

Enabled and Efficient Organisation

Description of the hexagon and its outcomes

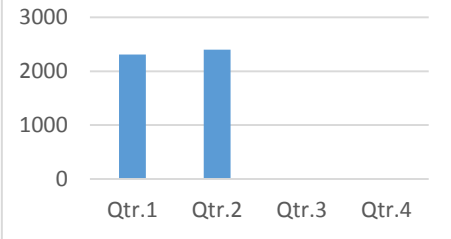
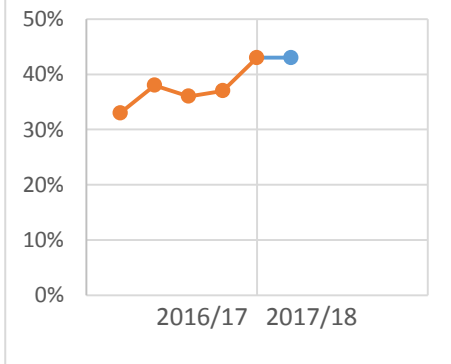
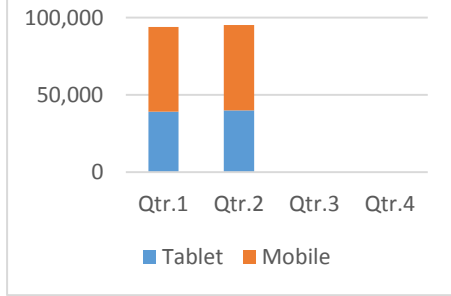
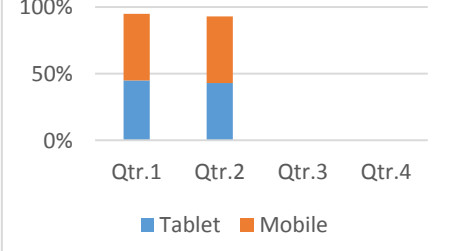
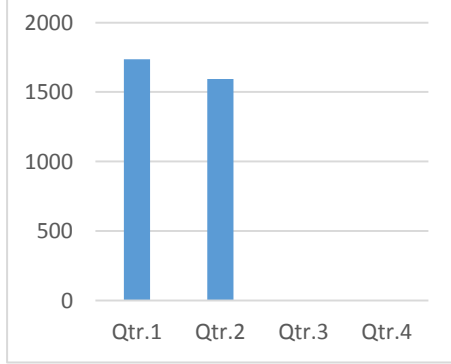
For both councils to be successful in the delivery of all the strategic outcomes, we need an enabled and efficient organisation - the right people doing the right things, in the right way, at the right time, for the right reasons - making best use of our organisation's resources by using agile ways of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

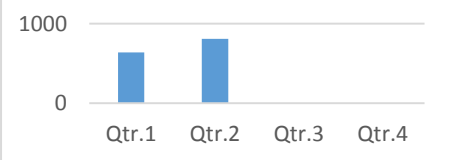
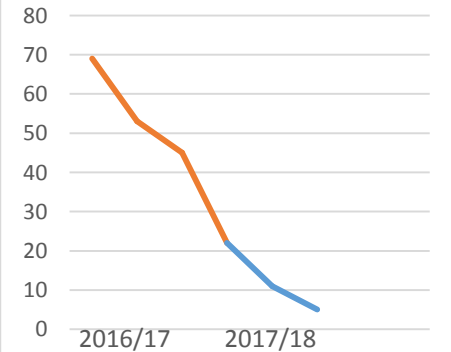
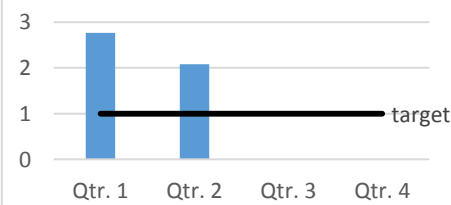
To achieve a successful outcome our organisation will be able to respond and adapt quickly to changes in the external environment and our officers and members will have developed the right skills, attitude and capability to operate in an ever-changing environment.

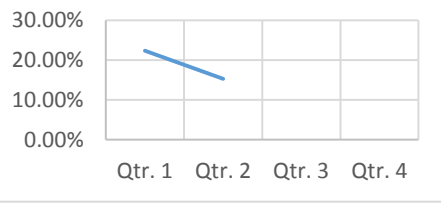
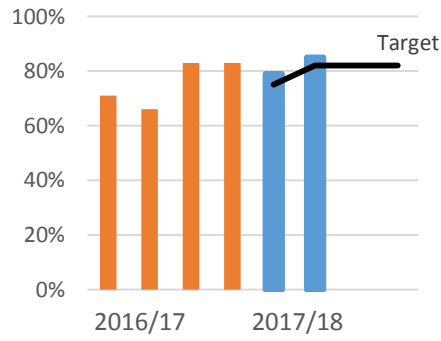
	April - June 2017	July - September 2017	October - December 2017	January - March 2018
Main Achievements	1. Production of the End of Year Report completed.	1. Launch of new Suffolk Observatory on 18 September, very positive initial feedback, workshops now being held across the County to raise awareness. 2. The Performance Framework continues to be developed between Officers and lead Councillors. This includes the publication of the 3. Successful opening of Stowmarket Customer Services on 11 September. During this day we took the second highest amount of calls on our opening day up to that date in September. 4. Both the Licensing and Homelessness teams are utilising booked slots in the public interview room at Stowmarket 5. Land Charges have instigated a new system whereby our officers in Stowmarket Customer Services can access an electronic folder for personal searches allowing them to assist customers in either taking their own photos of the documents or having them printed off.		
Impact on communities / the way we work	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. Customers being seen from 9am with phones operational from 10am. 4/5. Maintaining a presence within our districts, accessible to customers, providing enhanced services.		

JSP: Digital by design

Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
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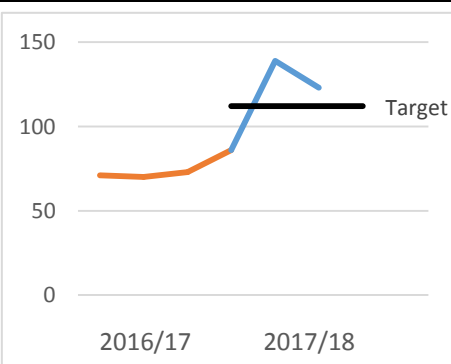
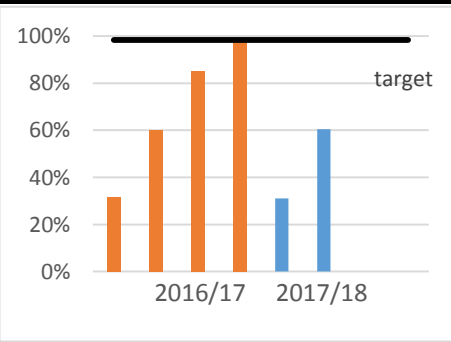

T1. Average number of daily visitors to joint website NEW MEASURE Responsible Officer: John Broadwater Corporate Manager: Carl Reeder	I1,I2,I3,I4,	2017/18 Qtr.1 Qtr.2 Qtr.3 Qtr.4	2310 2397			Both		Last Update 10/17 The launch of the new website took place on 20 March 2017																																			
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons																																			
T2. % of staff/members using Connect NEW MEASURE Responsible Officer: John Broadwater Corporate Manager: Carl Reeder	I5	2016/17 Qtr.1 Qtr.2 Qtr.3 Qtr.4 2017/18 Qtr.1 Qtr.2 Qtr.3 Qtr.4	33% 38% 36% 37% 43% 43%			Both		Last Update 10/17 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.																																			
Influencing Indicator	Linked to	Data	Data	Data	Trend	Council	Report on Progress	Additional comments/ comparisons																																			
I1.No: of sessions where mobile devices are used to access website Tablet Mobile NEW MEASURE Responsible Officer: John Broadwater Corporate Manager: Carl Reeder	T1 Qtr.1 Qtr.2	2017/18 Qtr.1 Qtr.2	39,128 54,841	40,025 55,191	Qtr.3 Qtr.4		Both																																				
Influencing Indicator	Linked to	Data	Data	Data	Trend	Council	Report on Progress	Additional comments/ comparisons																																			
I2. % of new sessions where mobile are used to access website Tablet Mobile NEW MEASURE Responsible Officer: John Broadwater Corporate Manager: Carl Reeder	T1 Qtr.1 Qtr.2	2017/18 Qtr.1 Qtr.2	45% 50%	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 NEW MEASURE Responsible Officer: Louis Gorham	T1	2017/18 Qtr.1 Qtr.2 Qtr.3 Qtr.4	1736 1595			Both	Last Update 10/17 <table border="1" data-bbox="1760 1528 2220 1801"> <thead> <tr> <th></th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>(no value)</td> <td>2</td> <td>40</td> <td></td> <td></td> </tr> <tr> <td>Email</td> <td>454</td> <td>389</td> <td></td> <td></td> </tr> <tr> <td>Internal only</td> <td>3</td> <td>16</td> <td></td> <td></td> </tr> <tr> <td>Telephone</td> <td>1263</td> <td>1030</td> <td></td> <td></td> </tr> <tr> <td>Walk In</td> <td>14</td> <td>113</td> <td></td> <td></td> </tr> <tr> <td>Live Chat</td> <td>0</td> <td>7</td> <td></td> <td></td> </tr> </tbody> </table>		Q1	Q2	Q3	Q4	(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.
	Q1	Q2	Q3	Q4																																							
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Walk In	14	113																																									
Live Chat	0	7																																									

Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I4. No: of requests for assistance made via self service IT Helpdesk NEW MEASURE Responsible Officer: Louis Gorham	T1	2017/18 Qtr.1 Qtr.2 Qtr.3 Qtr.4	636 810			Both		
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I5. No: of staff/Councillors completing Connect training NEW MEASURE	T2	2017/18 Qtr.3 Qtr.4 2018/19 Qtr.1 Qtr.2 Qtr.3				Both		Last Update 10/17 Training sessions to be undertaken following the development of Connect as the 'go to' information resource
JSP: More efficient public access arrangements								
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	2016/17 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4 2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	69 53 45 22 11 5			MSDC	Last Update 10/17 Quarter 2 contains data for July and August only as Customer Access Point in Stowmarket opened 11 September	Last Update 10/17 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 NEW MEASURE Responsible Officer: Helen Austin Corporate Manager:	I4,I5,I6	2017/18 Qtr.3 Qtr.4 2018/19 Qtr.1 Qtr.2 Qtr.3 Qtr.4				MSDC		
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I1. Average time taken to answer calls (mins) NEW MEASURE Responsible Officer: Helen Austin Corporate Manager:	T1	2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	2.76 2.08	1.00		Both		

Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I2. Average % of overall calls abandoned NEW MEASURE Responsible Officer: Helen Austin Corporate Manager:	T1	2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	22.33% 15.33%			Both		Last Update 10/17 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.
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I3. Online housing benefit new claims as a % of all benefit claims Responsible Officer : David Johnson	T1	2016/17 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4 2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	71% 66% 83% 83% 79% 85%	75% 82%		MSDC		Last Update 08/17 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.
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I4. % of business rates payers using Direct Debit NEW MEASURE Responsible Officer: Marie Fletcher Corporate Manager: Melissa Evans	T2	2017/18 Qtr. 1 Qtr. 3				MSDC		
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I5. % of Council tax payers using Direct Debit NEW MEASURE Responsible Officer: Marie Fletcher Corporate Manager: Melissa Evans	T2	2017/18 Qtr. 1 Qtr. 3				MSDC		
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I6. % of payments taken at Post Offices/Payzones NEW MEASURE Responsible Officer: Maire Fletcher Corporate Manager: Melissa Evans	T2	2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4				MSDC		

JSP: Financially sustainable Councils

Tracking Indicator	Linked to	Data	Revenue		Trend	Council	Report on Progress	Additional comments/ comparisons
T1. Government funding - Actual Revenue Support Grant £'000	I1,I2,I3,I4,I5,I6	2016/17 Qtr. 1	918			MSDC		
Corporate Manager: Melissa Evans		2017/18 Qtr. 1	370					
Tracking Indicator	Linked to	Data	Total		Trend	Council	Report on Progress	Additional comments/ comparisons
T2. % Council tax collected	I7,I8	2016/17 Qtr1.	30.03%	98.40%		MSDC	<p>Figures provided for each quarter are cumulative</p> <p>Last Update 10/17 The target for 2017/18 remains the same to account for any impact from UC/welfare reforms.</p>	<p>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</p>
Responsible Officer: John Booty		Qtr.2	57.66%					
Operations Manager: Andrew Wilcock		Qtr.3	86.16%					
		Qtr.4	98.59%					
		2017/18 Qtr1.	30.05%					
		Qtr.2	57.68%					
		Qtr.3						
		Qtr.4						
			98.40%					
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I1. % of market share of building control applications	T1	2016/17 Qtr. 1	73.40%			MSDC	<p>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.</p>	
Corporate Manager: Paul Hughes		Qtr. 2	77.60%					
		Qtr. 3	73.30%					
		Qtr. 4	73.30%					
		2017/18 Qtr. 1	72.60%					
		Qtr. 2	68.00%					
		Qtr. 3						
		Qtr. 4						
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I2. Income generated through chargeable waste services	T1	2016/17 Qtr. 1	723,949	985,210		MSDC	<p>Figures provided for each quarter are cumulative</p> <p>Last Update 10/17 15/16 outturn £938,296 16/17 outturn £1,111,043 There are slight variations between quarters reported for 2016/17 which occurred due to the periods closing in Integra</p>	
Responsible Officer: Laura Sewell		Qtr. 2	891,604					
Corporate Manager: Oliver Faiers		Qtr. 3	999,604					
		Qtr. 4	1,111,043					
		2017/18 Qtr. 1	734,491					
		Qtr. 2	967,375					
		Qtr. 3						
		Qtr. 4						
				1,114,575				
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	2016/17 Qtr. 3	35,336			MSDC	Last Update 06/17 Increase of 1.3% for 17/18	Last Update 06/17 15/16 34,911
		2017/18 Qtr. 3		35,786				
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 Responsible Officer: Mandy Hall	T1	2016/17 Qtr. 4	70%			MSDC	Last Update 06/17 Figures taken as at 15.05.2017 Expenditure 1,487,585 Income 1,041,068	
		2017/18 Qtr. 4						
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I5. Income generated from investing cash £'000 Responsible Officer: Edward Banyard Corporate Manager: Melissa Evans	T1	2016/17 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	71 70 73 86			MSDC		Last Update 10/17 Please note: Q2 figure includes estimates, as not all pooled funds have released earning figures.
		2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	139 123 	112				
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I6. % Non-domestic rates collected Responsible Officer: John Booty Operations Manager: Andrew Wilcock	T1	Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4 2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	31.45% 60.11% 85.37% 98.19% 31.10% 60.45%	98.40%		MSDC	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
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I7. Average time taken to process new Housing/ Council Tax Benefit claims Responsible Officer: John Booty Operations Manager: Andrew Wilcock	T2	2016/17 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	22 22 22 22	24 days			Last Update 10/17 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
		2017/18 Qtr. 1 Qtr. 2 Qtr. 3	23 30 	24 days				

		Qtr. 4				MSDC	<p>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.</p> <p>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.</p> <p>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.</p>
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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	2016/17 Qtr. 1 9 Qtr. 2 9 Qtr. 3 11 Qtr. 4 3 2017/18 Qtr. 1 7 Qtr. 2 7 Qtr. 3 Qtr. 4	9 9 11 3 7 7	10 days 11 days		MSDC	Last Update 10/17 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.

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 NEW MEASURE Responsible Officer: Magda Brauer Corporate Manager: Anne Conway		2017/18 Qtr.1 Qtr.2 Qtr.3 Qtr.4	20 38				Last Update 10/17 There is a planned introduction of a Wellbeing Programme (base line assessments, analysis followed by team wide or individual interventions), and a	Last Update 10/17 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

Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons													
					<table border="1"> <tr><th>Quarter</th><th>Value</th></tr> <tr><td>Qtr.1</td><td>20</td></tr> <tr><td>Qtr.2</td><td>30</td></tr> <tr><td>Qtr.3</td><td></td></tr> <tr><td>Qtr.4</td><td></td></tr> </table>	Quarter	Value	Qtr.1	20	Qtr.2	30	Qtr.3		Qtr.4		Both	<p>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.</p>	<p>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>			
Quarter	Value																				
Qtr.1	20																				
Qtr.2	30																				
Qtr.3																					
Qtr.4																					
T2. No: of Days lost to sickness NEW MEASURE	I2	2016/17 Qtr.4 2017/18 Qtr.1 Qtr.2 Qtr.3 Qtr.4	864 949		<table border="1"> <tr><th>Year</th><th>Value</th></tr> <tr><td>2016/17</td><td>864</td></tr> <tr><td>2017/18</td><td>949</td></tr> </table>	Year	Value	2016/17	864	2017/18	949	Both	<p>Last Update 10/17 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.</p>	<p>Last Update 10/17 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>							
Year	Value																				
2016/17	864																				
2017/18	949																				
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons													
I2. No: of staff on long term sickness (absent for 4 or more weeks) NEW MEASURE	T2	2016/17 Qtr.3 Qtr.4 2017/18 Qtr.1 Qtr.2 Qtr.3	13 14 15 16		<table border="1"> <tr><th>Year</th><th>Quarter</th><th>Value</th></tr> <tr><td rowspan="2">2016/17</td><td>Qtr.3</td><td>13</td></tr> <tr><td>Qtr.4</td><td>14</td></tr> <tr><td rowspan="2">2017/18</td><td>Qtr.1</td><td>15</td></tr> <tr><td>Qtr.2</td><td>16</td></tr> </table>	Year	Quarter	Value	2016/17	Qtr.3	13	Qtr.4	14	2017/18	Qtr.1	15	Qtr.2	16		<p>Last Update 10/17 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</p>	<p>Last Update 10/17 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</p>
Year	Quarter	Value																			
2016/17	Qtr.3	13																			
	Qtr.4	14																			
2017/18	Qtr.1	15																			
	Qtr.2	16																			

		Qtr.4				Both	<p>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.</p>	<p>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>
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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 NEW MEASURE To Be Confirmed Responsible Officer: Corporate Manager:		2017/18 Qtr.1 Qtr.2 Qtr.3 Qtr.4				MSDC		
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T2. No: of judicial reviews undertaken NEW MEASURE To Be Confirmed Responsible Officer: Corporate Manager:		2017/18 Qtr.1 Qtr.2 Qtr.3 Qtr.4				MSDC		
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I1. No: of Councillors attended training on Committees NEW MEASURE To Be Confirmed Responsible Officer: Corporate Manager:		2017/18 Qtr.1 Qtr.2 Qtr.3 Qtr.4				MSDC		
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 NEW MEASURE To Be Confirmed Responsible Officer: Corporate Manager:		2017/18 Qtr.1 Qtr.2 Qtr.3 Qtr.4				MSDC		
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I3. % of minutes published on time		2017/18						

NEW MEASURE To Be Confirmed

Responsible Officer:
Corporate Manager:

Qtr.1
Qtr.2
Qtr.3
Qtr.4

MSDC

JSP: Alternative service delivery models

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