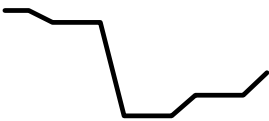


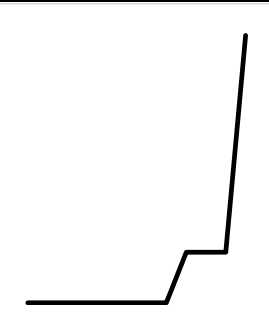
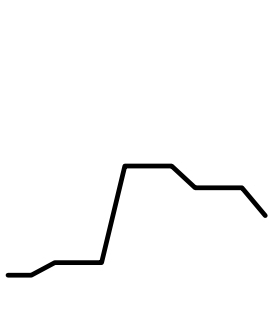
Strategic priority - Day to day

Quarter 3 - 1 October to 31 December 2021

Ref.	Indicator	Current Value	Target	Frequency	Trend	Commentary
D1	Total number of complaints.	9	No target	Quarterly		Operations - 5, Benefits - 1, NNDR - 1, and Housing Options - 2.
D2	Total number of compliments.	3	No target	Quarterly		Operations - 2 and Families and Communities - 1.
D3	Percentage response rate to annual canvass of electors.	98%	95.00%	Annual		The annual canvass was carried out between July and 1 December 2021. The canvass approach included national and local data matching, e-comms via text and email, postal forms, telephone canvassing and door knocking by canvassers.
D4	Percentage of contacts - telephone.	49.43%	55.00%	Quarterly		Phone calls continue to be the preferred method of contact for customers, but only marginally. Increasingly, we are seeing a channel shift to online and email methods as more services are improving the options available to those customers choosing electronic methods of contact and transactional options.

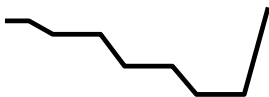
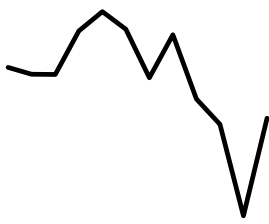
Strategic priority - Day to day

Quarter 3 - 1 October to 31 December 2021

Ref.	Indicator	Current Value	Target	Frequency	Trend	Commentary
D5	Percentage of contacts - face to face.	1.27%	15.00%	Quarterly		We continue to see a significant reduction in the number of F2F customers since we re-opened West Suffolk House reception in August 2021. The reduction is a direct response to public access changes made post-covid. Pre-made appointments have proven a successful management method but many services are continuing to manage demand remotely and this is in-line with, and in support of the council's agreed Customer Access Strategy.
D6	Percentage of contacts - online or email.	49.30%	30.00%	Quarterly		Almost half of all demand for council services is via online methods and this is testament to both the services responding to the pandemic, and shifting services online to make it more accessible for our customers; but also signifies a huge change in customer behaviour which is borne out of necessity as a result of lockdown and restrictions on non-essential travel etc. This change in behaviour has continued since the easing of restrictions in Summer 2021, and we are constantly aiming to improve the online offer and customer experience so that we continue to see an upward trend in the use of this particular channel.



Strategic priority - Day to day

Quarter 3 - 1 October to 31 December 2021

Ref.	Indicator	Current Value	Target	Frequency	Trend	Commentary
D7	Percentage of telephone calls answered.	96.00%	90.00%	Quarterly		The team answered a total of 21,091 calls during Q3, with 22,017 calls offered in total. The busiest lines (excluding generals totalling 5,399 calls offered) were: Operations (waste) - 3,856 Apex - 3,751 Housing options - 3,559
D8	Number of unique users of the West Suffolk council website.	53,854	37,600	Monthly		Usually, the numbers of visitors and page views drop in November or December (unless there is a major event or campaign in progress). 2021 is similar to 2020 with a drop in November and an increase in December. The figures have dropped by approximately 25% compared with December 2020. This is largely because people now have the option not to accept all cookies so we can no longer track them visiting the website or their behaviour when they use the website. Despite this drop the figures are higher than December 2019 (116,612 unique page views and 44,666 unique users).

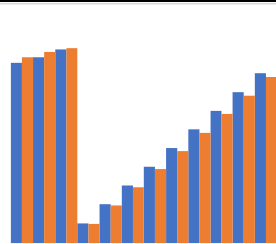
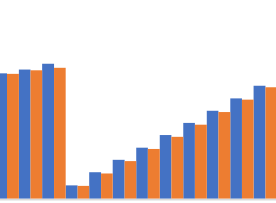
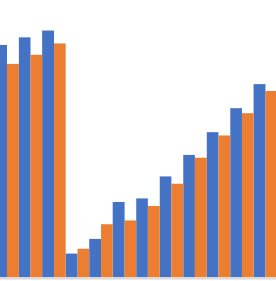
Strategic priority - Day to day

Quarter 3 - 1 October to 31 December 2021

Ref.	Indicator	Current Value	Target	Frequency	Trend	Commentary
D9	Uptake of pre-application advice (percentage of all applications major and minor).	17.64%	40.00%	Monthly		17 major and minor applications were received in December 2021, 3 of those had a pre-app. 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).
D10	Total amount of debt over 90 days (£).	£978,244	£470,000	Monthly		The outstanding debt position continues to be an issue with Trade Waste and Commercial Property debts still to be collected. This continues to be a focus for management to improve. Debt increased due to COVID-19 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 amount 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.
D11	Percentage undisputed invoices paid within 30 days.	89.12%	95.00%	Monthly		Partial recovery in Q2 due to renewed focus on process and issue resolution.


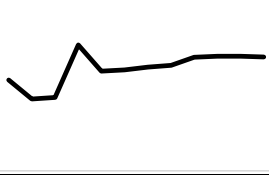
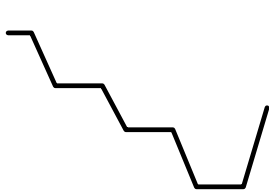
Strategic priority - Day to day

Quarter 3 - 1 October to 31 December 2021

Ref.	Indicator	Current Value	Target	Frequency	Trend	Commentary
D12	Percentage collection of Council Tax.	87.19%	85.18%	Monthly		Collection is exceeding target and with the reopening of Magistrates Courts and ability to recover arrears this should continue, despite arrangements for delayed payments from last year continuing into this year.
D13	Percentage in-year Council Tax collection rate.	84.49%	83.47%	Monthly		
D14	Percentage collection of Business Rates.	82.58%	79.61%	Monthly		Collection is on target. The issue of bills for premises that were receiving Expanded Retail Relief has effected the pattern of collection with the net collectable debt increasing significantly in June due to the instalments commencing in July. This has been compounded by some companies declining the relief which again impacts on the net collectable debt and instalments are only now due.



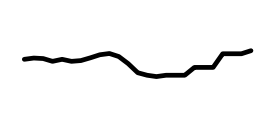
Strategic priority - Day to day

Quarter 3 - 1 October to 31 December 2021

Ref.	Indicator	Current Value	Target	Frequency	Trend	Commentary
D15	Council Tax Reduction Scheme claims - days taken to process.	6.94	12	Monthly		This indicator is currently being met and is expected to achieve target at the end of the year, although an economic downturn could increase demand thereby impacting processing performance.
D16	Housing Benefits claims - days taken to process.	6.38	12	Monthly		This indicator is currently being met and is expected to achieve target at the end of the year, although an economic downturn could increase demand thereby impacting processing performance.
D17	Percentage of customers satisfied with the overall journey.	72.00%	No target	Quarterly		This is based on 509 survey responses received. We continue to monitor our customer satisfaction closely and suggest improvements based on feedback we receive.

Strategic priority - Day to day

Quarter 3 - 1 October to 31 December 2021

Ref.	Indicator	Current Value	Target	Frequency	Trend	Commentary
D18	Total helpdesk calls logged by SLA paying customers.	356	350	Quarterly		Stable call volumes with major laptop refresh for ARP completed last year. Higher number of calls than usual in December due to ARP Data Centre move and subsequent Citrix decommissioning.
D19	Percentage calls closed on target for SLA paying customers.	94%	100%	Quarterly		Closure rates recovering despite staff turnover and two new members of the first line team being trained. 95% target almost hit.
D20	Time taken to complete recruitment process - advert to offer (days)	22.66	50.00	Quarterly		Minimal change compared to Q2. We are recruiting quicker than the target due to operational vacancies requiring urgent appointments and also due to the challenging job market meaning that we have to act fast when suitable applications are received.
D21	Average number of sick days lost per full time equivalent (FTE) per annum.	6.1	6.50	Quarterly		This continues to rise due to the significant number of staff absences due to coronavirus.
D22	Percentage of voluntary staff turnover.	11.07%	7 to 12	Quarterly		Although this figure continues to rise it remains at an acceptable level and there are signs that it is stabilising.

Strategic priority - Day to day

Quarter 3 - 1 October to 31 December 2021

Ref.	Indicator	Current Value	Target	Frequency	Trend	Commentary
D23	Car park income (£).	£3,227,875	£4,693,883	Monthly		Parking transaction levels are still below pre-COVID levels due to the ongoing impact of the pandemic behavioural changes. Usage of car parks continues to improve with income now fluctuating around the 80% to 85% of pre-pandemic levels in Bury. Agreed increases to on-street tariffs have just been introduced in November which should begin to take affect.
D24	Income from entire property portfolio (£) (as billed).	£4,480,222	£4,406,454.46	Monthly		Non-payment of back rent by certain large tenants remains an ongoing management issue following Covid, but overdue debt levels lower than peak.
D25	Percentage of void properties.	4.67%	6%	Monthly		Demand for industrial accommodation remains strong and with balance of portfolio being in this sector, void rates are low. Retail, leisure and office sectors continue to face some market uncertainty with limited demand.

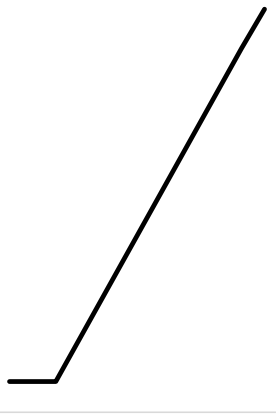
Strategic priority - Day to day

Quarter 3 - 1 October to 31 December 2021

Ref.	Indicator	Current Value	Target	Frequency	Trend	Commentary
D26	Income from commercial waste	£2,409,388	£2,543,442	Monthly		All services have commenced in line with expectations and have returned to near normal as the local economy recovers. We continue to see a particularly strong performance on skip and rolonof services. Income from recyclable commodities (e.g. cardboard and metal) remains particularly strong.
D27	Percentage rate of return on investments.	0.15%	0.25%	Quarterly		The average investment yield continues to drop as interest rates remain at close to zero. As placements end and need to be renewed the new rates available are currently lower than those they replace.

Strategic priority - Day to day

Quarter 3 - 1 October to 31 December 2021

Ref.	Indicator	Current Value	Target	Frequency	Trend	Commentary
D28	Cost of Current Borrowing (Internal & External).	£56,239,766	£96,328,000	Quarterly		External Borrowing increased by £10 million in December as a 40 year loan was taken with the Public Works Loan Board to meet our medium to long term capital financing requirement. This need has been driven by our existing and future Capital Programme. This adds to the long term £4 million loan. Internal Borrowing increases as use of available cash balances for Mildenhall hub, West Suffolk Operational Hub, 2020/21 Cornhill and other asset purchases continue but at a lower level than included in the target as some projects (particularly Western Way Development are reviewed and rephased).
D29	Building Control - percentage market share.	56%	60%	Bi-annual		Annual average maintained despite extremely competitive private sector competition.

Strategic priority - Day to day

Quarter 3 - 1 October to 31 December 2021

Ref.	Indicator	Current Value	Target	Frequency	Trend	Commentary
D30	Percentage of major planning applications determined within agreed timescales.	83%	100%	Monthly		6 major planning applications were determined in December 2021. 4 applications were determined within 13 weeks, 1 required an extension of time. 1 application with an extension of time was determined outside of target.
D31	Percentage of broadly compliant food businesses.	98.40%	98%	Monthly		A slight increase from the previous month. This figure continues to compare favourably with both Regional (97.8%) and National (96.8%) figures. Food hygiene inspection activity by the CEH team is being carried out in accordance with the Food Standards Agency's post-COVID-19 Recovery Plan.