance at G Live	Service Delivery	James Steel	Jonathan Sewell	Culture, Heritage & Leisure Services
COM13	Community	Total visits to sports and leisure venues	Service Delivery	James Steel	Jonathan Sewell	Culture, Heritage & Leisure Services
COM14	Community	Total visits to heritage venues	Service Delivery	John Redpath	Jonathan Sewell	Culture, Heritage & Leisure Services

Ref no	Theme	Performance indicator	Directorate	Lead Councillor	Service Lead	Service area/ source
COM15	Community	Total number of attendances at events, engagements and outreach sessions delivered by Heritage Services	Service Delivery	John Redpath	Jonathan Sewell	Culture, Heritage & Leisure Services
COM16	Community	Number of bookings of sports pitches and courts	Service Delivery	James Steel	Ed Meyrick	Customer, Case & Parking Services
COM17	Community	Total visitor numbers to parks and countryside sites	Service Delivery	James Steel	Jonathan Sewell	Culture, Heritage & Leisure Services
COU1	Council	Staff sickness absence	Resources	Joss Bigmore	Francesca Smith	HR
COU2	Council	Staff turnover	Resources	Joss Bigmore	Francesca Smith	HR
COU3	Council	Council suppliers paid within 30 days	Resources	Tim Anderson	Nicola Haymes	Case Services
COU4	Council	Council debt collected within 30 days	Resources	Tim Anderson	Nicola Haymes	Case Services
COU5	Council	Time taken to assess new Housing Benefit claims	Service Delivery	Julia McShane	Matt Gough	Housing (Revenue and Benefits)
COU6	Council	Rent collection rate – rent collected in year	Service Delivery	Tim Anderson	Matt Gough	Housing
COU7	Council	Rent collection rate – rent collected in year plus arrears brought forward	Service Delivery	Tim Anderson	Matt Gough	Housing
COU8	Council	Financial return on commercial property investments	Strategic Services	Tim Anderson	Marieke van der Reijden	Asset Management
COU9	Council	Vacancy rates of commercial property investments	Strategic Services	Tim Anderson	Marieke van der Reijden	Asset Management
COU10	Council	Speed of determining applications for major development	Service Delivery	Tom Hunt	Tim Dawes/ Dan Ledger	Place Services
COU11	Council	Speed of determining applications for minor development	Service Delivery	Tom Hunt	Tim Dawes/ Dan Ledger	Place Services
COU12	Council	Speed of determining applications for other development	Service Delivery	Tom Hunt	Tim Dawes/ Dan Ledger	Place Services

Ref no	Theme	Performance indicator	Directorate	Lead Councillor	Service Lead	Service area/ source
COU13	Council	Appeals dismissed against the Council's refusal of planning permission	Service Delivery	Tom Hunt	Tim Dawes/ Dan Ledger	Place Services
COU14	Council	Percentage of Freedom of Information and Environmental Information Regulation requests responded to within statutory timeframes	Strategic Services	Joss Bigmore	Steve Benbough	Strategy & Communications
COU15	Council	Number of web page views	Service Delivery	Joss Bigmore	Ed Meyrick	Customer, Case & Parking Services
COU16	Council	Total number of social media followers	Strategic Services	Joss Bigmore	Steve Benbough	Strategy & Communications
COU17	Council	Number of customer complaints received	Service Delivery	Joss Bigmore	Ed Meyrick	Customer, Case & Parking Services
COU18	Council	Percentage of customer complaints upheld	Service Delivery	Joss Bigmore	Ed Meyrick	Customer, Case & Parking Services
COU19	Council	Number of Ombudsman complaints upheld	Strategic Services	Joss Bigmore	Steve Benbough	Strategy & Communications
COU20	Council	Enquiries resolved at first contact	Service Delivery	Joss Bigmore	Ed Meyrick	Customer, Case & Parking Services
COU21	Council	Transactions through digital channels	Service Delivery	Joss Bigmore	Ed Meyrick	Customer, Case & Parking Services
COU22	Council	Number of online customer accounts	Service Delivery	Joss Bigmore	Ed Meyrick	Customer, Case & Parking Services
COU23	Council	Satisfaction with online services	Service Delivery	Joss Bigmore	Ed Meyrick	Customer, Case & Parking Services

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