

## Enabled and Efficient Organisation

### Description of the hexagon and its outcomes

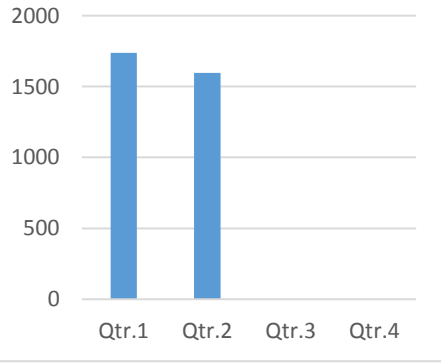
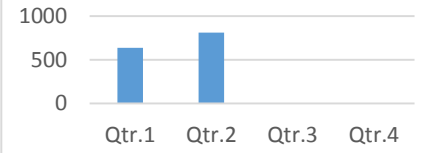
For both councils to be successful in the delivery of all the strategic outcomes, we need an enabled and efficient organisation - the right people doing the right things, in the right way, at the right time, for the right reasons - making best use of our organisation's resources by using agile ways of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

To achieve a successful outcome 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.

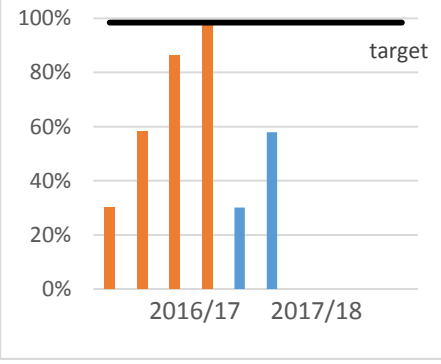
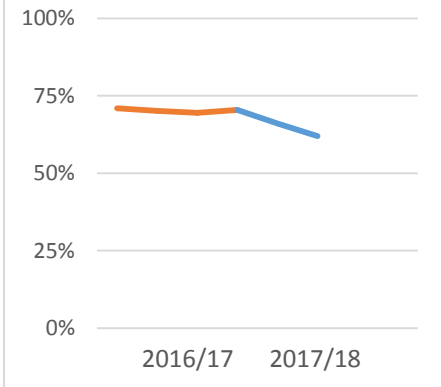
	April - June 2017	July - September 2017	October - December 2017	January - March 2018
<b>Main Achievements</b>	1. Production of the End of Year Report completed.	1. Launch of new Suffolk Observatory on 18 September, very positive initial feedback, workshops now being held across the County to raise awareness. 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.		
<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.		

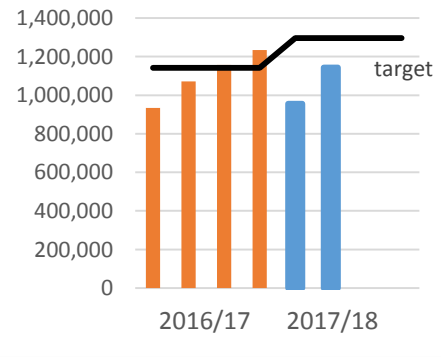
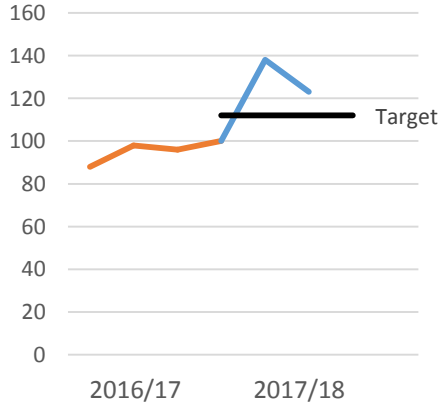
### JSP: Digital by design

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>  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			Both		<b>Last Update 10/17</b> The launch of the new website took place on 20 March 2017
T2. % of staff/members using Connect <b>NEW MEASURE</b>  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%			Both		<b>Last Update 10/17</b> The development of Connect is ongoing with the next phase to include progress on the team sites. The usage of Connect should then see a significant increase.
I1.No: of sessions where mobile devices are used to access website Tablet Mobile <b>NEW MEASURE</b>  Responsible Officer: John Broadwater Corporate Manager: Carl Reeder	T1 Qtr.1 39,128 Mobile 54,841	<b>2017/18</b> Qtr.2 40,025 55,191	Qtr.3	Qtr.4		Both		
I2. % of new sessions where mobile are used to access website Tablet Mobile <b>NEW MEASURE</b>  Responsible Officer: John Broadwater Corporate Manager: Carl Reeder	T1 Qtr.1 45% Mobile 50%	<b>2017/18</b> Qtr.2 43% 50%	Qtr.3	Qtr.4		Both		

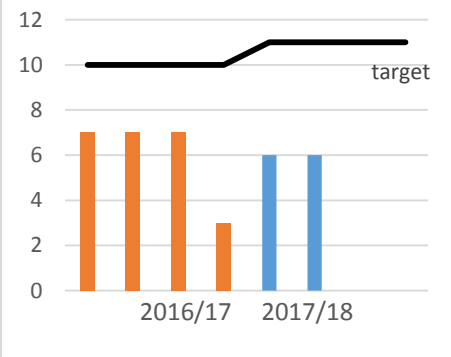
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I3. No: of calls logged with IT helpdesk <b>NEW MEASURE</b> Responsible Officer: Louis Gorham	T1	<b>2017/18</b> Qtr.1 Qtr.2 Qtr.3 Qtr.4	1736 1595			Both	<b>Last Update 10/17</b> <b>Q1, Q2, Q3, Q4</b> (no value) 2 40 Email 454 389 Internal only 3 16 Telephone 1263 1030 Walk In 14 113 Live Chat 0 7	Last Update 10/17 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> Responsible Officer: Louis Gorham	T1	<b>2017/18</b> Qtr.1 Qtr.2 Qtr.3 Qtr.4	636 810			Both		
I5. No: of staff/Councillors completing Connect training <b>NEW MEASURE</b>	T2	<b>2017/18</b> Qtr.3 Qtr.4 <b>2018/19</b> Qtr.1 Qtr.2 Qtr.3				Both		<b>Last Update 10/17</b> Training sessions to be undertaken following the development of Connect as the 'go to' information resource
<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) Responsible Officer : Helen Austin Corporate Manager:	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.
T2. Average number of face to face visitors to Customer Services <b>NEW MEASURE</b> Responsible Officer: Helen Austin Corporate Manager:	I4,I5,I6	<b>2017/18</b> Qtr.3 Qtr.4 <b>2018/19</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
I1. Average time taken to answer calls (mins) <b>NEW MEASURE</b> Responsible Officer: Helen Austin Corporate Manager:	T1	<b>2017/18</b> Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	2.76 2.08	1.00		Both		
I2. Average % of overall calls abandoned <b>NEW MEASURE</b> Responsible Officer: Helen Austin Corporate Manager:	T1	<b>2017/18</b> Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	22.33% 15.33%			Both		<b>Last Update 10/17</b> Septembers figure was adversely affected by storm Aileen as waiting times increased due to server issues. Monthly figures for July and August were 11% and 10% respectfully.
I3. Online housing benefit new claims as a % of all benefit claims Responsible Officer : David Johnson	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%	71% 76%		BDC		<b>Last Update 08/17</b> These targets for this measure have been set by SRP in line with target settings for IBC and MSDC, and are set following meetings of the SRP joint committee.
I4. % of business rates payers using Direct Debit <b>NEW MEASURE</b> Responsible Officer: Marie Fletcher Corporate Manager: Melissa Evans	T2	<b>2017/18</b> Qtr. 1 Qtr. 3				BDC		
I5. % of Council tax payers using Direct Debit <b>NEW MEASURE</b> Responsible Officer: Marie Fletcher Corporate Manager: Melissa Evans	T2	<b>2017/18</b> Qtr. 1 Qtr. 3				BDC		

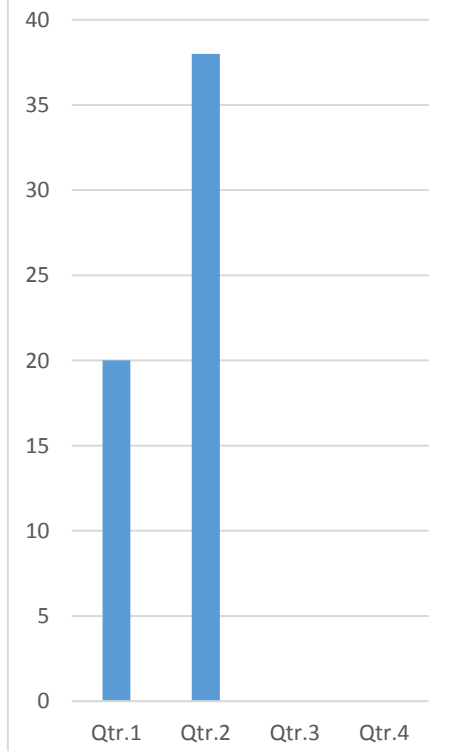
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I6. % of payments taken at Post Offices/Payzones <b>NEW MEASURE</b> Responsible Officer: Maire Fletcher Corporate Manager: Melissa Evans	T2	<b>2017/18</b> Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4				BDC		
<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 Support Grant £'000 Corporate Manager: Melissa Evans	I1,I2,I3,I4,I5,I6	<b>2016/17</b> Qtr. 1 <b>2017/18</b> Qtr. 1	992 504			BDC		
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T2. % Council tax collected Responsible Officer: John Booty Operations Manager: Andrew Wilcock	I7,I8	<b>2016/17</b> Qtr1. Qtr.2 Qtr.3 Qtr.4 <b>2017/18</b> Qtr1. Qtr.2 Qtr.3 Qtr.4	30.19% 58.14% 86.12% 98.41% 30.06% 57.96%	98.40% 98.40%		BDC	Figures provided for each quarter are cumulative  <b>Last Update 10/17</b> The target remains the same for this year to account for any impact from UC/welfare reforms.	Last Update 10/17 This information is supplied by SRP, the targets are set as part of the joint committee with MSDC and Ipswich BC
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I1. % of market share of building control applications Corporate Manager: Paul Hughes	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	70.90% 70.10% 69.50% 70.40% 66.00% 62.00%			BDC		Last Update 10/17 Since competition was introduced to the function of Building Control we have seen a steady decrease in our market share - this it to be expected as more competitors enter the market in our area. For a competitive market place our share remains above that which would usually be expected but challenges remain to ensure we retain our share and not compromise our customer focused approach or public safety.

Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I2. Income generated through chargeable waste services  Responsible Officer: Laura Sewell Corporate Manager: Oliver Faiers	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	934,021 1,071,057 1,157,230 1,234,283 956,383 1,142,859	1,142,369    1,295,997		BDC	Figures provided for each quarter are cumulative	<b>Last Update 10/17</b> 15/16 outturn £1,087,971 16/17 outturn £1,234,283 There are slight variations between quarters reported for 2016/17 which occurred due to the periods closing in Integra
I3. Tax base - No. of Band D equivalent properties	T1	<b>2016/17</b> Qtr. 3 <b>2017/18</b> Qtr. 3	32,020	32,489		BDC	<b>Last Update 06/17</b> Increase of 1.5% for 17/18	<b>Last Update 06/17</b> 15/16 31,641
I4. Income generated from Public Realm as a % of expenditure  Responsible Officer: Mandy Hall Corporate Manager: Melissa Evans	T1	<b>2016/17</b> Qtr. 4 <b>2017/18</b> Qtr. 4	17%			BDC	<b>Last Update 06/17</b> Figures taken as at 15.05.2017 Expenditure 1,469,022 Income 256,773	
I5. Income generated from investing cash £'000  Responsible Officer: Edward Banyard Corporate Manager: Melissa Evans	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	88 98 96 100 138 123	112		BDC		<b>Last Update 10/17</b> BDC interest income has seen growth due to additional principal being invested within Funding Circle and Schroder. Please note: Q2 figure includes estimates, as not all pooled funds have released earning figures.

Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
16. % Non-domestic rates collected 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%	98.40% 98.40%		BDC	Figures provided for each quarter are cumulative	Last Update 10/17 This information is supplied by SRP, the targets are set as part of the joint committee with MSDC and Ipswich BC
17. Average time taken to process new Housing/ Council Tax Benefit claims 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	24 days 24 days		BDC	<b>Last Update 10/17</b> Success measurement is to be below target	Last Update 10/17 This information is supplied by SRP, the targets are set as part of the joint committee with MSDC and Ipswich BC.  SRP have revised working procedures in order to minimise the creation of Local Authority Error overpayments caused through delay. These overpayments were impacting upon subsidy incentive payments. In order to achieve a reduction in this area, resources needed to be weighted to deal with Changes of Circumstances as priority work rather than New Claims.  Initially this saw a substantial amount of older work being assessed across all 3 bases and it was expected that this would impact on the PI's for August. However, analysis of the results for September have brought to light some poor practices which have delayed decision making These are currently being addressed with existing benefit staff.  There have been a number of new staff appointments in October which has returned the team to 'establishment levels'. It is anticipated that the combination of new staff members and revised practices should permit a marked improvement in PI levels during the next few weeks.

Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I8. Average time taken to process Housing/Council Tax Benefit 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	10 days    11 days		BDC	<b>Last Update 10/17</b> Success measurement is to be below target	<b>Last Update 10/17</b> This information is supplied by SRP, the targets are set as part of the joint committee with MSDC and Ipswich BC.

**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> Responsible Officer: Magda Brauer Corporate Manager: Anne Conway		<b>2017/18</b> Qtr.1 Qtr.2 Qtr.3 Qtr.4	20 38			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	<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.



**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> Responsible Officer: Corporate Manager:		<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> Responsible Officer: Corporate Manager:		<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
I1. No: of Councillors attended training on Committees <b>NEW MEASURE To Be Confirmed</b> Responsible Officer: Corporate Manager:		<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 Councillors completing register of interest within statutory timeframe 28 days <b>NEW MEASURE To Be Confirmed</b> Responsible Officer: Corporate Manager:		<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
I3. % of minutes published on time <b>NEW MEASURE To Be Confirmed</b> Responsible Officer: Corporate Manager:		<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