

Guildford Borough Council – Performance Monitoring Report

Quarter 3, 2023/24

1. Introduction

The Council's performance monitoring framework incorporates a range of performance indicators (KPI) aligned under four broad themes: Environment, Homes and Jobs, Community and Council. The KPI data shows how the Council is performing in various service areas along with indicators giving a broad picture of the 'health' of Guildford borough. Following a review during Q1 and Q2 of 2022/23, our framework now comprises a total of 40 KPIs: 35 recorded quarterly and 5 annually.

This report incorporates an 'at a glance' [scorecard summary](#) of the rating of each KPI, with more detailed information and a chart for each indicator shown in [section 6](#). An explanation of the rating for each KPI is included in section 2, as is an overview of our [current position](#) in section 3 and an [exception summary](#) in section 4 showing where KPI data has not been submitted for reporting on this occasion.

Section 2.4 provides details on changes which have been made to the report/ KPI since the previous iteration.

This report will be submitted to Corporate Management Board and our Overview and Scrutiny Committee on a quarterly basis for their comment and review.

2.1 External factors

The rising cost of living is having a significant impact on our residents, including the most vulnerable. Our services are seeing an increase in demand and will need to continue to respond to the impact. This is also having an impact on business as usual activities as resources are being redirected to deliver timebound government initiatives, for example, within Exchequer Services, this is the Energy Bill Support scheme and the Household Support Fund in Community Services.

More people continue to access community services provision due to the cost of living crisis – this is particularly seen in the use of the community fridge and pantry as well as the preloved donation bank. We also continue to see many in our communities facing social isolation and mental health struggles which cannot immediately be supported by the NHS. This is resulting in a greater use of the safe space at the Hive and greater pressure on social prescribing and signposting to support services in the voluntary, charity and faith sectors. Our VCF partners are therefore also seeing unprecedented demand whilst trying to balance their own staffing, financial and wider resource difficulties.

In addition, construction costs increases, and inflation are having a profound impact on the Council’s capital programme, meaning that budgets for capital schemes are needing regular revision to account for fluctuations in market conditions.

2.2 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

2.3 Performance monitoring themes

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

Environment (section 6.1)	ENV
Homes and Jobs (section 6.2)	H&J
Community (section 6.3)	COM
Council (section 6.4)	COU

2.4 Changes and updates from our previous report

During quarters 1 and 2 of 2022/23, we reviewed our set of performance indicators in consultation with Executive Heads of Service (EHOS), Corporate Management Board (CMB) and Portfolio Leads. The purpose of the review was to ensure that our KPIs are meaningful corporate indicators and provide a clear definition of what is being collected.

Together with CMB, EHOS were invited to discuss their KPIs with Lead Members, to agree indicators for corporate performance monitoring. It was agreed that from quarter 3 onwards 2022/23 we would report on 35 quarterly KPIs and 5 annual KPIs.

Since our last report, the following KPIs are presenting notable changes against target or direction of travel:

- **H&J7 – Time taken to assess new applications on the housing register target**
the team has implemented a new system which has significantly reduced the processing time to assess new applications; this ranged from 12 days in Q1 to 6 days in Q3. It is hoped this will reduce still further in Q4 and as turnaround times have significantly reduced, we aim to introduce a new target from Q1 2024/25.
- **COU9 and COU10 - Speed of determining applications for minor and other developments** – these KPIs have continued to exceed their targets this quarter and it is hoped this trend will continue.

3 Scorecard summary

Table 1 below provides an overview of the RAG rating for each quarterly KPI for Quarters 3 and 4 of 2022/23 and Quarters 1-3 of 2023/24. Table 2 relates to the annual KPIs and provides a comparison from 2019/20 to 2022/23 and indicates when it was or will be reported to committee.

For quarter 3, there may be no means of assessing the RAG rating against a preferred direction of travel if we do not have data for the preceding quarter. Where this is the case, the quarter has been rated as 'data only' (i) and is shown in the chart table accompanying each KPI in section 6.

Not applicable (n/a) is shown for quarters where data is not available due to new KPIs being introduced.

TABLE 1 - QUARTERLY KPIs:			KPI Measure	2022/23			2023/24	
Ref no	Theme	Performance indicator	P=Performance; D/O=Demand /Output; H/B=Health of Borough	Q3	Q4	Q1	Q2	Q3
ENV1	Environment	Kilograms of domestic residual waste collected, per household, from the kerbside	P					
ENV2		Household waste recycled and composted	P					
H&J1	Homes & Jobs	Average time to let void housing properties	P					
H&J3		Number of net new additional homes	D/O					
H&J4		Affordable new homes completed each year	D/O					

TABLE 1 - QUARTERLY KPIS:			KPI Measure	2022/23			2023/24	
Ref no	Theme	Performance indicator	P=Performance; D/O=Demand /Output; H/B=Health of Borough	Q3	Q4	Q1	Q2	Q3
H&J5	Homes & Jobs	Number of homeless families placed in B&B	D/O					
H&J7		Time taken to assess new applications on the housing register	D/O	n/a	n/a			
H&J8		Non-domestic (business) rates collected	P					
H&J10		Percentage of vacant town centre retail units	H/B					
H&J11		Percentage of affordable housing units granted planning permission on eligible sites	P					
H&J12		Percentage of homes that do not meet the Decent Home Standard (DHS)	D/O	n/a	n/a			
H&J13		Repairs completed within target timescale (emergency & non-emergency repairs)	D/O	n/a	n/a			
COM1		Community	Number of households living in temporary accommodation	D/O				
COM2	Snapshot of rough sleepers		D/O					
COM3	Number of successful homelessness outcomes		P					
COM4	Percentage of Council tax collected		P					

TABLE 1 - QUARTERLY KPIS:			KPI Measure	2022/23			2023/24	
Ref no	Theme	Performance indicator	P=Performance; D/O=Demand /Output; H/B=Health of Borough	Q3	Q4	Q1	Q2	Q3
COU1	Council	Staff sickness absence	P	✓	✓	✓	✓	✓
COU2		Staff turnover	P	✓	✓	✓	✓	✓
COU3		Council suppliers paid within 30 days	P	✓	□	□	□	□
COU4		Council sundry debt invoices collected within 30 days	P	✗	□	✗	✗	□
COU5		Time taken to assess new Housing Benefit claims	P	✗	✗	✗	✗	✗
COU6		Rent collection rate – rent collected in year	P	✓	✓	✓	✓	✓
COU7		Rent collection rate – rent collected in year plus arrears brought forward	P	✓	✓	✓	✓	✓
COU8		Speed of determining applications for major development	P	✓	✓	✓	✓	✓
COU9		Speed of determining applications for minor development	P	✗	✗	✓	✓	✓
COU10		Speed of determining applications for other development	P	✗	✗	□	✓	✓
COU11		Appeals dismissed against the Council's refusal of planning permission	P	ⓘ	ⓘ	ⓘ	ⓘ	ⓘ
COU12		Number of planning applications	D/O	ⓘ	ⓘ	ⓘ	ⓘ	ⓘ

TABLE 1 - QUARTERLY KPIS:			KPI Measure	2022/23			2023/24	
Ref no	Theme	Performance indicator	P=Performance; D/O=Demand /Output; H/B=Health of Borough	Q3	Q4	Q1	Q2	Q3
COU13	Council	% of contact via the phone into the Customer Services Centre	P					
COU14		Total number of followers on our corporate communications digital channels, including Facebook, Twitter, Instagram, LinkedIn, Nextdoor and our digital newsletter.	P					
COU15		Number of Local Government & Social Care Ombudsman and Housing Ombudsman complaints upheld	P					
COU16		Average phone wait times	P					
COU17		% of contact that is digital: 1. Direct contact that is digital 2. Overall contact that is digital	P					
COU18		Average response times for online contact through forms	P					
COU19		Percentage of Freedom of Information and Environmental Information Regulation requests responded to within statutory timeframes	P					

TABLE 2 - ANNUAL KPIS:			KPI Measure				
Ref no	Theme	Performance indicator	P=Performance; D/O=Demand/Output; H/B=Health of Borough	2019/20	2020/21	2021/22	2022/23
ENV3	Environment	CO2 emissions from Council operations	P				The annual data for 2022/23 is expected in Q4 2023/24
ENV4		Energy use by the Council; gas, electricity and fleet	P				
H&J2	Homes & Jobs	Number of empty homes	D/O				 (reported in Q4 2022/23)
H&J6		Average waiting time for Council housing (Band C)	D/O				 (reported in Q4 2022/23)
H&J9		Net change in completed commercial and business floorspace	H/B				 (reported in Q1 2023/24)

4 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.

4.1 Quarter 3

At the end of quarter 3, we have been able to give a RAG rating to all 35 of our quarterly recorded KPIs. These are shown in the table below.

Quarter	RAG Rating				
	Green	Amber	Red	Data only	No data
3	14	2	8	5	6
	40%	5.7%	22.9%	14.3%	17.1%

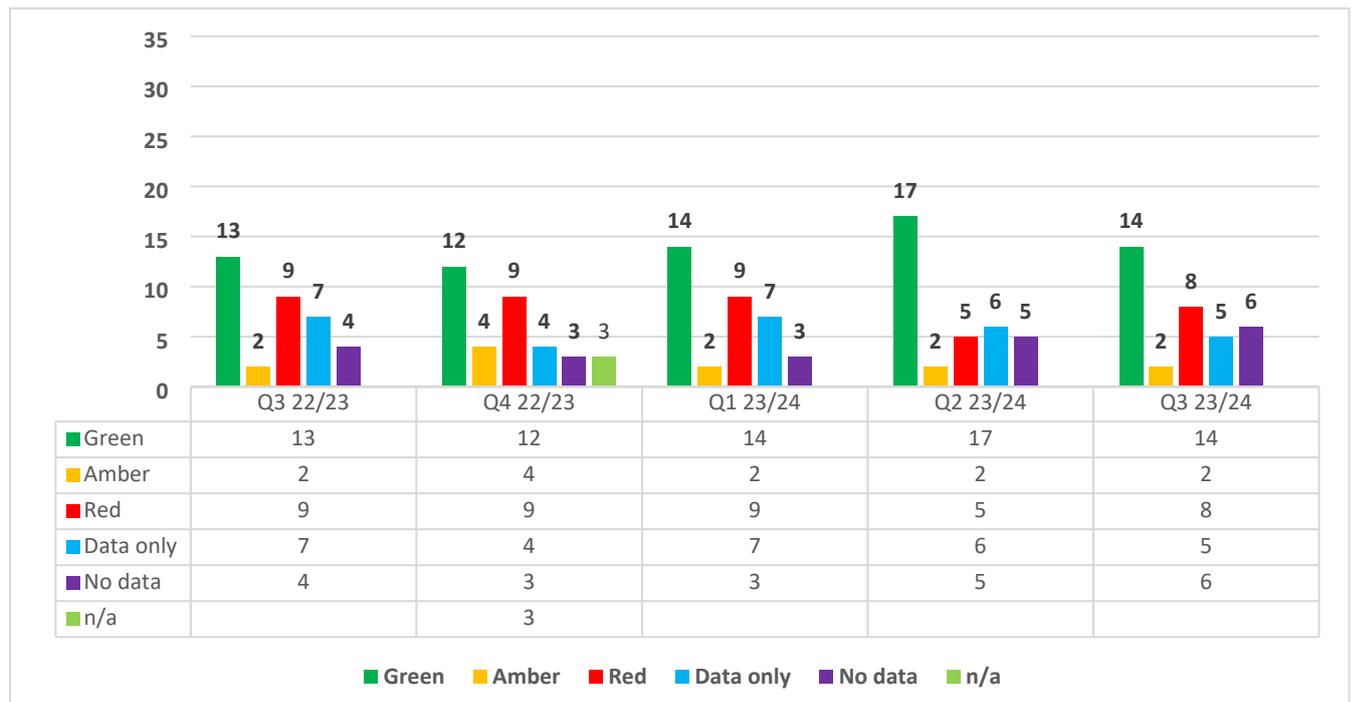
In the table above, the number of quarterly KPIs that are showing a positive green or amber rating totals 45.7% which is almost a 9% decrease on Q2. We hope this will increase in Q4 once the data for the KPIs showing as no data is provided. There are 8 KPIs with a red rating which relate to 22.9% of the KPIs, which is an increase by almost 9% on Q2. The reasons for this include resource issues, increases in households living in temporary accommodation and rough sleepers during the quarter. There are 17.1% of the quarterly KPIs reporting as no data available which relates to the KPIs identified in the exception summary below. This will reduce once data is provided from Q4 onwards. The primary reason for the lack of data submission was due to time lags in receiving data and data not being available.

4.2 Previous quarters

There are 35 KPIs for quarter 3 of 2023/24. The table below focusses on the quarterly recorded KPIs to provide a comparison across the year. Data omitted from/updated since our previous report has been included in the table where possible.

Year	Quarter	RAG Rating					
		Green	Amber	Red	Data only	No data	N/A
2022/23	Q1 64 KPI	29	1	18	15	1	
		45.3%	1.6%	28.1%	23.4%	1.6%	
	Q2 64 KPI	23	6	14	15	6	
		35.9%	9.4%	21.9%	23.4%	9.4%	
	Q3 35 KPI	13	2	9	7	4	
		37.1%	5.7%	25.7%	20%	11.4%	
	Q4 35 KPI	12	4	9	4	3	3
		34.3%	11.4%	25.7%	11.4%	8.6%	8.6%
2023/24	Q1 35 KPI	14	2	9	7	3	
		40%	5.7%	25.7%	20%	8.6%	
	Q2 35 KPI	17	2	5	6	5	
		48.6%	5.7%	14.3%	17.1%	14.3%	
	Q3 35 KPI	14	2	8	5	6	
		40%	5.7%	22.9%	14.3%	17.1%	

The quarterly data above is demonstrated in the chart below:



5 Exception summary

This section highlights any quarterly KPIs indicators where data has not been submitted for the period of this report (2023/24 quarter 3).

The categories of 'exceptions' used in this summary are:

Reason	Explanation
Time lag in data provision	There is a period of lag in data for this KPI being available/ recorded
Data not currently available/ possible to record	Data is not available or the capacity/ ability to record data for this KPI is not possible currently

The 'time lag in data provision' category in the exception summary shows where data will be provided but has a time lag (usually between 1 and 3 months). This data will appear in reports from quarter 4, 2023/24 onwards.

We have a total of 35 quarterly reportable for quarter 3. Executive Heads of Service are responsible for communicating any reasons for the non-submission of data.

Reason	Quarterly	
	No.	%
Time lag in data provision	4	66.7%
Data not currently available/ possible to record	2	33.3%

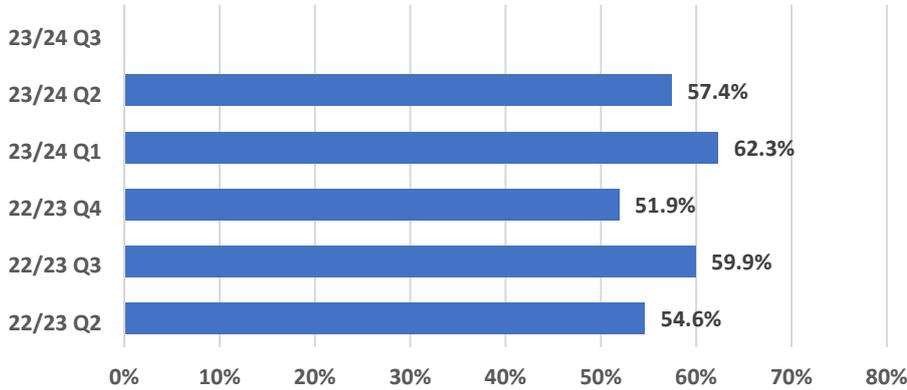
6 Performance monitoring data

6.1 Environment

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

ENV1	Kilograms of domestic residual waste collected, per household, from the kerbside			Lead Councillor: George Potter															
				Service Area: Environmental Services															
				Service Lead: Mark Allen															
<table border="1"> <caption>Waste Collection Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (kg)</th> </tr> </thead> <tbody> <tr> <td>23/24 Q3</td> <td>-</td> </tr> <tr> <td>23/24 Q2</td> <td>89.52</td> </tr> <tr> <td>23/24 Q1</td> <td>85.39</td> </tr> <tr> <td>22/23 Q4</td> <td>95.60</td> </tr> <tr> <td>22/23 Q3</td> <td>85.81</td> </tr> <tr> <td>22/23 Q2</td> <td>93.50</td> </tr> </tbody> </table>				Quarter	Value (kg)	23/24 Q3	-	23/24 Q2	89.52	23/24 Q1	85.39	22/23 Q4	95.60	22/23 Q3	85.81	22/23 Q2	93.50	<p>Target: Data only</p>	
Quarter	Value (kg)																		
23/24 Q3	-																		
23/24 Q2	89.52																		
23/24 Q1	85.39																		
22/23 Q4	95.60																		
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22/23 Q2	93.50																		
				<p>This quarter: ■</p>															
				<p>Last quarter: i</p>															
2022/23			2023/24																
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3														
93.50kg	85.81kg	95.6kg	85.39kg	89.52kg															
Description:	Kilograms of domestic residual waste collected from each household at kerbside, as per the DEFRA definition. Figures relate to waste collected each quarter. There is a 1-2 month time lag on provision of this data.																		
Comments:	This KPI is recorded as data only as the figures are subject to seasonal change beyond our control.																		

ENV2	Household waste recycled and composted	Lead Councillor: George Potter
		Service Area: Environmental Services
		Service Lead: Mark Allen



Target: Data only

This quarter:

Last quarter: i

2022/23			2023/24		
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
54.6%	59.9%	51.9%	62.3%	57.4%	
Description:	Percentage of household waste recycled and composted. Figures relate to household waste collected each quarter. There is a 1-2 month time lag on provision of this data.				
Comments:	This KPI is recorded as data only as the figures are subject to seasonal change beyond our control.				

6.2 Homes and Jobs

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

H&J1	Average time to let void housing properties	Lead Councillor: Julia McShane																							
		Service Area: Housing Services																							
		Interim Strategic Director: Michael Coughlin																							
Data not available		<div style="border: 1px solid #ccc; padding: 5px; background-color: #f0f0f0; margin-bottom: 5px;"> Preferred direction of travel: </div> <div style="border: 1px solid #ccc; padding: 5px; background-color: #f0f0f0; margin-bottom: 5px;"> This quarter: </div> <div style="border: 1px solid #ccc; padding: 5px; background-color: #f0f0f0;"> Last quarter: </div>																							
2022/23		2023/24																							
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3																					
No data	No data	No data	No data	No data																					
Description:	This figure excludes major voids, new builds, sheltered and supported properties. This KPI crosses over service areas, so one area does not have full control of the data shown.																								
Comments:	<p>2023/24 – Quarter 3:</p> <p>The ongoing review of our contractors following the alleged fraud has resulted in work being reassigned to the Responsive Repairs Team to manage and although work is underway to review and address the resourcing issues, this will take time.</p> <p>It has not been possible to validate the data for 2022/23 and Quarters 1-3 of 2023/24 which is why data for those quarters is not included in this report. We are aiming to provide an update for Q4 onwards.</p> <p>The current situation as at 22 February 2024 is as follows:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Voids</th> <th style="text-align: left;">Contractor</th> <th style="text-align: left;">No. of Voids</th> </tr> </thead> <tbody> <tr> <td>Legacy Voids</td> <td>Gilmartins</td> <td style="text-align: center;">13</td> </tr> <tr> <td>Legacy Voids</td> <td>Sevilles</td> <td style="text-align: center;">43</td> </tr> <tr> <td>BAU Voids</td> <td>Council's DLO</td> <td style="text-align: center;">14</td> </tr> <tr> <td>BAU Voids</td> <td>Breyer</td> <td style="text-align: center;">27</td> </tr> <tr> <td>Not yet Issued</td> <td style="text-align: center;">-</td> <td style="text-align: center;">27</td> </tr> <tr> <td></td> <td></td> <td style="text-align: center;">124</td> </tr> </tbody> </table>				Voids	Contractor	No. of Voids	Legacy Voids	Gilmartins	13	Legacy Voids	Sevilles	43	BAU Voids	Council's DLO	14	BAU Voids	Breyer	27	Not yet Issued	-	27			124
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Not yet Issued	-	27																							
		124																							

Legacy voids have all now been inspected and photographed and we are working with Procurement to appoint a new contractor to carry out these works.

BAU voids (works that have been inspected and allocated) are either in progress or planned.

There are 27 voids that have not yet been issued which are awaiting a full inspection. Once these have been completed, they will be evaluated on the works required (i.e. majors, minors with either 7-day or 14-day turnaround times), following which they will be allocated to a contractor.

Note:

Majors (inc. new kitchens and bathrooms);

Minors 7-day (inc. minor redecoration, cleaning, gas/electrical checks and boiler servicing); and

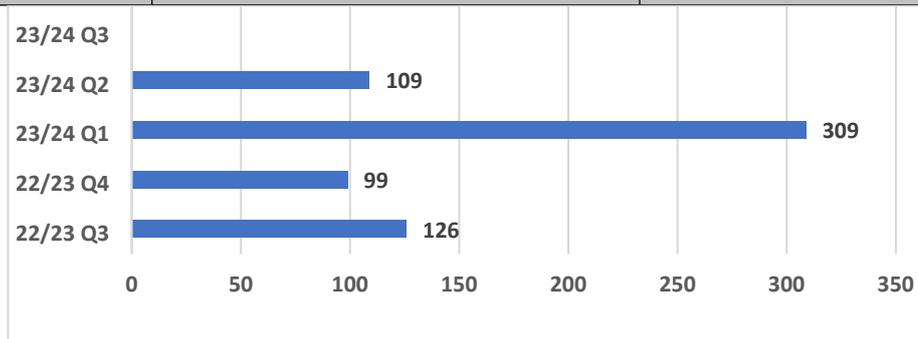
Minors 14-day (inc. replastering and full redecoration).

Initially, the focus will be on properties requiring Minor works, so they can be put back into the housing allocations system as soon as possible.

Action Taken to Improve Performance:

Staff resources have been recruited to oversee maintenance and repairs, and to make recommendations. We are also having weekly meetings with the Housing Allocations Team to ensure urgently required properties are prioritised.

H&J3	Number of net new additional homes	Lead Councillor: Fiona White
		Service Area: Regeneration & Planning Policy
		Service Lead: Abi Lewis



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

This quarter: ■

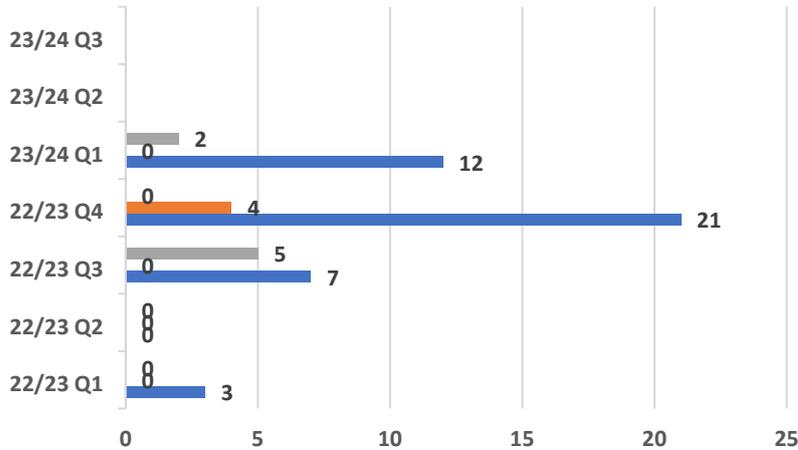
Last quarter:

2022/23		2023/24		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
126	99	287	309	109

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

Comments: Whilst the majority of completions per quarter are captured within the 3 month period following that quarter there are some that come through after this period. In order to reflect the most up to date and accurate information, previous quarter totals will be updated where this occurs, or other anomalies are identified. There were 109 C3 completions in Q2.

H&J4	Affordable new homes completed each year	Lead Councillor:	Fiona White
		Service Area:	Planning Development
		Service Lead:	Claire Upton-Brown



Target: no target

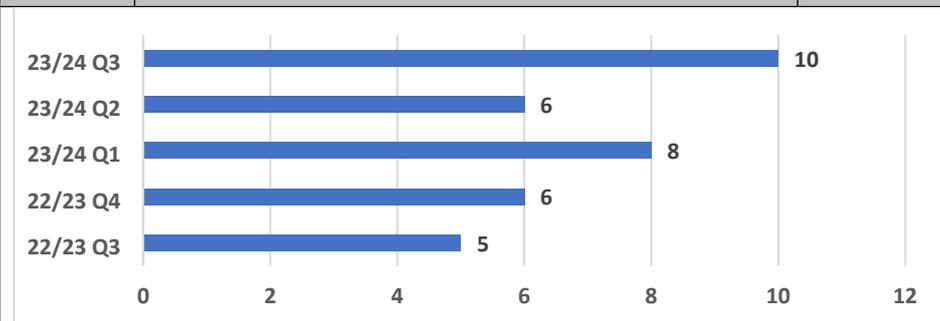
This quarter:

Last quarter:

	22/23 Q1	22/23 Q2	22/23 Q3	22/23 Q4	23/24 Q1	23/24 Q2	23/24 Q3
Affordable Rent	3	0	7	21	12		
Social Rent	0	0	0	4	0		
Shared Ownership	0	0	5	0	2		

2022/23		2023/24		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
Total affordable units 12	Total affordable units 25	Total affordable units 14		
Description:	Data only. Affordable new homes completed each year.			
Comments:	Data not available; an update for quarters 2 and 3 will be included in quarter 4.			

H&J5	Number of homeless families placed in B&B	Lead Councillor: Julia McShane
		Service Area: Housing Services
		Interim Strategic Director: Michael Coughlin



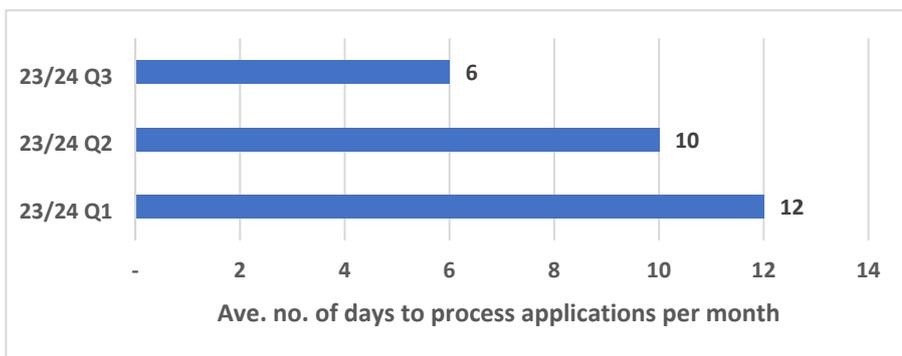
Preferred direction of travel:

This quarter:

Last quarter:

2022/23		2023/24		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
5	6	9	8	6
Description:	Number of homeless families placed in B&B.			
Comments:	2023/24 – Quarter 3: The levels will continue to be managed through active prevention work, but activity and need will continue. We expect a monthly variation but the trend to continue to be stable overall.			
Action Taken to Improve Performance:	No further specific action is planned.			

H&J7	Time taken to assess new applications on the housing register	Lead Councillor: Julia McShane
		Service Area: Housing Services
		Interim Strategic Director: Michael Coughlin



Target: 21 days from the date of verification

This quarter:

Last quarter:

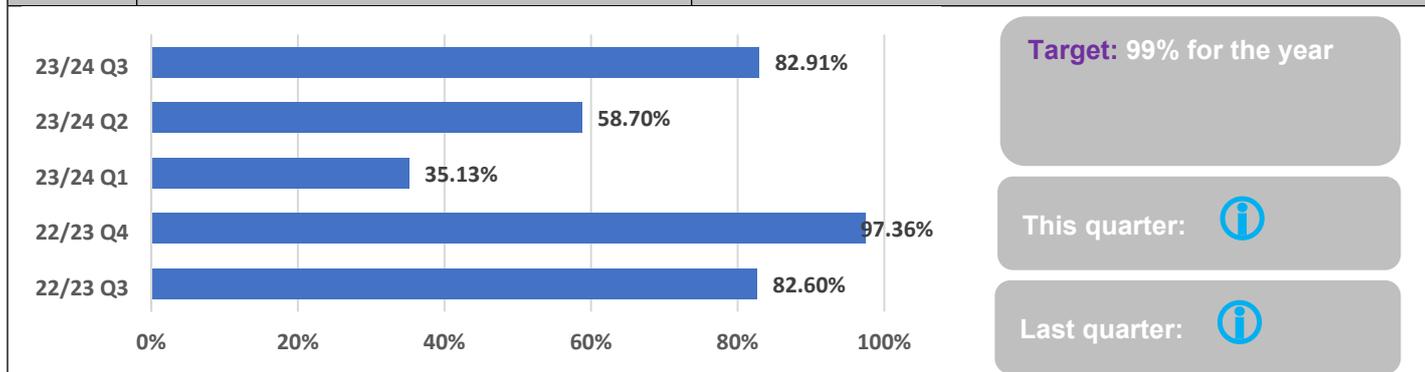
2022/23		2023/24		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
n/a	n/a	12 days	10 days	6 days

Description: Following provision of all documentation by the customer and their application has been verified by a Case Officer, this is the length of time taken for an application to be processed.

Verification includes checks for connection to the borough, debts and potential fraud.

Comments: **2023/24 – Quarter 3:** The team has implemented a new system which has significantly reduced the processing time to assess new applications; this ranged from 12 days in Q1 to 6 days in Q3. It is hoped this will reduce still further in Q4 and as turnaround times have significantly reduced, we aim to introduce a new target from Q1 2024/25.

H&J8	Non-domestic (business) rates collected (%)	Lead Councillor: Richard Lucas
		Service Area: Finance (Revenue & Benefits)
		Service Lead: Richard Bates



2022/23		2023/24		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
82.6%	97.36%	35.13%	58.7%	82.91%

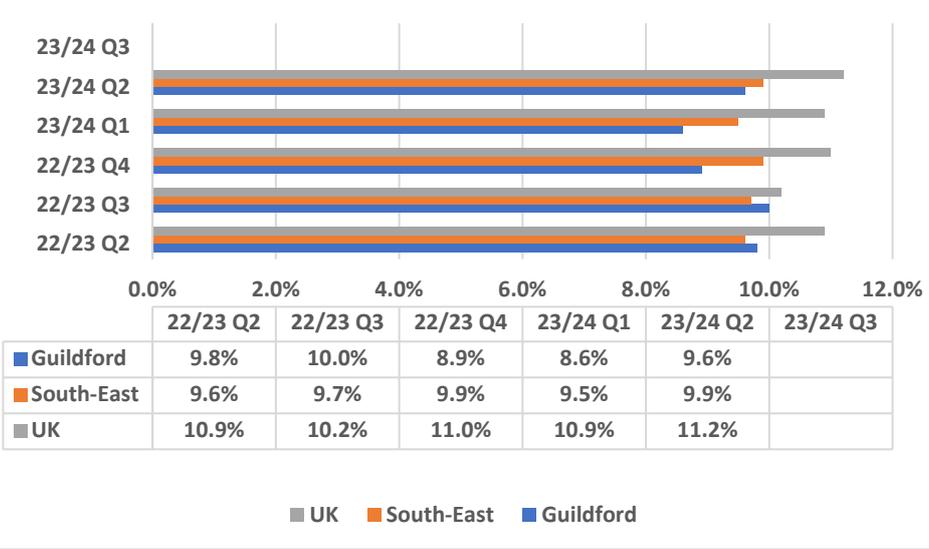
Description: Percentage calculated, as a cumulative year-to-date figure, from the total council tax payments received compared to the total amounts payable in that year.

Comments: **2023/24 – Quarter 3:** Collection is up by a third of a percent on 2022-23. This is an improvement on the last quarter. However, it is still too low to achieve a collection rate of 99% in year. This is because the economic climate is still affecting businesses and we are still recovering from diverting resources onto government support schemes from 2020 to 2023. The current projection is that we can improve the collection rate a bit more this year.

Action Taken to improve Performance: We continue to reduce the outstanding work and to take regular recovery action.

Separate plans are being worked on to tackle previous year arrears.

H&J10	Percentage of vacant town centre retail units	Lead Councillor: Tom Hunt
		Service Area: Regeneration & Planning Policy
		Service Lead: Abi Lewis



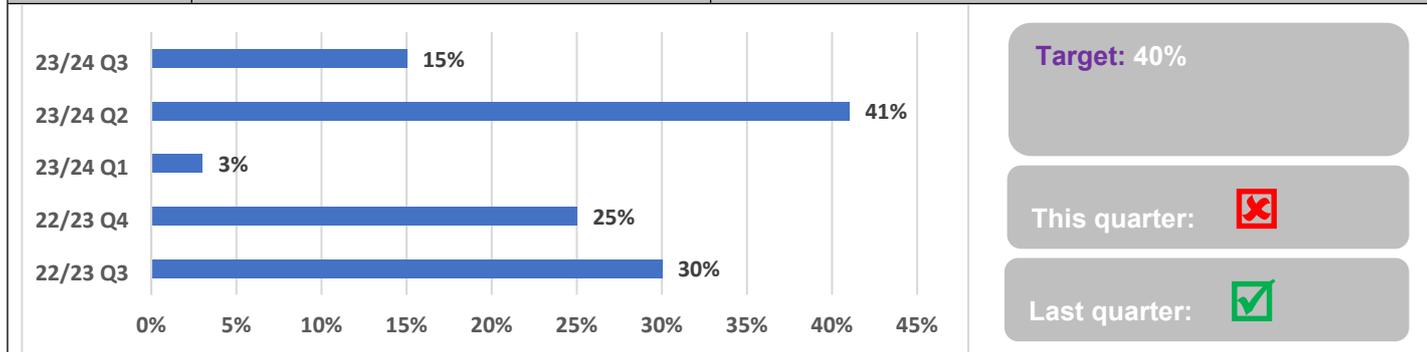
Target: No target

This quarter:

Last quarter: i

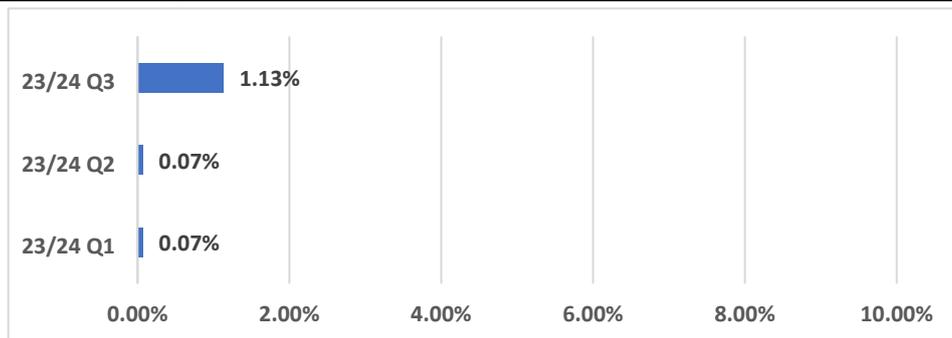
2022/23		2023/24		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
10%	8.9%	8.6%	9.6%	
Description:	Data is for vacant ground level retail and leisure premises situated within Guildford’s Business Improvement District (BID). Data provided by Experience Guildford. The preferred direction of travel is based on the south-east figure.			
Comments:	Data not available at this time for Q3, but it will be provided in Q4.			

H&J11	Percentage of affordable housing units granted planning permission on eligible sites	Lead Councillor: Fiona White
		Service Area: Regeneration & Planning Policy
		Service Lead: Abi Lewis



2022/23		2023/24		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
30%	25%	3%	41%	15%
Description:	Percentage of affordable housing units granted planning permission on eligible sites.			
Comments:	2023/24 - Quarter 3: There were two permissions on qualifying sites in Q3. Planning ref: 21/P/01211 May and Juniper Cottages, Ash Green Road, Ash (40%) & 23/P/01211 North Street (10% for viability reasons).			

H&J12	Percentage of homes that do not meet the Decent Home Standard (DHS)	Lead Councillor: Julia McShane
		Service Area: Housing Services
		Interim Strategic Director: Michael Coughlin



Target: Data Only

This quarter: 

Last quarter: 

2022/23		2023/24		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
n/a	n/a	0.07%	0.07%	1.13%

Description: This indicator reflects the most recent guidance from the Regulator of Social Housing and is a new indicator in this report from Q1 23/24. The measure shows the percentage of a social landlord's homes that do not meet the Government Decent Homes Standard.

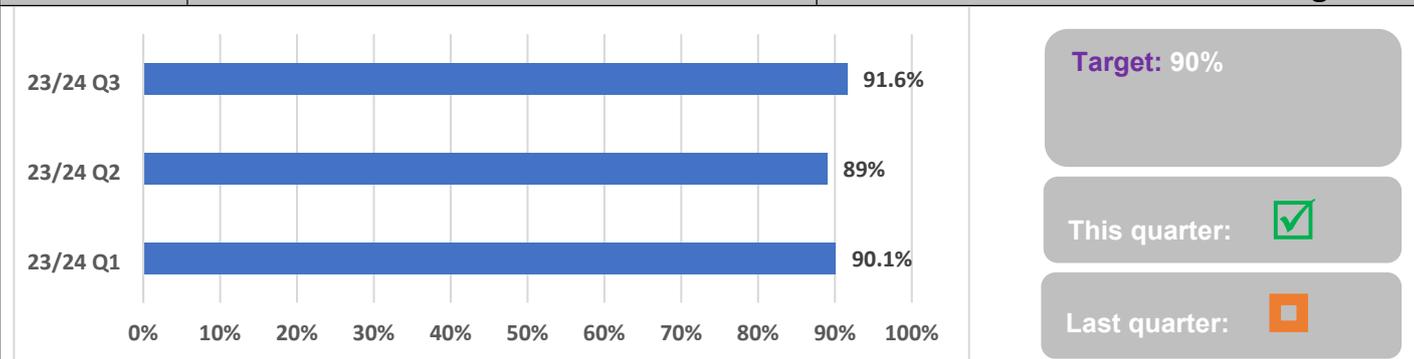
Comments:

2023/24 - Quarter 3:

The Council continues to invest in improving its housing stock and this level will vary depending on issues reported, time to resolve or the age of some building elements but will continue to be maintained at high levels.

There is currently a review of the work that is being done in housing, we are committed to ensuring the quality of the housing that we provide and will be reviewing the value for money and the requirements of the regulator. Safety will remain a focus.

H&J13	Repairs completed within target timescale (emergency & non-emergency repairs)	Lead Councillor: Julia McShane
		Service Area: Housing Services
		Interim Strategic Director: Michael Coughlin



2022/23		2023/24		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
n/a	n/a	90.1%	89%	91.6%
Description:	The percentage of emergency & non-emergency repairs completed within target in the reporting period. This was a new indicator for Q1 23/24.			
Comments:	2023/24 - Quarter 3: When repairs are reported they are awarded a category depending upon the issue raised and this measure shows the percentage of emergency and non-emergency repairs completed within the agreed targets for the homes the Council manages. Safety issues remain the highest priority whilst we look at the current major cyclic maintenance issues in the service.			

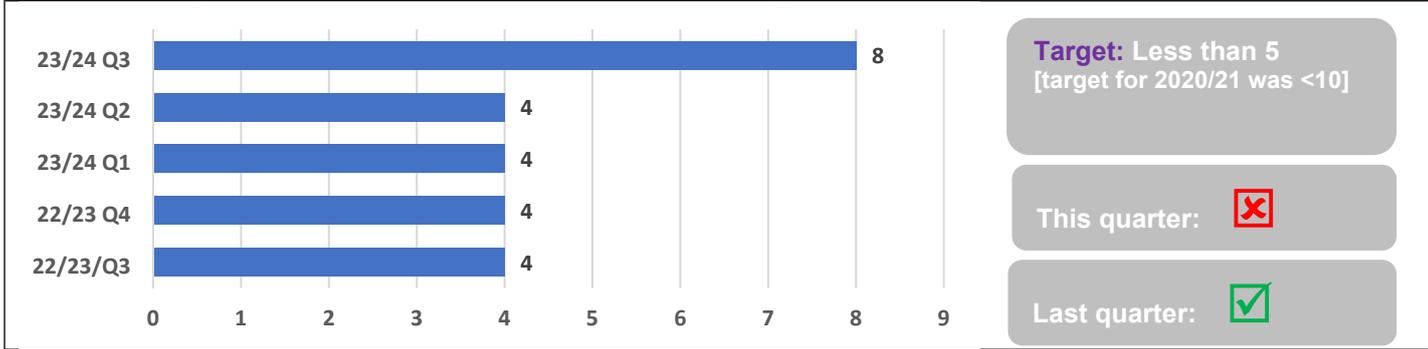
6.3 Community

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

COM1	Number of households living in temporary accommodation	Lead Councillor: Julia McShane												
		Service Area: Housing Services												
		Interim Strategic Director: Michael Coughlin												
<table border="1"> <caption>Number of households in temporary accommodation</caption> <thead> <tr> <th>Quarter</th> <th>Number of Households</th> </tr> </thead> <tbody> <tr> <td>23/24 Q3</td> <td>36</td> </tr> <tr> <td>23/24 Q2</td> <td>31</td> </tr> <tr> <td>23/24 Q1</td> <td>32</td> </tr> <tr> <td>22/23 Q4</td> <td>29</td> </tr> <tr> <td>22/23/Q3</td> <td>30</td> </tr> </tbody> </table>		Quarter	Number of Households	23/24 Q3	36	23/24 Q2	31	23/24 Q1	32	22/23 Q4	29	22/23/Q3	30	<p>Preferred direction of travel: </p> <p>This quarter: </p> <p>Last quarter: </p>
Quarter	Number of Households													
23/24 Q3	36													
23/24 Q2	31													
23/24 Q1	32													
22/23 Q4	29													
22/23/Q3	30													
2022/23		2023/24												
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3										
30	29	32	31	36										
Description:	Number of households in temporary accommodation at the end of the quarter. These are only the households who are accommodated following an acceptance of a homelessness duty. Other households may be placed in temporary accommodation without us accepting a duty, but by using our prevention powers.													
Comments:	<p>2023/24 – Quarter 3: Temporary accommodation is increasing for all councils, especially in Surrey.</p> <p>The stock we traditionally used for temporary accommodation is used for prevention and relief of homelessness. This has been a very successful approach as well as using private rented enabling families to choose when and where they live long term. This means families are entitled to remain until they source alternative accommodation usually via the housing register. As we operate a Choice Based lettings system, families can wait a number of years for houses in certain areas, which can cause a block in available accommodation.</p>													
Action Taken to Improvement Performance:	<p>We are reviewing those in temporary accommodation and arranging move on. It will result in less choice, but we must start doing this to increase access to short term accommodation.</p> <p>The Council needs to procure more temporary accommodation within the Guildford area, but we are in competition with other agencies.</p>													

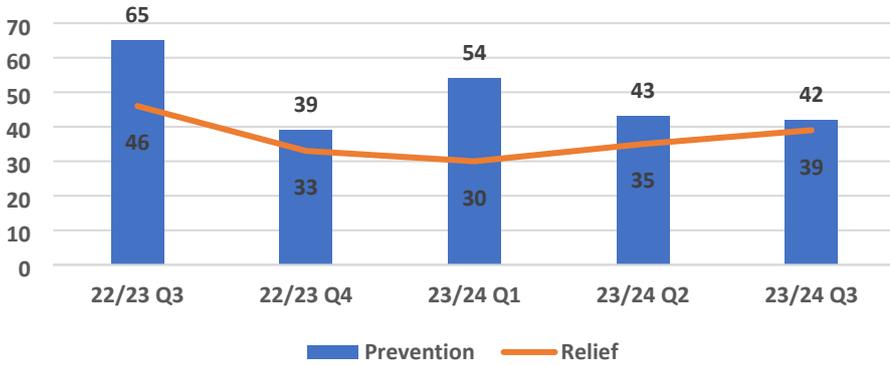
COM2	Snapshot of rough sleepers	Lead Councillor: Julia McShane
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		Service Area: Housing Services
		Interim Strategic
		Director: Michael Coughlin



2022/23		2023/24		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
4	4	4	4	8
Description:	These figures are intelligence-based estimates relating to a specified date each quarter. HOST collate information based on their caseload, rough sleeper outreach and multi-agency feedback received.			
Comments:	2023/24 – Quarter 3: We have not met our target this quarter due to an influx of rough sleepers who have a local connection elsewhere, mainly neighbouring and nearby authorities whose approach to helping rough sleepers does not extend beyond legislative requirements.			

COM3	Number of successful homelessness outcomes	Lead Councillor: Julia McShane
		Service Area: Housing Services
		Interim Strategic Director: Michael Coughlin



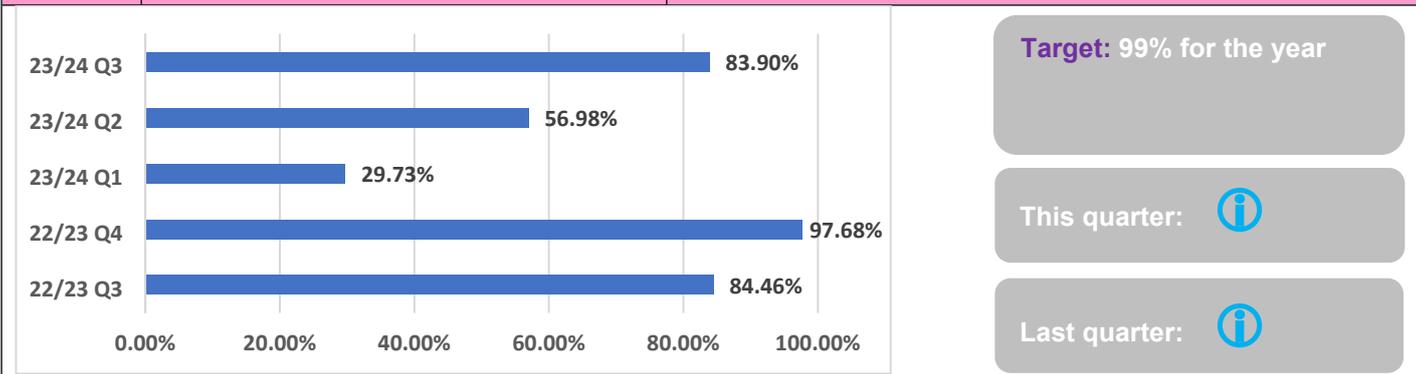
Target: Higher prevention to relief

This quarter:

Last quarter:

2022/23		2023/24		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
65/46 (subject to DLUHC confirmation)	39/33 (subject to DLUHC confirmation)	54/30 (subject to DLUHC confirmation)	43/35 (subject to DLUHC confirmation)	42/39 (subject to DLUHC confirmation)
Description:	Successful prevention/ relief case outcomes.			
Comments:	None.			

COM4	Council tax collected (%)	Lead Councillor: Richard Lucas
		Service Area: Finance (Revenue & Benefits)
		Service Lead: Richard Bates



2022/23		2023/24		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
84.46%	97.68%	29.73%	56.98%	83.9%

Description: Percentage calculated, as a cumulative year-to-date figure, from the total of council tax payments received compared to the total amounts payable in that year.

Comments: **2023/24 – Quarter 3:**
Collection is down on 2022-23 by half a percent. By 31 December we expect to have collected between 75% and 90%. The ideal is to be closer to 90%. As reported last quarter, actions were being taken to rectify a large volume of work outstanding in the case team. Whilst the outstanding work has reduced considerably, it has affected current year collection. This is because delays in billing result in a lower number of higher value instalments for residents. The cost of living crisis is also affecting many residents' ability to pay the correct amount by the correct time.

Action Taken to Improve Performance: We continue to reduce the outstanding work and to take regular recovery action. However, it will take longer than 3 months to improve collection.

Once the outstanding work is under control the plan is to try and keep it this way. A growth bid for the Case team is included in the budget report for 2024.

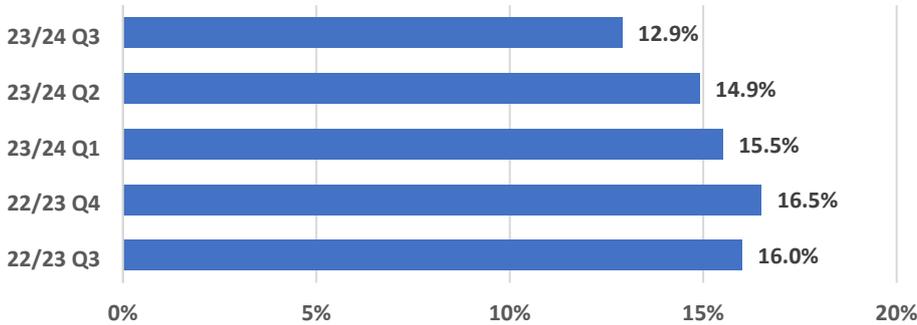
Separate plans are being worked on to tackle previous year arrears.

6.4 Council

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

COU1	Staff sickness absence - all sickness	Lead Councillor: Carla Morson														
		Service Area: Organisational Development														
		Service Lead: Robin Taylor														
<table border="1"> <caption>Staff Sickness Absence - All Sickness (Days)</caption> <thead> <tr> <th>Quarter</th> <th>Days</th> </tr> </thead> <tbody> <tr> <td>23/24 Q3</td> <td>8.1</td> </tr> <tr> <td>23/24 Q2</td> <td>8.2</td> </tr> <tr> <td>23/24 Q1</td> <td>8.3</td> </tr> <tr> <td>22/23 Q4</td> <td>8.4</td> </tr> <tr> <td>22/23 Q3</td> <td>8.8</td> </tr> </tbody> </table>		Quarter	Days	23/24 Q3	8.1	23/24 Q2	8.2	23/24 Q1	8.3	22/23 Q4	8.4	22/23 Q3	8.8	<p>Target: Less than / equal to 9 days</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>		
Quarter	Days															
23/24 Q3	8.1															
23/24 Q2	8.2															
23/24 Q1	8.3															
22/23 Q4	8.4															
22/23 Q3	8.8															
2022/23		2023/24														
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3												
8.8 days	8.4 days	8.6 days 8.3 days*	8.2 days	8.1 days												
Description:	Rolling year to date number of working days/ shifts lost due to sickness absence. This is calculated by the number of long- and short-term sickness absence days divided by the number of full-time equivalent staff.															
Comments:	<p>2023/24 – Quarter 3: Q3 performance of 8.1 days is within the target range (less than or equal to 9 days).</p> <p>10 of the 11 District Authorities in Surrey shared their sickness figures for quarter 3. Of that comparison group, Guildford’s figure of 8.1 days compared to a mean average of 7.8 days.</p> <p>The Council takes a robust approach to managing staff sickness absence and will continue to keep its sickness stats and approach to sickness absence management under review, including as part of the work currently under way to develop a new workforce strategy.</p> <p>*Note: figure amended for Q1 as updated figure provided, following removal of Parking Services staff TUPE'd to a contractor and SCC on 1 April.</p>															

COU2	Staff turnover	Lead Councillor: Carla Morson
		Service Area: Organisational Development
		Service Lead: Robin Taylor



Target: $\leq 17\%$

This quarter:

Last quarter:

2022/23		2023/24		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
16%	16.5%	16.5% 15.5%*	14.9%	12.9%

Description: This is a rolling year-to-date figure calculated from the total number of staff leaving (voluntarily and non-voluntary) as a percentage of total staff in post.

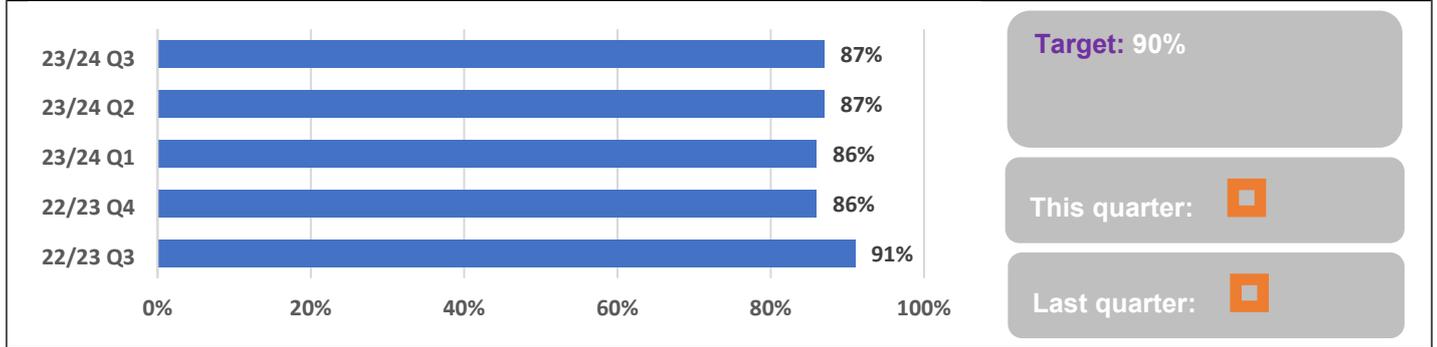
Comments:

2023/24 – Quarter 3:
Results for Q3 are within the target range, are lower than the results from the previous quarter and are lower than the same quarter from the previous financial year.

10 of the 11 District Authorities in Surrey shared their staff turnover figures for quarter 3. Of that comparison group, Guildford’s figure of 12.9% compared to a mean average of 14.1%.

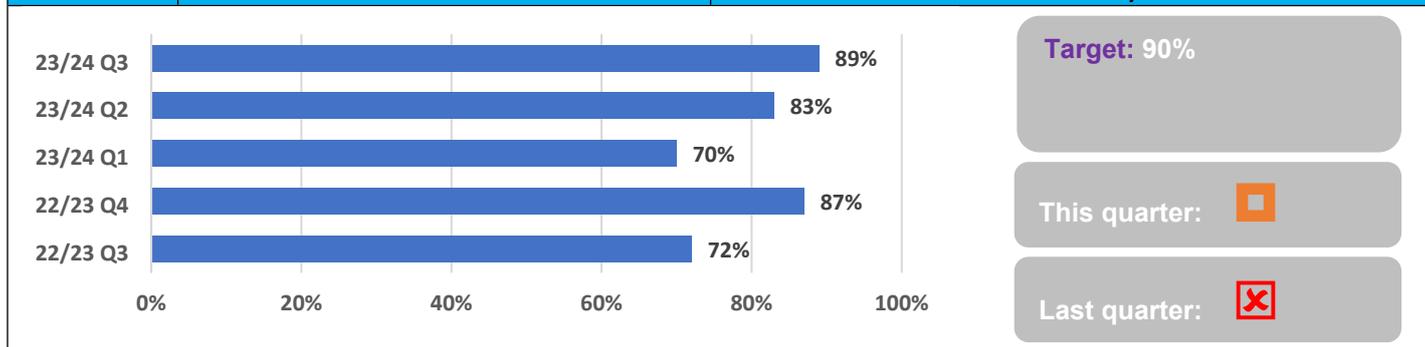
*Note: figure amended for Q1 as updated figure provided, following removal of Parking Services staff TUPE'd to a contractor and SCC on 1 April.

COU3	Council suppliers paid within 30 days	Lead Councillor: Angela Goodwin
		Service Area: Communications & Customer Services
		Service Lead: Nicola Haymes



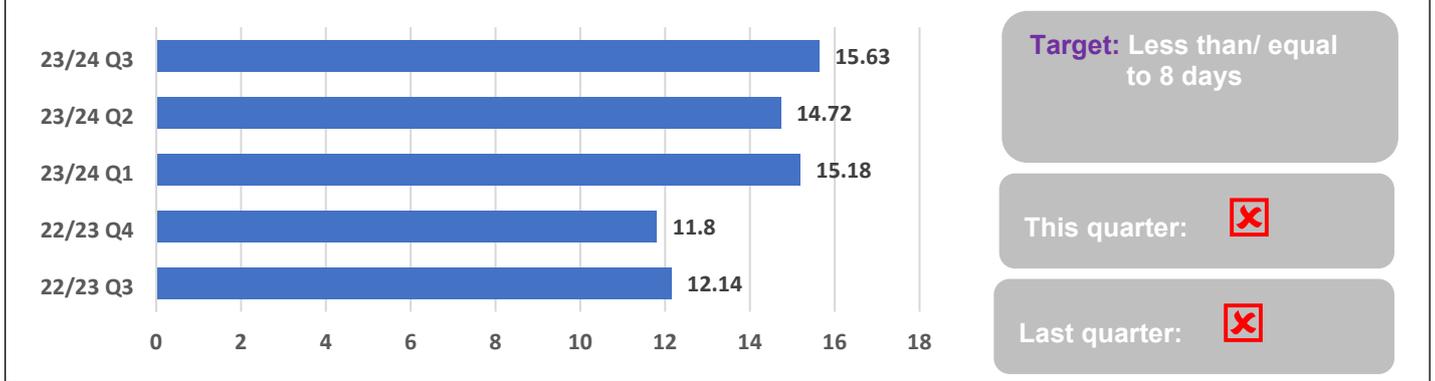
2022/23		2023/24		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
91%	86%	86%	87%	87%
Description:	Percentage of Council suppliers paid within 30 days.			
Comments:	<p>2023/24 – Quarter 3:</p> <p>The % of non-housing invoices paid within 30 days during this quarter was 91%. Housing invoices were lower due to the process involved in paying these which can result in invoices being paid after 30 days to allow for relevant inspections of work to have taken place. This impacts on the overall % for this KPI.</p>			
Action Taken to Improve Performance:	We continue to work with services to promote the need to action invoices promptly to ensure supplier payment.			

COU4	Council sundry debt invoices collected within 30 days	Lead Councillor: Angela Goodwin
		Service Area: Communications & Customer Services
		Service Lead: Nicola Haymes



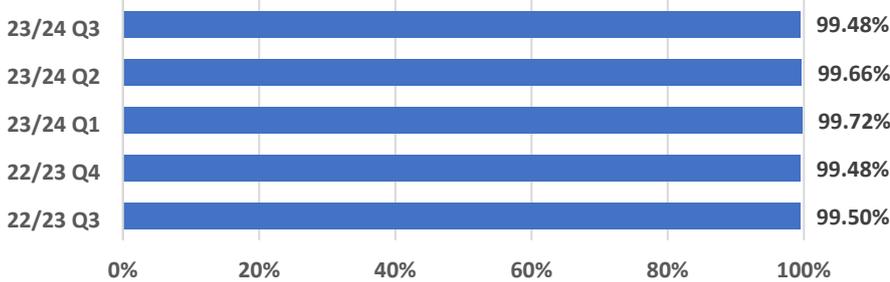
2022/23		2023/24		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
72%	87%	70%	83%	89%
Percentage of sundry debt owed to the Council collected within 30 days.				
Comments:	2023/24 – Quarter 3: There continues to be an increase in this KPI this quarter bringing this very close to target. Quarterly reporting by its nature does not allow for a clear reflection of 30 day timescales and can only ever provide a snapshot in time.			
Action Taken to Improve Performance:	Review KPI as to whether it would be more accurate to report on % of invoices paid by due date to provide a clearer view of the council's position.			

COU5	Time taken to assess new Housing Benefit claims	Lead Councillor: Richard Lucas
		Service Area: Finance (Revenue & Benefits)
		Service Lead: Richard Bates



2022/23		2023/24		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
12.14 days	11.8 days	15.18 days	14.72 days	15.63 days
Description:	Days taken to process new Housing Benefit claims.			
Comments:	<p>2023/24 – Quarter 3:</p> <p>An internal audit of HB is just concluding. The KPIs were considered as part of the audit. Officers concluded that the original KPI was set a long time ago, and the roll out of Universal Credit from 2018 has changed the nature of the workload. New claims are lower in number and typically more complex than 5+ years ago. As a result it takes longer to obtain all the information needed to assess these claims. DWP publishes new claim processing statistics. Since April 2022 these have averaged around 21 days for South-East England. We have achieved 16 days in that time – sometimes a bit higher sometimes a bit lower.</p>			
Action Taken to Improve Performance:	We propose that the target is changed to 16 days. This remains a challenge but is more realistic than the current target.			

COU6	Rent collection rate – percentage of rent collected in year	Lead Councillor: Julia McShane
		Service Area: Housing Services
		Interim Strategic Director: Michael Coughlin



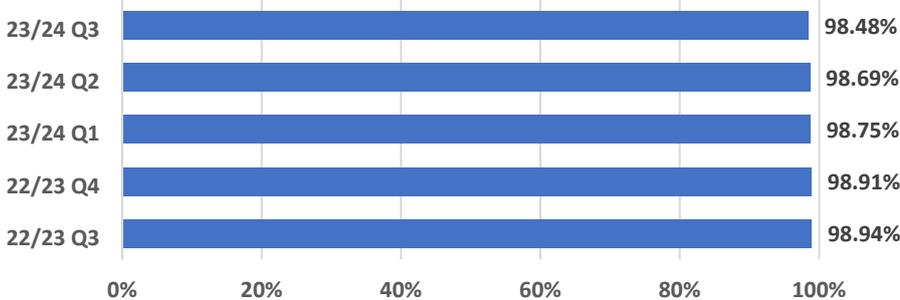
Target: 99%

This quarter:

Last quarter:

2022/23		2023/24		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
99.50%	99.48%	99.72%	99.66%	99.48%
Description:	Percentage of council house rent collected in year.			
Comments:	None.			

COU7	Rent collection rate – percentage of rent collected in year, plus arrears brought forward	Lead Councillor: Julia McShane
		Service Area: Housing Services
		Interim Strategic Director: Michael Coughlin



Target: 98.5%

This quarter:

Last quarter:

2022/23		2023/24		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
98.94%	98.91%	98.75%	98.69%	98.48%
Description:	Percentage of council house rent collected in year including arrears brought forward.			
Comments:	None.			

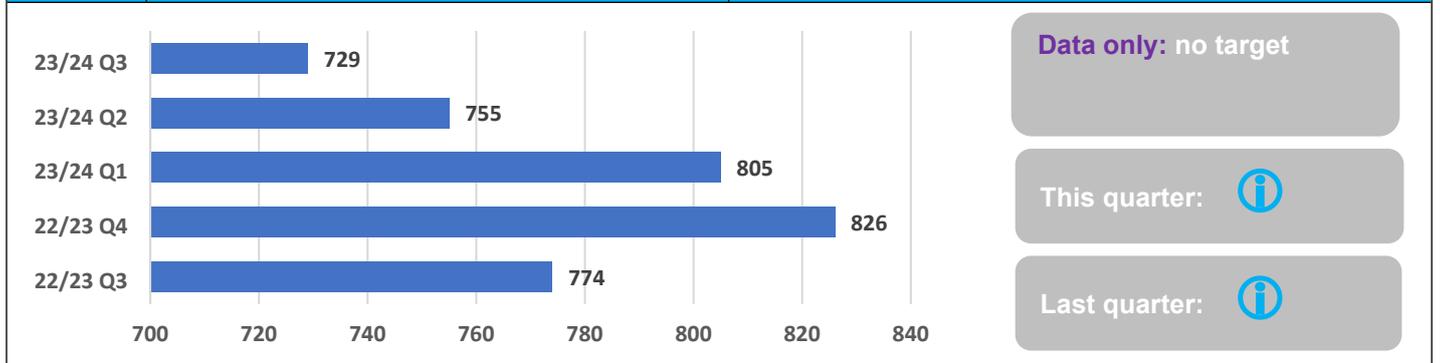
COU8	Speed of determining planning applications for major development (%)	Lead Councillor: Fiona White														
		Service Area: Planning Development Services														
		Service Lead: Claire Upton-Brown														
<table border="1"> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>23/24 Q3</td> <td>87.71%</td> </tr> <tr> <td>23/24 Q2</td> <td>80.00%</td> </tr> <tr> <td>23/24 Q1</td> <td>83.33%</td> </tr> <tr> <td>22/23 Q4</td> <td>85.71%</td> </tr> <tr> <td>22/23 Q3</td> <td>100%</td> </tr> </tbody> </table>		Quarter	Percentage	23/24 Q3	87.71%	23/24 Q2	80.00%	23/24 Q1	83.33%	22/23 Q4	85.71%	22/23 Q3	100%	<p>Target: 60%</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>		
Quarter	Percentage															
23/24 Q3	87.71%															
23/24 Q2	80.00%															
23/24 Q1	83.33%															
22/23 Q4	85.71%															
22/23 Q3	100%															
2022/23		2023/24														
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3												
100%	85.71%	83.33%	80%	87.71%												
Description:	Figure for each quarter (as per the Combined Development Control (PS1 and PS2) Form) of the percentage of decisions on applications made within 13 weeks.															
Comments:	None.															

COU9	Speed of determining planning applications for minor development (%)	Lead Councillor: Fiona White														
		Service Area: Planning Development Services														
		Service Lead: Claire Upton-Brown														
<table border="1"> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>23/24 Q3</td> <td>81.11%</td> </tr> <tr> <td>23/24 Q2</td> <td>81.82%</td> </tr> <tr> <td>23/24 Q1</td> <td>77.08%</td> </tr> <tr> <td>22/23 Q4</td> <td>64.77%</td> </tr> <tr> <td>22/23 Q3</td> <td>63.89%</td> </tr> </tbody> </table>		Quarter	Percentage	23/24 Q3	81.11%	23/24 Q2	81.82%	23/24 Q1	77.08%	22/23 Q4	64.77%	22/23 Q3	63.89%	<p>Target: 70%</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>		
Quarter	Percentage															
23/24 Q3	81.11%															
23/24 Q2	81.82%															
23/24 Q1	77.08%															
22/23 Q4	64.77%															
22/23 Q3	63.89%															
2022/23		2023/24														
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3												
63.89%	64.77%	77.08%	81.82%	81.11%												
Description:	Figure for each quarter (as per the Combined Development Control (PS1 and PS2) Form) of the percentage of decisions on applications made within 8 weeks.															
Comments:	None.															
Action Taken to Improve Performance:	The situation continues that this improvement has been achieved relying on a high level of agency staff, the recruitment and retention of staff remains an issue.															
COU10	Speed of determining planning	Lead Councillor: Fiona White														

	applications for other development (%)	Service Area: Planning Development Services											
		Service Lead: Claire Upton-Brown											
<table border="1"> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>23/24 Q3</td> <td>91.89%</td> </tr> <tr> <td>23/24 Q2</td> <td>93.53%</td> </tr> <tr> <td>23/24 Q1</td> <td>83.70%</td> </tr> <tr> <td>22/23 Q4</td> <td>76.76%</td> </tr> <tr> <td>22/23 Q3</td> <td>72.18%</td> </tr> </tbody> </table>	Quarter	Percentage	23/24 Q3	91.89%	23/24 Q2	93.53%	23/24 Q1	83.70%	22/23 Q4	76.76%	22/23 Q3	72.18%	<p>Target: 85%</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>
Quarter	Percentage												
23/24 Q3	91.89%												
23/24 Q2	93.53%												
23/24 Q1	83.70%												
22/23 Q4	76.76%												
22/23 Q3	72.18%												
2022/23		2023/24											
Quarter 3	Quarter 4	Quarter 1											
72.18%	76.76%	83.7%											
Quarter 2	Quarter 3												
93.53%	91.89%												
Description:	Figure for each quarter (as per the Combined Development Control (PS1 and PS2) Form) of the percentage of decisions on applications made within 8 weeks.												
Comments:	None.												

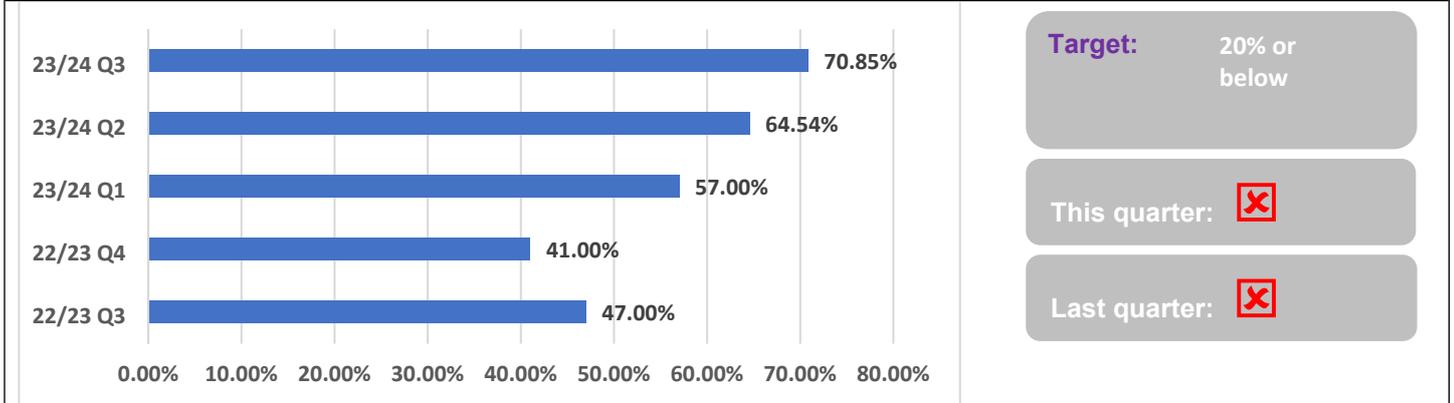
COU11	Appeals dismissed against the Council's refusal of planning permission (%)	Lead Councillor: Fiona White											
		Service Area: Planning Development Services											
		Service Lead: Claire Upton-Brown											
<table border="1"> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>23/24 Q3</td> <td>52.17%</td> </tr> <tr> <td>23/24 Q2</td> <td>50%</td> </tr> <tr> <td>23/24 Q1</td> <td>66.67%</td> </tr> <tr> <td>22/23 Q4</td> <td>100%</td> </tr> <tr> <td>22/23 Q3</td> <td>61.5%</td> </tr> </tbody> </table>	Quarter	Percentage	23/24 Q3	52.17%	23/24 Q2	50%	23/24 Q1	66.67%	22/23 Q4	100%	22/23 Q3	61.5%	<p>Data only: no target</p> <p>This quarter: <input type="checkbox"/></p> <p>Last quarter: <input type="checkbox"/></p>
Quarter	Percentage												
23/24 Q3	52.17%												
23/24 Q2	50%												
23/24 Q1	66.67%												
22/23 Q4	100%												
22/23 Q3	61.5%												
2022/23		2023/24											
Quarter 3	Quarter 4	Quarter 1											
61.5%	100%	66.67%											
Quarter 2	Quarter 3												
50%	52.17%												
Description:	Percentage of appeals dismissed where the Council has refused planning permission.												
Comments:	<p>2023/24 – Quarter 3:</p> <p>This figure needs to be monitored closely to ensure that the Council is making sound decisions on planning applications.</p>												

COU12	Number of planning applications	Lead Councillor: Fiona White
		Service Area: Planning Development Services
		Service Lead: Claire Upton-Brown



2022/23		2023/24		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
774	826	805	755	729
Description:	Relates to number of planning applications validated during each quarter.			
Comments:	None.			

COU13	% of contact via the phone into the Customer Services Centre	Lead Councillor: Angela Goodwin
		Service Area: Communications & Customer Services
		Service Lead: Nicola Haymes



2022/23		2023/24		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
47%	41%	57%	64.54%	70.85%

Description: Percentage of contact received by customer services that is via the phone compared to other digital routes of contact.

Comments:

2023/24 – Quarter 3:

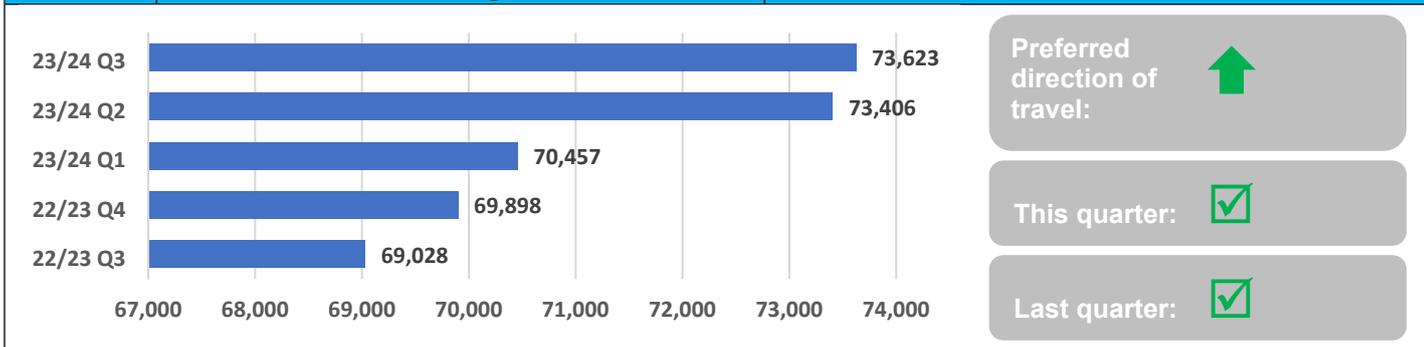
This KPI measures the contact that customer services respond to directly. Digital contact falls into different categories direct digital contact and indirect digital contact. Direct digital contact is the contact where customer services respond directly, so for example, where a resident logs a question or query and receives a response from a customer services agent. Indirect digital contact is where a resident uses digital information such as the website or an automated form that goes direct to the service to resolve the issue (such as a missed bin) without any customer service agent’s involvement.

We have worked to improve our information articles on the website and to improve the information that is displayed for residents as they complete a contact form. For example if a resident starts to enter “missed bin” into the contact form, an article will appear advising the resident how to report this in the fastest way through an automated form. This is known as assumed deferred contact as residents are using other digital options that do not need customer services to respond.

The improvements in our indirect digital contact options and the return of parking enquiries to Surrey County Council has decreased the number of digital enquiries the customer services team deal with directly which has resulted in the quarterly figures. We are recommending this KPI is reviewed for next year’s performance reporting.

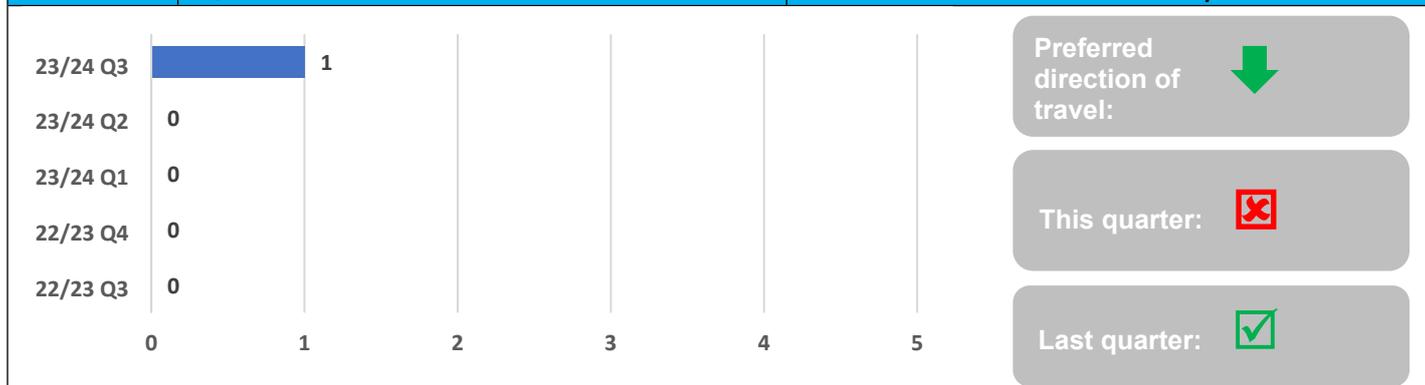
Action taken to improve Performance:	We continue to promote our online options for residents, particularly around repairs and encourage customers to use these and sign up for a MyGuildford account where appropriate.
---------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

COU14	Total number of followers on our corporate communications digital channels, including Facebook, Twitter, Instagram, LinkedIn, Nextdoor and our digital newsletter.	Lead Councillor: Angela Goodwin
		Service Area: Communications & Customer Services
		Service Lead: Nicola Haymes



2022/23		2023/24		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
69,028	69,898	72,326	70,457	73,623
Description:	Total number of social media followers across all platforms at the end of each quarter.			
Comments:	None.			

COU15	Number of Local Government & Social Care Ombudsman and Housing Ombudsman complaints upheld	Lead Councillor: Angela Goodwin
		Service Area: Communications & Customer Services
		Service Lead: Nicola Haymes



2022/23		2023/24		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
0	0	0	0	1

Description: Number of Housing Ombudsman (HO) and Local Government & Social Care Ombudsman (LGSCO) complaints upheld.

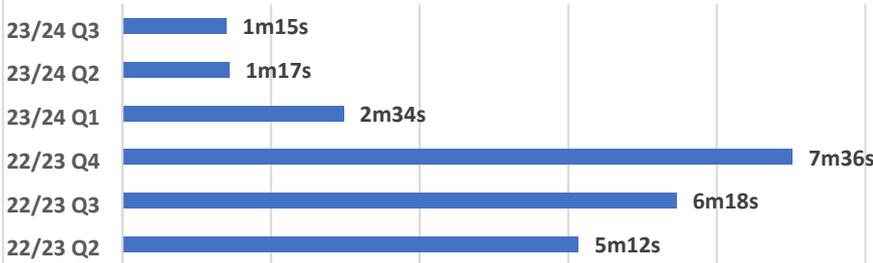
Comments:

2023/24 – Quarter 3:

During quarter 3, the LGSCO made two decisions on complaints. One was closed after initial enquiries and the other, the LGSCO found that there was no fault in the way the Council determined the planning application relating to this complaint. However, it was upheld due to a delay in responding to the complainant, for which the Council apologised and no further action was required.

We received seven complaints during this quarter, four of which were from the HO, and three from the LGSCO. Of these six were premature, to be considered through our complaints process and one remains open.

COU16	Average phone wait times	Lead Councillor: Angela Goodwin
		Service Area: Communications & Customer Services
		Service Lead: Nicola Haymes



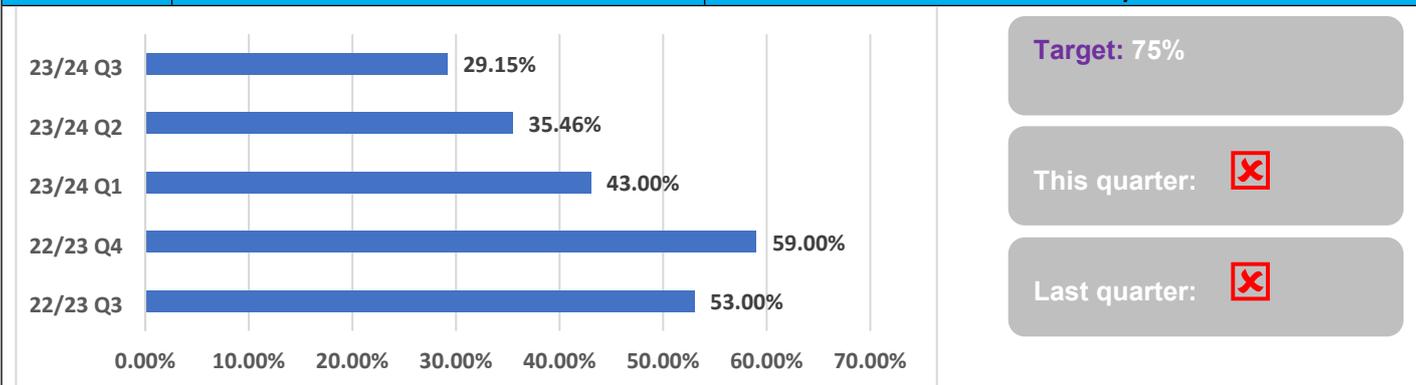
Target: 20 seconds

This quarter:

Last quarter:

2022/23					2023/24																																												
Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3																																									
6 mins 18 secs		7 mins 36 secs		2 mins 34 secs		1 min 17 secs		1 min 15 secs																																									
Description:		The average time for phone calls to be answered.																																															
Comments:		<p>2023/24 – Quarter 3:</p> <p>The average call wait time continues to improve this quarter. A significant % of calls received were answered within 20 seconds each week. Please see below for further information.</p> <table border="1"> <thead> <tr> <th>W/E</th> <th></th> <th>W/E</th> <th></th> <th>W/E</th> <th></th> <th>W/E</th> <th></th> </tr> </thead> <tbody> <tr> <td>06-Oct</td> <td>68%</td> <td>03-Nov</td> <td>78%</td> <td>01-Dec</td> <td>79%</td> <td>29-Dec</td> <td>88%</td> </tr> <tr> <td>13-Oct</td> <td>73%</td> <td>10-Nov</td> <td>73%</td> <td>08-Dec</td> <td>74%</td> <td></td> <td></td> </tr> <tr> <td>20-Oct</td> <td>63%</td> <td>17-Nov</td> <td>83%</td> <td>15-Dec</td> <td>75%</td> <td></td> <td></td> </tr> <tr> <td>27-Oct</td> <td>65%</td> <td>24-Nov</td> <td>75%</td> <td>22-Dec</td> <td>75%</td> <td></td> <td></td> </tr> </tbody> </table>								W/E		W/E		W/E		W/E		06-Oct	68%	03-Nov	78%	01-Dec	79%	29-Dec	88%	13-Oct	73%	10-Nov	73%	08-Dec	74%			20-Oct	63%	17-Nov	83%	15-Dec	75%			27-Oct	65%	24-Nov	75%	22-Dec	75%		
W/E		W/E		W/E		W/E																																											
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13-Oct	73%	10-Nov	73%	08-Dec	74%																																												
20-Oct	63%	17-Nov	83%	15-Dec	75%																																												
27-Oct	65%	24-Nov	75%	22-Dec	75%																																												
Action Taken to Improve Performance:		We are always looking to make improvements to the service we offer, and to work with our colleagues in our comms. team to provide some messaging around call volumes on Mondays to try and divert non urgent calls to quieter times of the week. We are also due to start a review of our customer charter as the 20 second target is based on an outdated local government customer service standard that is around a decade old and does not reflect industry standards or realistic customer service practices.																																															

COU17	% of contact that is digital: 1. Direct contact that is digital 2. Overall contact that is digital	Lead Councillor: Angela Goodwin
		Service Area: Communications & Customer Services
		Service Lead: Nicola Haymes



2022/23		2023/24		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
53%	59%	43%	35.46%	29.15%

Description: Direct contact resident/customers completing an online form. Overall contact would include contact searches on our website.

Comments:

2023/24 – Quarter 3:

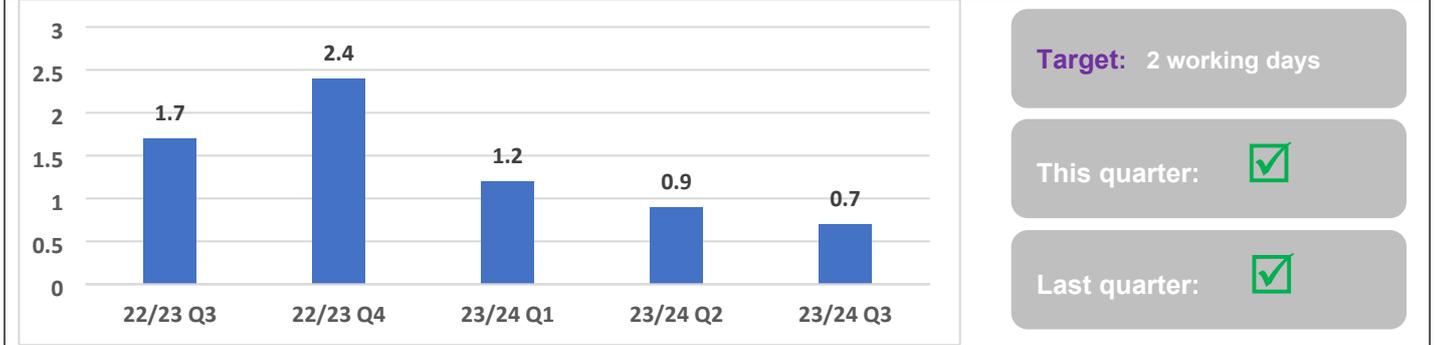
This KPI measures the contact that customer services respond to directly. Digital contact falls into different categories direct digital contact and indirect digital contact. Direct digital contact is the contact where customer services respond directly, so for example, where a resident logs a question or query and receives a response from a customer services agent. Indirect digital contact is where a resident uses digital information such as the website or an automated form that goes direct to the service to resolve the issue (such as a missed bin) without any customer service agent’s involvement.

We have worked to improve our information articles on the website and to improve the information that is displayed for residents as they complete a contact form. For example if a resident starts to enter “missed bin” into the contact form, an article will appear advising the resident how to report this in the fastest way through an automated form. This is known as assumed deferred contact as residents are using other digital options that do not need customer services to respond.

The improvements in our indirect digital contact options and the return of parking enquiries to Surrey County Council has decreased the number of digital enquiries the customer services team deal with directly which has resulted in the quarterly figures. We are recommending this KPI is reviewed for next year’s performance reporting.

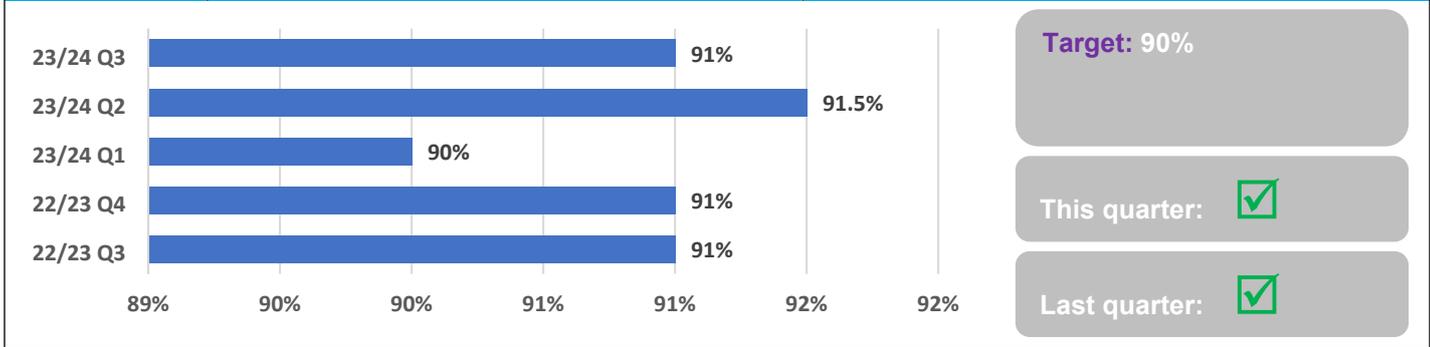
Action Taken to Improve Performance:	We continue to promote our online options for residents, particularly around repairs and encourage customers to use these and sign up for a MyGuildford account where appropriate.
---------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

COU18	Average response times for online contact through forms	Lead Councillor: Angela Goodwin
		Service Area: Communications & Customer Services
		Service Lead: Nicola Haymes



2022/23		2023/24		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
1.7 days	2.4 days	1.2 days	0.9 days	0.7 days
Description:	Average response times for online contact through forms. Response times are set out in our Customer Charter and are 2 working days for an acknowledgement and 7 working days for a full response. The percentage relates to an acknowledgement provided by Customer Services.			
Comments:	None.			

COU19	Percentage of Freedom of Information and Environmental Information Regulation requests responded to within statutory timeframes	Lead Councillor: Merel Rehorst-Smith
		Service Area: Legal & Democratic Services
		Service Lead: Susan Sale



2022/23		2023/24		
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
91%	91%	90%	92%	91%
Description:	Percentage of FOI/ EIR responses given within the statutory timeframe of 20 days.			
Comments:	Reporting lag of 1 month due to 20 working day deadline (some FOIs will still be within their due date after the month ends).			

7 Conclusion

This performance report provides the data and commentary against our corporate KPIs and presents a picture of our performance against the objectives in our Corporate Plan. Our performance monitoring framework will continue to evolve to present a performance picture that supports decision making and reflects our performance against our corporate objectives.