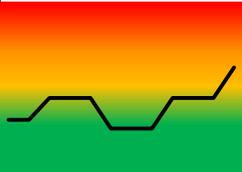
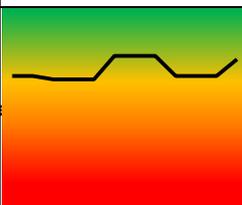


## Appendix E - Balanced Scorecard

### Strategic priority - day to day

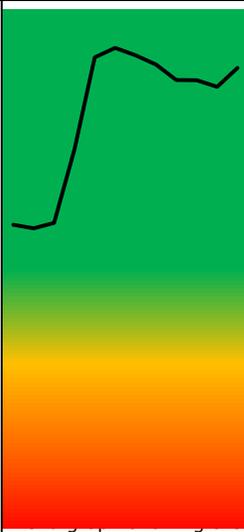
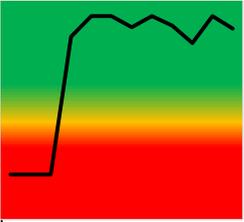
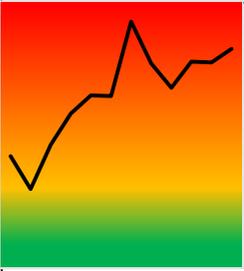
### Quarter 3 - year to 31 December 2020

Ref.	Performance indicator	Rationale	Current value	Target	Frequency	Trend	Commentary
D1	Total number of complaints.	Output - measure of customer satisfaction.	7	No Target	Quarterly		4 - ARP, 3 - Operations
D2	Total number of compliments.	Output - measure of customer satisfaction.	3	No Target	Quarterly		1- Waste, 2 - Customers Services
D3	% Response rate to annual canvass of electors	Output - effectiveness of process	98.00%	95.00%	A		The annual canvass was carried out between July and 1 December. The response rate at end of Canvass was 98%. Any properties that we did not obtain a response from were checked against our council tax records and changes made where appropriate.
D4	Percentage of contacts - telephone.	Output - indicator of channel shift.	65.00%	55.00%	Quarterly		Based on 19,915 calls answered. The method of customers contacting the Council has changed during the pandemic and as a result the percentage of phone calls has increased. The busiest services for the period (in descending order, not including the general line) Waste, Housing, Planning, Apex.
D5	Percentage of contacts - face to face.	Output - indicator of channel shift.	0.00%	15.00%	Quarterly		No face to face visits at any of the office locations, following building closures on Friday 20th March 2020..
D6	Percentage of contacts - online or email.	Output - indicator of channel shift.	35.00%	30.00%	Quarterly		Based on 10,952 emails and online forms received for the period. The reduction in volume of online forms is attributable to the end of the Garden Waste subscriptions campaign and the completion of the annual canvass for the electoral register. It should be noted that this indicator is not representative of online/email contact for all Council services.
D7	Percentage of telephone calls answered.	Activity - indicator of process and demand.	95.00%	90.00%	Quarterly		Based on 20,880 calls offered with 19,915 answered. Our busiest line was the general enquiry line (5185 calls offered with a 98% answer rate). The Waste line was our second busiest line with 4999 calls offered with a call answer rate of 96%. During this time, the contact centre has continued to operate remotely.

## Appendix E - Balanced Scorecard

### Strategic priority - day to day

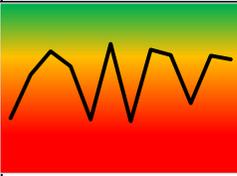
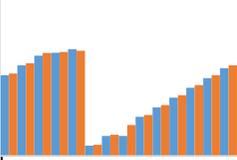
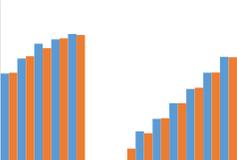
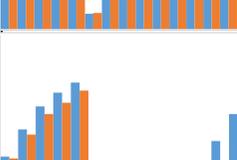
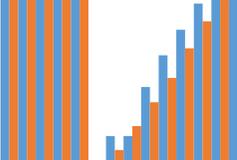
### Quarter 3 - year to 31 December 2020

Ref.	Performance indicator	Rationale	Current value	Target	Frequency	Trend	Commentary
D8	Number of unique users of the West Suffolk council website.	Output - indicator of customer engagement.	59,962	37,600	Monthly		<p>The figures for December increased substantially this year when usually they drop over the Christmas period. This is partially due to more people checking bin collections, and the result of the changes to restrictions, and an increase in people looking at the local plan review (about 300 more users than November, and around 1,000 more page views).</p> <p>Unique page views (upv) 189,927 in December – an increase of over 30,000 over November (Nov 156,474, Oct 162,710, Sep 150,298, Aug 160,935).</p> <p>Unique visitors (uv) 73,150 in December - an increase of nearly 19,000 over November (Nov 54,358, Oct 58,712, Sep 52,227, Aug 57,033) That's the highest number of unique users since the website went live in 2014, and more than the last peak 68,828 in May 2020.</p> <p>The top sections visited were Bins (24.39%upv,23.55%uv), homepage (12.91%upv,15.12%uv), planning (11.57%upv, 6.9%uv) , coronavirus (9.23%upv, 9.16%uv )and parking (8.6%upv, 6.61%uv)were the most visited sections.</p>
D9	Uptake of pre-application advice (percentage of all applications - major and minor).	We want to ensure all stakeholders and members have high confidence in West Suffolk as a planning authority. We want to be the regional planning employer of choice.	26.31%	30.00%	Monthly		<p>19 major and minor applications were received in December 2020, 5 of those had a pre-app.</p> <p>It should be noted that the percentage of pre-applications does not take into account the relative complexity of pre-application requests. Neither does it reflect the fees received (which are linked to complexity).</p>
D10	Total amount of debt over 90 days (£).	Output - scale of debt issue.	658,588	250,000	Monthly		<p>Outstanding debt position continues to be an issue with Trade Waste and Commercial Property debts still to be collected. This is now a focus for management to improve. Debt has increased due to COVID19 and reminders being suppressed for April and May, this is currently being reviewed and debt management plans are being put in place to reduce this figure. The majority of this amounts relates to Property and Trade debt which has fallen into the 90 day bracket. Payment plans are being arranged and put in place with Customers.</p>

## Appendix E - Balanced Scorecard

### Strategic priority - day to day

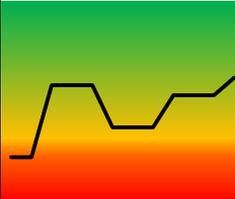
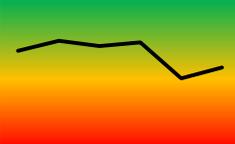
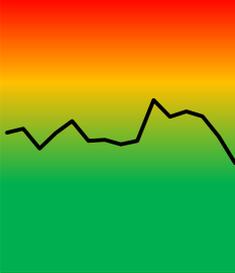
### Quarter 3 - year to 31 December 2020

Ref.	Performance indicator	Rationale	Current value	Target	Frequency	Trend	Commentary
D11	Percentage undisputed invoices paid within 30 days.	Output - impact of Accounts Payable activity.	93.40%	95.00%	Monthly		Processing of invoices have held up during lockdown. Work continues on improving the processing times through receipt of electronic invoices.
D12	Percentage collection of Council Tax.	Output - results of collection activity.	83.38%	86.12%	Monthly		Collection is behind target by £1,341,983. The Government have announced a hardship scheme which will provide up to £150 to each Local Council Tax Relief Scheme (LCTRS) recipient of working age. When this is posted to accounts the collection position will be improved and provide a true reflection of the current position. Further recovery action in 2020 to 2021 has resulted in collection of £14,664 compared to £22,092 at the same point last year. Enforcement action in 2020 to 2021 has resulted in collection of £78,195 compared to £123,406 at the same point last year. Charging orders have been obtained to secure £474,921 debt
D13	Percentage in-year Council Tax collection rate.	Output - results of collection activity.	84.61%	84.40%	Monthly		
D14	Percentage collection of Business Rates.	Output - results of collection activity.	91.75%	82.49%	Monthly		Collection is on target for the current financial year. There have been claims by National Health Service (NHS) trusts for charitable rate relief which were subject to a High Court appeal. If successful this could result in a backdated refund of £4.605 million. The High Court have rejected the claim that the NHS trusts are charities, however the NHS trusts are now seeking leave to appeal. Further recovery action in 2020 to 2021 has resulted in collection of £800 compared to £3,751 at the same point last year. Enforcement action in 2020 to 2021 has resulted in collection of £2,124 compared to £37,774 at the same point last year.
D15	Council Tax Reduction Scheme claims - days taken to process.	Output - results of collection activity.	7.04	10.00	Monthly		Processing times are closely monitored, especially during the current times.

## Appendix E - Balanced Scorecard

### Strategic priority - day to day

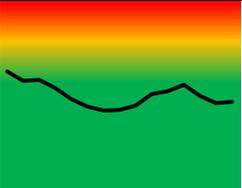
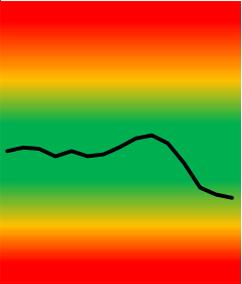
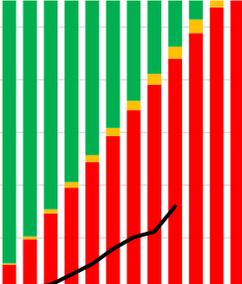
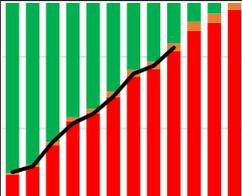
### Quarter 3 - year to 31 December 2020

Ref.	Performance indicator	Rationale	Current value	Target	Frequency	Trend	Commentary
D16	Housing Benefits claims - days taken to process.	Output - results of collection activity.	4.82	10.00	Monthly		Processing times are closely monitored, especially during the current times.
D17	Percentage of customers satisfied with the overall journey.		89.00%	No Target	Quarterly		Based on 382 responses 89% of customers were satisfied with the customer journey. This data is taken from satisfaction surveys completed following email and telephone contact.
D18	Total helpdesk calls logged by service level agreement (SLA) paying, and West Suffolk council core customers.	Output - delivery of SLA objectives.	307.00	375.00	Quarterly		Although we have seen a reduction in calls from Abbeycroft Leisure, this has been more than offset by the increased call volumes supporting Anglia Revenues Partnership with extra work as a result of COVID-19.
D19	Percentage calls closed on target for service level agreement paying, and West Suffolk council core customers.	Output - efficiency of helpdesk team.	93.00%	100.00%	Quarterly		Increased call volumes from April resulting from quickly rolling out 250 laptops to ARP and supporting them with COVID-19 related activities, accounts for some dip in percentage from March to July. From July two members of the ICT customer and infrastructure support team left, one post has been filled through redeployment and the other has been left vacant. This has led to a drop in closure rate whilst the redeployed member of staff is being trained and gains experience.
D20	Time taken to complete recruitment process - advert to offer (days).	Output - efficiency of process.	20.22	50.00	Q		While the intention is for most posts to have a 4 week recruitment window, there are some posts that for operational reasons can have a quicker recruitment turn around. Recruitment continues to be actively monitored and any requests subject to a rigorous review through workforce planning with a focus on redeployment wherever possible. Most of the recruitment that has been undertaken relates to operational roles and this means the recruitment window has been shorter than the target to meet demands.

## Appendix E - Balanced Scorecard

### Strategic priority - day to day

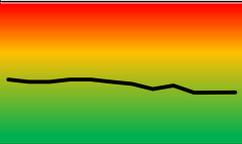
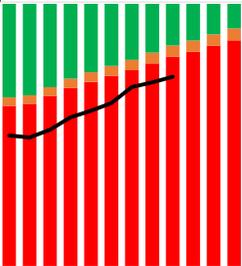
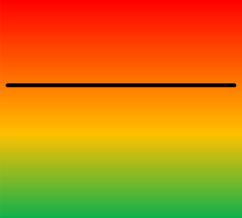
### Quarter 3 - year to 31 December 2020

Ref.	Performance indicator	Rationale	Current value	Target	Frequency	Trend	Commentary
D21	Average number of sick days lost per full time equivalent (FTE) per annum.	Output - indicator of healthy, motivated workforce.	5.19	6.50	Q		Sickness levels in the organisation continue to remain low and since the organisation has moved to most staff working from home, sickness levels have dropped further, so we anticipate this will continue to reduce. This is being actively reviewed and considered through daily reviews of resourcing levels as part of the response to COVID-19.
D22	Percentage of voluntary staff turnover.	Output - indicator of employee satisfaction.	6.11%	7-12%	Q		This remains within the performance range, but we anticipate that as a result of COVID-19, this will reduce significantly as movement in the organisation has become more static. However, this has offered benefits to the Council during our immediate response to COVID-19 because it has provided stability across the workforce during a challenging period in terms of demands on staff and also our ability to recruit. Our focus has been and will continue to be on re-prioritising and redeploying staff to respond to the demands across the organisation.
D23	Car park income (£).	Output - indicator of demand trend.	1,596,378	4,629,267	Monthly		Car parking income receipts began to decline at the end of 2019 and tailed off significantly as the impact of COVID 19 affected the movement of people and the demand for parking spaces. Car Parking charges were temporarily ceased in March and reinstated in early June. As lockdown has lifted, off street car parking events continue to increase and peaked at 80% of the number of transactions as of the previous year. Nevertheless, a further lockdown in November led to a further decline in income and this is forecasted to continue in the early part of 2021.
D24	Income from entire property portfolio (£).	Output - indicator of premises demand.	4,259,223	4,376,885	Monthly		Income remains on target with industrial properties outperforming budget. Retail and leisure sectors have seen decreases in income as a result of the impacts of Covid-19. Non-payment remains an ongoing management issue with currently £768,000 of overdue debt. The bad debt provision has been increased due to the uncertainty of income caused by COVID-19.

## Appendix E - Balanced Scorecard

### Strategic priority - day to day

### Quarter 3 - year to 31 December 2020

Ref.	Performance indicator	Rationale	Current value	Target	Frequency	Trend	Commentary
D25	Percentage of void properties.	Output - indicator of premises demand.	5.42%	6.90%	Monthly		Despite difficult market conditions the level of vacancy across the estate has been maintained. Recent lettings include Olding Road Warehouse and 21 James Carter Road following refurbishment of the unit.
D26	Income from Waste and Street Scene services (£).	Output - indicator of demand and capacity.	2,168,526	2,525,085	Monthly		Rolonoff services have held up very well and are in line with the same period as last year. Wheeled bins have seen the biggest fall in numbers and income, but numbers started to recover and we saw a big surge from the hospitality sector (pubs / restaurants). However, Tier 4 and January's national lockdown will likely see a decline in income, particularly in hospitality, but also from other customers including businesses, educational establishments, community organisations etc who have cancelled, postponed or reduced their service needs.
D27	Percentage rate of return on investments.	Output - key to delivery of Treasury Management Strategy.	0.38%	0.65%	Monthly		Higher rates becoming available through longer term placement and use of new investment routes.
D28	Cost of current external borrowing.	Output - key to delivery of Treasury Management Strategy.	4.24%	3.83%	Monthly		Cost of borrowing higher than target due to use of available cash balances in place of planned borrowing at 3 per cent. If assumed internal borrowing was at 0 per cent the cost of current borrowing would be 0.94 per cent. If investment income foregone at 0.78 per cent is factored in, the cost of borrowing would be 1.54 per cent.
D29	Building Control - percentage market share.		57.00%	60.00%	Bi-Annual		We continue to maintain market share during a highly competitive time
D30	Percentage of major planning applications determined within agreed timescales.		100.00%	100.00%	Monthly		10 major planning applications were determined in December 2020. 3 applications were determined within 13 weeks, 7 required an extension of time.

## Appendix E - Balanced Scorecard

### Strategic priority - day to day

### Quarter 3 - year to 31 December 2020



Ref.	Performance indicator	Rationale	Current value	Target	Frequency	Trend	Commentary
D31	Percentage of broadly compliant food businesses.		98.50%	98.00%	Monthly		This figure compares favourably with both Regional (97.7%) and National (96.5%) figures. The Commercial Environmental Health team continue to be focussed on dealing with the ongoing COVID-19 pandemic, with limited food safety activities being carried out in adherence to the Food Standards Agency's advice and guidance to local authorities. It is anticipated that our food intervention activities will be increasing over coming months with additional staff resource provided to aid with the COVID-19 pandemic work.