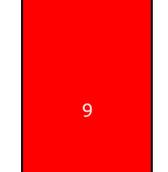
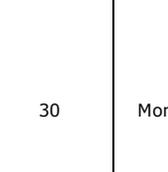


Appendix C - Balanced Scorecard

Strategic priority - Families and Communities

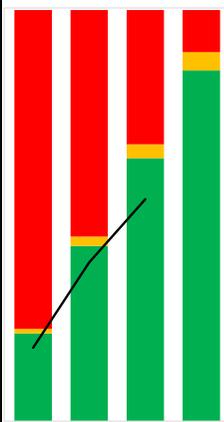
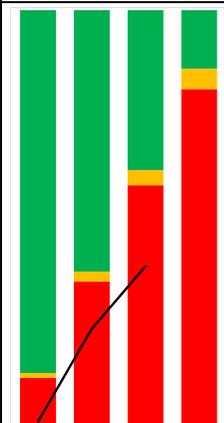
Quarter 3 - year to 31 December 2020

Ref.	Performance indicator	Rationale	Current value	Target	Frequency	Trend	Commentary
F1	Number of cases of accepted statutory homeless.	Outcome - trend of homeless numbers.	44	No target	Quarterly		
F2	Number of households in bed and breakfast accommodation (as at last day of month).	Output - indicator of demand and process.	39	15	Monthly		Increase in demand due to the government 'everyone in' instruction which required the council to accommodate those who were sleeping rough or at risk of sleeping rough.
F3	Number of households in temporary accommodation (as at last day of month).	Output - indicator of demand and process.	74	55	Monthly		
F4	Number of households prevented from being homeless.	Outcome - impact of prevention processes.	9	30	Monthly		<p>Since we entered lockdown it is clear that the number of cases where prevention duty has been accepted dropped significantly, this would have occurred for the following reasons:</p> <ol style="list-style-type: none"> 1) Social landlords have not been taking any action to evict tenants as per government guidance. 2) Private landlords have not been taking action to evict tenants due to confusion about the process. 3) Family evictions have been less common due to fear of COVID-19. <p>All of this led to less referrals/contacts from households who would meet the prevention duty criteria and in turn we have not been capturing high numbers of preventions.</p>
F5	Number of households in bands A and B.	Output - indicator of demand and process	792	No target	Monthly		
F6	Total number of households in all bands.	Output - indicator of demand and process.	2,186	No target	Monthly		
F7	Residual household waste per household (kilogrammes).	Outcome - impact of awareness campaigns and initiatives	400	420	Quarterly		Residual household waste collected per household is slightly higher than at this point last year as residents remain working at home and travel is restricted (tonnages are an estimate).

Appendix C - Balanced Scorecard

Strategic priority - Families and Communities

Quarter 3 - year to 31 December 2020

Ref.	Performance indicator	Rationale	Current value	Target	Frequency	Trend	Commentary
F8	Number of flytipping incidents recorded in West Suffolk.	Outcome - impact of prevention initiatives	541	675	Quarterly		<p>There have been 541 flytipping incidents recorded over the first three quarters of this year, which is higher than the 516 recorded at the same stage last year. Of course, this data is based solely on those incidents that we have recorded and dealt with, be that through reports received by members of the public or our own staff and therefore may differ from anecdotal experiences on the ground.</p> <p>Of the 541 incidents reported, 452 were relatively small, being the equivalent of a 'small van' load or less in size. 77 were equivalent to a 'transit van' load and a further 8 were larger deposits.</p> <p>Around 75% of the flytipping incidents recorded are from incidents located within a small number of housing estates across some of the main urban areas of West Suffolk. These incidents tend to be small in nature and are not carried out as part of organised crime or for financial gain, which is more often the case with larger incidents deposited at more remote locations. Rather, it appears to be more an issue of laziness, ignorance, or apathy toward the local environment by a small number of offenders.</p>
F9	Number of actions to combat flytipping in West Suffolk	Activity - focus on prevention	898	1,313	Quarterly		<p>In response to these incidents 898 interventions were carried out to combat incidents of fly tipping, both proactively to reduce breaches of legislation and reactively to deter and investigate offenders. Of these interventions 190 were proactive 'Duty of Care' inspections where businesses are asked to demonstrate how they dispose of waste generated through their activities. In addition to this and in response to identified incidents 497 investigations were carried out, which led to 197 warning letters and 14 fixed penalty notices being issued and paid. In addition to this we have 2 prosecutions currently pending. Actions to combat flytipping are lower this year compared to last, because of the redeployment of resource due to the Covid outbreak.</p> <p>We will investigate every incident that is reported to us and where we are able to obtain evidence that allows us to identify an offender, will take enforcement action in line with councils Enforcement Policy. Also, as part of the Suffolk Fly tipping Action Group (STAG), which involves all Suffolk councils and external partners, we recently completed the 'SCRAP fly tipping' campaign and are looking at launching this again this year.</p>
F10	Heritage income (£).	Output - impact of demand and advertising	238,264	252,054	Quarterly		<p>The reduction in income reflects the fact that the sites were closed during quarters 1 and part of quarter 2. There have been reductions in expenditure and some staff were furloughed to help offset the loss of income. A successful funding bid to the Art's Council to help offset the loss of income and build future resilience into the service has helped reduce the financial impact.</p>

Appendix C - Balanced Scorecard

Strategic priority - Families and Communities

Quarter 3 - year to 31 December 2020



Ref.	Performance indicator	Rationale	Current value	Target	Frequency	Trend	Commentary
F11	Overall Apex budget (£)	Output - impact of demand and advertising	1,077,124	482,343	Quarterly		Lockdown resulted in total closure of the Apex. Income has been significantly impacted but the associated saving of artist fees on cancelled events has helped offset this impact. The majority of the staff team have been furloughed. The café, mobility scooter hire, on-site box office & TIC service resumed in August but social distancing requirements are limiting what can be hosted in the auditorium and studios. The Gaia exhibition, that took place in October, attracted a lot of attention and has been perceived as a success in these trying times.