

## Enabled and Efficient Organisation

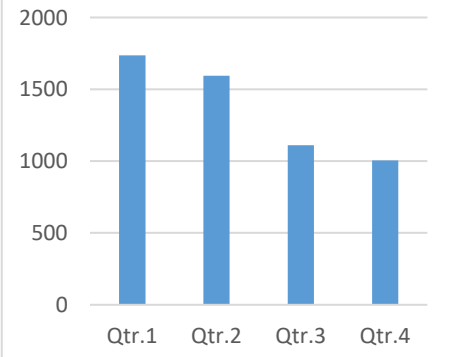
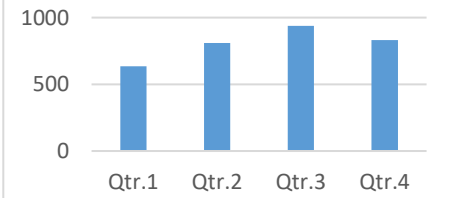
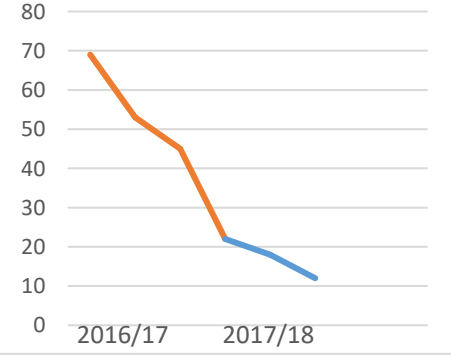
**Our outcome - For both councils to be successful in the delivery of all the strategic outcomes, we need an enabled and efficient organisation - the right people doing the right things, in the right way, at the right time, for the right reasons - making best use of our organisation's resources by using agile ways of working.**

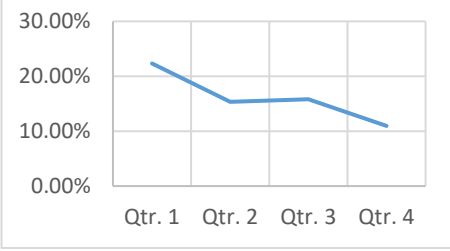
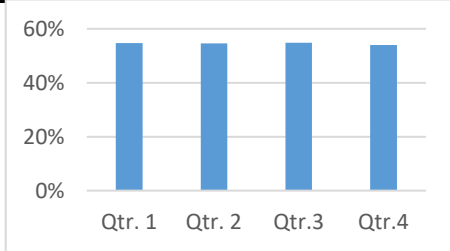
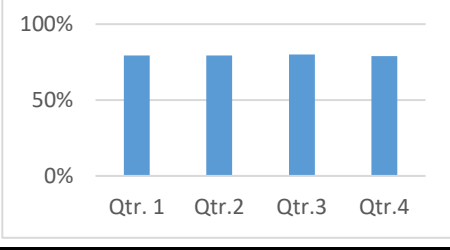
**What success looks like? Our organisation will be able to respond and adapt quickly to changes in the external environment and our officers and members will have developed the right skills, attitude and capability to operate in an ever-changing environment. We have an outcome-based focus and can demonstrate what we are delivering for our districts and the wider area. We have provided the means by which people can answer their own queries without needing to contact us, so that our reducing resources are targeted at those most in need of our assistance. We have governance arrangements in place that enable us to operate effectively in the environment that we are working in, and we can demonstrate that we are making intelligence-based, timely decisions that take into account the Council's risk appetite. The Council is financially sustainable in the medium/long term.**

	April - June 2017	July - September 2017	October - December 2017	January - March 2018
<b>Main Achievements</b>	1. Production of the End of Year Report completed.	1. Launch of new Suffolk Observatory on 18 September, very positive initial feedback, workshops now being held across the County to raise awareness. 2. The Performance Framework continues to be developed between Officers and lead Councillors. This includes the publication of the Performance Framework document. 3. Sudbury Customer Service opened successfully, with the closure of the Hadleigh planning reception. Staff have been on hand at Sudbury to assist in the training of staff. 4. 2 weeks individual training has also been provided to all team members at Sudbury.	1. The move of the Council headquarters was completed in November. 2. The successful roll-out of the Skype for Business enables staff and Councillors to make and receive calls from their laptops at home, in the office or out and about in the districts. This also corresponded with the roll-out of 120 laptops to staff so they can work flexibly from any location. 3. There has been an upgrade of the finance system and the transfer of the HR system to Suffolk County Council.	1. An electronic monitoring tool has been developed to enable Customer Services to record additional information relating to customers using the face 2 face facility. 2. A staff survey was completed in March with views being sought on a range of matters including jobs, teams and organisation as well as training and development opportunities, agile working and internal communications.
<b>Impact on communities / the way we work</b>	1. This document highlights how we have delivered against the JSP in year.	1. Increased knowledge on the health of the Districts/County enabling evidence based decision making. 2. The publication of the document gives visibility for our customers and residents to be able to hold us to account. 3. The inclusion of planning staff manning the Sudbury Customer Service has also enabled them to assist customers to view applications etc via our website. 4. This has enabled an enhanced service to be provided at Sudbury with staff being able to answer more queries without having to refer to front line staff making it a more efficient service for customers.	1. Business continuity was maintained during the move to Endeavour House, with the communities see no impact on the service provision. 2. Staff have benefited from the enhanced IT packages enabling them to work agilely across the District. 3. Partnership working provides the opportunity to share best practice and developing our knowledge and understanding.	1. The development of the survey will enable the Council to gain a greater understanding of the needs of the communities and align the offer accordingly. 2. The staff survey will provide the organisation with a baseline of information about how staff are feeling at this moment of time and will be used to make some positive changes within the organisation.

### JSP: Digital by design

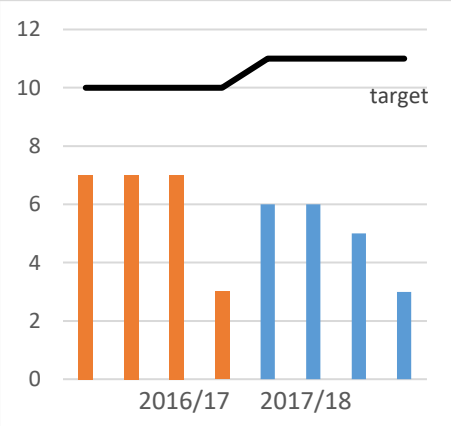
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T1. Average number of daily visitors to joint website <b>NEW MEASURE</b>  Cabinet Member: Derek Davis Responsible Officer: John Broadwater Corporate Manager: Carl Reeder	I1,I2,I3,I4,	<b>2017/18</b> Qtr.1 Qtr.2 Qtr.3 Qtr.4	2310 2397 2432 3147			Both		<b>Last Update 04/18</b> Sharp increase in average partly due to spikes in early Jan and early March coincident with severe weather. New weekly high (4,399) week ending 11 March. Average without the three highest weeks (2859) shows strong underlying growth.
T2. % of staff/members using Connect <b>NEW MEASURE</b>  Cabinet Member: Derek Davis Responsible Officer: John Broadwater Corporate Manager: Carl Reeder	I5	<b>2016/17</b> Qtr.1 Qtr.2 Qtr.3 Qtr.4  <b>2017/18</b> Qtr.1 Qtr.2 Qtr.3 Qtr.4	33% 38% 36% 37%  43% 43% 44% 43%			Both		<b>Last Update 04/18</b> With quarter 4 encompassing the Easter break and end of annual leave period the overall percentage has remained steady. January had the second highest monthly percentage (48%) since tracking started.
I1.No: of sessions where mobile devices are used to access website Tablet Mobile <b>NEW MEASURE</b>  Cabinet Member: Derek Davis Responsible Officer: John Broadwater Corporate Manager: Carl Reeder	T1	<b>2017/18</b> Qtr.1 Qtr.2 Qtr.3 Qtr.4	39,128 40,025 41162 44162	54,841 55,191 59065 82347		Both		
I2. % of new sessions where mobile are used to access website Tablet Mobile <b>NEW MEASURE</b>  Cabinet Member: Derek Davis Responsible Officer: John Broadwater Corporate Manager: Carl Reeder	T1	<b>2017/18</b> Qtr.1 Qtr.2 Qtr.3 Qtr.4	45% 43% 46% 44%	50% 50% 52% 50%		Both		

Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I3. No: of calls logged with IT helpdesk <b>NEW MEASURE</b> Cabinet Member: Derek Davis Responsible Officer: Louis Gorham	T1	<b>2017/18</b> Qtr.1 Qtr.2 Qtr.3 Qtr.4	1736 1595 1110 1006			Both	<b>Last Update 04/18</b> Q1, Q2, Q3, Q4 (no value) 2 40 14 5 Email 454 389 246 72 Internal only 3 16 16 18 Telephone 1263 1030 766 783 Walk In 14 113 52 96 Live Chat 0 7 16 32 Self Service - - - 832	<b>Last Update 10/17</b> no value = call source is a mandatory field, so it shouldn't be possible for no value to be recorded. However, we believe that some self-service calls were not populating that field successfully after an upgrade to the call management system. Walk In = Where someone has presented their issue to the IT platform in Endeavour House or went directly into IT.
I4. No: of requests for assistance made via self service IT Helpdesk <b>NEW MEASURE</b> Cabinet Member: Derek Davis Responsible Officer: Louis Gorham	T1	<b>2017/18</b> Qtr.1 Qtr.2 Qtr.3 Qtr.4	636 810 939 832			Both		
<b>JSP: More efficient public access arrangements</b>								
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T1. Unannounced face to face visits per day at HQ's (No. of people on average per day) Cabinet Member: Derek Davis Responsible Officer : Helen Austin	I1,I2,I3	<b>2016/17</b> Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4 <b>2017/18</b> Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	69 53 45 22 18 12			BDC		<b>Last Update 10/17</b> This measure will be superseded by measures relating to the Customer Access Point from October onwards.
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T2. Average number of face to face visitors to Customer Services <b>NEW MEASURE</b> Cabinet Member: Derek Davis Responsible Officer: Helen Austin	I4,I5	<b>2017/18</b> Qtr.3 Qtr.4 <b>2018/19</b> Qtr.1 Qtr.2 Qtr.3 Qtr.4	15 677			BDC		<b>Last Update 04/18</b> Electronic system now in place for capturing data. Still needs manual entries which means not all customers are captured if influx all at once.

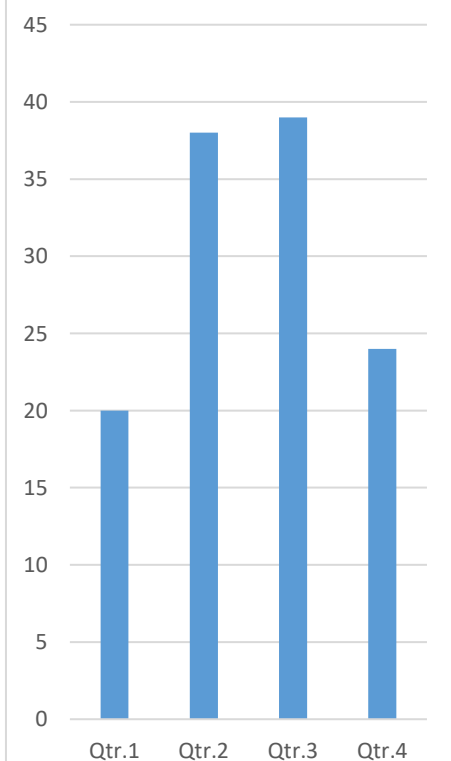
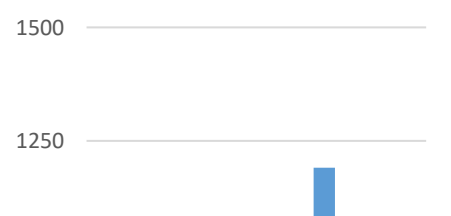
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I1. Average time taken to answer calls (mins) <b>NEW MEASURE</b> Cabinet Member: Derek Davis Responsible Officer: Helen Austin	T1	<b>2017/18</b> Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	2.76 2.08 2.19 1.38	1.00		Both		<b>Last Update: 04/18</b> This quarter includes the New Year Billing period which is normally the busiest time of the year meaning result is exceeding normal expectation for this quarter. New telephone messages installed assisted in reducing volumes.
I2. Average % of overall calls abandoned <b>NEW MEASURE</b> Cabinet Member: Derek Davis Responsible Officer: Helen Austin	T1	<b>2017/18</b> Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	22.33% 15.33% 15.81% 10.96%			Both		<b>Last Update: 04/18</b> This quarter includes the New Year Billing period which is normally the busiest time of the year meaning result is exceeding normal expectation for this quarter. New telephone messages installed assisted in reducing volumes.
I3. Online housing benefit new claims as a % of all benefit claims Cabinet Member: Derek Davis Responsible Officer : John Booty	T1	<b>2016/17</b> Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4 <b>2017/18</b> Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	74% 66% 68% 76% 71% 82% 86% 95%			BDC		<b>Last Update 01/18</b> The overall percentage of online new claims has increased. With Sudbury JCP moving to a full service for Universal Credit on 18/10/17 the number of new housing benefits claims has reduced, during this time there have been 80 applications with the intent to claim UC, these are not being included in this measure.
I4. % of business rates payers using Direct Debit <b>NEW MEASURE</b> Cabient Member: Derek Davis Responsible Officer:Clive Snowling Service Manager: Andrew Wilcock	T2	<b>2017/18</b> Qtr. 1 Qtr. 2 Qtr.3 Qtr.4	55% 55% 55% 54%			BDC	data provided by SRP	
I5. % of Council tax payers using Direct Debit <b>NEW MEASURE</b> Cabinet Member: Derek Davis Responsible Officer: Clive Snowling Service Manager: Andrew Wilcock	T2	<b>2017/18</b> Qtr. 1 Qtr.2 Qtr.3 Qtr.4	79% 79% 80% 79%			BDC	data provided by SRP	
<b>JSP: Financially sustainable Councils</b>								
Tracking Indicator	Linked to	Data	Revenue		Trend	Council	Report on Progress	Additional comments/ comparisons
T1. Government funding - Actual Revenue	I3,I4,I5,I6	<b>2016/17</b>						

Support Grant £'000		Qtr. 1 <b>2017/18</b>	992			BDC			
Cabinet Member: Peter Patrick Corporate Manager: Melissa Evans		Qtr. 1	504						
Tracking Indicator	Linked to	Data	Total		Trend	Council	Report on Progress	Additional comments/ comparisons	
T2. % Council tax collected	17,18	<b>2016/17</b>		98.40%		BDC	Figures provided for each quarter are cumulative	<b>Last Update 04/18</b> Collection exceeded target for 17/18 and outturn for 16/17	
Cabinet Member: Peter Patrick Responsible Officer: John Booty Operations Manager: Andrew Wilcock		Qtr.1.	30.19%						
		Qtr.2	58.14%						
		Qtr.3	86.12%						
		Qtr.4	98.41%						
		<b>2017/18</b>		98.40%					
		Qtr.1.	30.06%						
		Qtr.2	57.96%						
		Qtr.3	85.97%						
		Qtr.4	98.50%						
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons	
I3. Tax base - No. of Band D equivalent properties	T1	<b>2016/17</b>					<b>Last Update 06/17</b> Increase of 1.5% for 17/18	<b>Last Update 01/18</b> This figure is calculated in October yearly. All authorities in Suffolk including Babergh and Mid Suffolk had an increase in their tax band D equivalent, between 1% and 2% from 2015 to 2016. It is important that this figure continues to increase as the population for the districts is also expected to continue to increase.	
Responsible Officer: Sue Palmer Corporate Manager: Melissa Evans		Qtr. 3	32,020	32,489		BDC			
		<b>2017/18</b>							
		Qtr. 3	32627						
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons	
I4. Income generated from Public Realm as a % of expenditure	T1	<b>2016/17</b>					<b>Last Update 04/18</b> Figures taken as at 23.04.2018 Expenditure 1,527,657 Income 244,777		
Cabinet Member: Tina Campbell Responsible Officer: Mandy Hall Corporate Manager: Melissa Evans		Qtr. 4	17%			BDC			
		<b>2017/18</b>							
		Qtr. 4	16%						
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons	
I5. Income generated from investing cash £'000	T1	<b>2016/17</b>					BDC		<b>Last Update 04/18</b> Interest income has remained above target, Q4 figures included forecasts due to unpublished performance.
Cabinet Member: Peter Patrick Responsible Officer: Edward Banyard Corporate Manager: Melissa Evans		Qtr. 1	88						
		Qtr. 2	98						
		Qtr. 3	96						
		Qtr. 4	100						
		<b>2017/18</b>		112					
		Qtr. 1	130						
		Qtr. 2	130						
		Qtr. 3	119						
		Qtr. 4	113						

Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
16. % Non-domestic rates collected  Cabinet Member: Peter Patrick Responsible Officer: John Booty Operations Manager: Andrew Wilcock	T1	<b>2016/17</b> Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4 <b>2017/18</b> Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	28.77% 56.90% 82.92% 98.35% 29.88% 57.95% 82.36% 98.47%	98.40%    98.40%		BDC	Figures provided for each quarter are cumulative	<b>Last Update 04/18</b> Collection exceeded target for 17/18 and outturn for 16/17
17. Average time taken to process new Housing Benefit/ Council Tax Reduction claims  Cabinet Member: Peter Patrick Responsible Officer: John Booty Operations Manager: Andrew Wilcock	T2	<b>2016/17</b> Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4 <b>2017/18</b> Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	26 26 23 21 23 30 28 21	24 days    24 days		BDC	Success measurement is to be below target	<b>Last Update 04/18</b> The performance target for Q4 was exceeded and there has been considerable improvement in performance since Q3. The annual outturn for New Claims was impacted by the delays in processing earlier in the year which has resulted in cumulative YTD total of 25.93 days (against a target of 24 days). Customers are paid Housing Benefit monthly in arrears. The target for 18/19 will be maintained at 24 days. It is anticipated that performance can be maintained within target.

Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I8. Average time taken to process Housing Benefit/Council Tax Reduction Change of Circumstance requests  Operations Manager: Andrew Wilcock	T2	<b>2016/17</b> Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4 <b>2017/18</b> Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	7 7 7 3 6 6 5 3	10 days    11 days		BDC	<b>Last Update 10/17</b> Success measurement is to be below target	<b>Last Update 04/18</b> The performance target for Q4 was exceeded. The annual outturn report shows that the target for CoC was also exceeded 5.12 days (against a target of 11 days). Concentrating available resources on changes of circumstances has allowed us to minimise Housing Benefit overpayments and minimise the risk to subsidy incentives caused through delay. The target for 18/19 will be improved to 7 days to reflect this direction.

### JSP: Networked and agile organisation

Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T1. No: of Staff Leavers <b>NEW MEASURE</b>  Cabinet Member: Peter Patrick Responsible Officer: Magda Brauer Corporate Manager: Anne Conway		<b>2017/18</b> Qtr.1 Qtr.2 Qtr.3 Qtr.4	20 38 39 24			Both	<b>Last Update 10/17</b> There is a planned introduction of a Wellbeing Programme (base line assessments, analysis followed by team wide or individual interventions), and a Mental Health First Aider programme is to launch in January 2018. Coaching conversations are built into 1:1 performance discussions. The organisation has an ongoing programme of Agile Working and Building Resilience training, and Business Partner relationships with managers identify early interventions and analyse HR trends to formulate preventative action. Developmental activity underway includes an improved induction programme, and a Workforce Strategy which includes skills analysis, succession planning, personalised CPD and links skills to the JSP outcomes	<b>Last Update 10/17</b> The Council over the past year has been preparing for the move to a new headquarters with an extended period of uncertainty for staff. With a change as big as this, it is inevitable that it will cause some stress that people have differing levels of resilience against or decide that the change does not suit them. It is therefore not surprising that the level of leavers and sickness has increased but this will be carefully monitored post move to ensure that both indicators move downwards again.
T2. No: of Days lost to sickness <b>NEW MEASURE</b>  Cabinet Member: John Whitehead Responsible Officer: Magda Brauer Corporate Manager: Anne Conway	I2	<b>2016/17</b> Qtr.4 <b>2017/18</b> Qtr.1 Qtr.2 Qtr.3	864 949 908 1191				<b>Last Update 10/17</b> There is a planned introduction of a Wellbeing Programme (base line assessments, analysis followed by team wide or individual interventions), and a Mental Health First Aider programme is	<b>Last Update 10/17</b> The Council over the past year has been preparing for the move to a new headquarters with an extended period of uncertainty for staff. With a change as big as this, it is inevitable that it will cause some



		Qtr.4	1072			Both	<p>to launch in January 2018. Coaching conversations are built into 1:1 performance discussions. The organisation has an ongoing programme of Agile Working and Building Resilience training, and Business Partner relationships with managers identify early interventions and analyse HR trends to formulate preventative action. Developmental activity underway includes an improved induction programme, and a Workforce Strategy which includes skills analysis, succession planning, personalised CPD and links skills to the ISP outcomes.</p>	<p>stress that people have differing levels of resilience against or decide that the change does not suit them. It is therefore not surprising that the level of leavers and sickness has increased but this will be carefully monitored post move to ensure that both indicators move downwards again.</p>
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
<p>I2. No: of staff on long term sickness (absent for 4 or more weeks)</p> <p><b>NEW MEASURE</b></p> <p>Cabinet Member: John Whitehead Responsible Officer: Magda Brauer Corporate Manager: Anne Conway</p>	T2	<p><b>2016/17</b></p> <p>Qtr.3 13</p> <p>Qtr.4 14</p> <p><b>2017/18</b></p> <p>Qtr.1 15</p> <p>Qtr.2 16</p> <p>Qtr.3 21</p> <p>Qtr.4 13</p>				Both	<p><b>Last Update 10/17</b></p> <p>There is a planned introduction of a Wellbeing Programme (base line assessments, analysis followed by team wide or individual interventions), and a Mental Health First Aider programme is to launch in January 2018. Coaching conversations are built into 1:1 performance discussions. The organisation has an ongoing programme of Agile Working and Building Resilience training, and Business Partner relationships with managers identify early interventions and analyse HR trends to formulate preventative action. Developmental activity underway includes an improved induction programme, and a Workforce Strategy which includes skills analysis, succession planning, personalised CPD and links skills to the ISP outcomes.</p>	<p><b>Last Update 10/17</b></p> <p>The Council over the past year has been preparing for the move to a new headquarters with an extended period of uncertainty for staff. With a change as big as this, it is inevitable that it will cause some stress that people have differing levels of resilience against or decide that the change does not suit them. It is therefore not surprising that the level of leavers and sickness has increased but this will be carefully monitored post move to ensure that both indicators move downwards again.</p>



**JSP: Strengthened and clear governance to enable delivery**

Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T1. No: of complaints received against Councillors <b>NEW MEASURE To Be Confirmed</b> Cabinet Member: John Ward Responsible Officer: Corporate Manager: Jan Robinson		<b>2017/18</b> Qtr.1 Qtr.2 Qtr.3 Qtr.4				BDC		
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T2. No: of judicial reviews undertaken <b>NEW MEASURE To Be Confirmed</b> Cabinet Member: John Ward Responsible Officer: Corporate Manager: Jan Robinson		<b>2017/18</b> Qtr.1 Qtr.2 Qtr.3 Qtr.4				BDC		
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I2. % of District Councillors completing register of interest within statutory timeframe 28 days <b>NEW MEASURE</b> Cabinet Member: John Ward Responsible Officer: Corporate Manager: Jan Robinson		<b>2017/18</b> <b>2018/19</b>	100%	100% 100%		BDC		<b>Last Update 04/18</b> This is an annual indicator
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I3. % of minutes published on time <b>NEW MEASURE To Be Confirmed</b> Cabinet Member: John Ward Responsible Officer: Corporate Manager: Janice Robinson		<b>2017/18</b> Qtr.1 Qtr.2 Qtr.3 Qtr.4				BDC		

**JSP: Alternative service delivery models**

Performance measures are currently being worked up in collaboration with West Suffolk