



Quarter 2 Performance

Mid Suffolk District Council December 2020 Cabinet





This performance report has been developed in collaboration with Cabinet Members, Senior Leadership Team and Corporate Managers.

The report highlights the six key priority areas from the Corporate Plan (2019 -27), together with information on the Health of the Organisation. Firstly providing a snapshot of the headline performance indicators against each priority, followed by progress on key objectives and narrative on other main achievements. The report also includes a 'look forwards' by providing key information on work commencing in the coming months. Taken in its entirety the report seeks to provide high level assurance that the Council is delivering against the Corporate Plan.

Sitting below the information, additional performance measures are set and regularly monitored by services to support operational and day to day management of the service, these remain available at any time as a self-service option, alongside performance information from previous years as part of the 'Our Performance' section located on Connect.

This presentation covers July/August/September 20, a period of time in which the Council remained focused on our response to Covid 19. It also highlights our commitment to continue to strive forwards on work to ensure that the key priorities agreed are delivered, and essential services to our communities continue to be provided.



Mid Suffolk Communities Headline Performance Indicators



Community Grants

£40,280

Capital Grant spend

Projects supported include new equipment at Bedfield and Monk Soham play area, improvements to Buxhall Village Hall and Wilby Village Hall. 48% of the annual capital budget has been allocated.

£1,400

Minor Grant spend

Projects supported include for Harleston Parkrun and improvements to Brome & Oakley Parish Hall. 31% of the annual capital budget has been allocated.

£99,550

Covid-19 Emerging Needs spend

Groups supported through this grant include food banks, community support groups, provision for young people and charities operating within the district.

£120,100 *(cumulative)*

Total amount of funding offered (not spent) through Capital, Minor and Covid-19 EN Grants

Funding offered includes improvements to facilities at Earl Stonham Village Hall, Creeting St Mary Jubilee Hall and Wingfield Barns, as well as play area improvements at Tostock. Also a defibrillator in Rickinghall and improvements to the Coddenham Centre. At the time of closing the Covid-19 EN funding 100% of budget had been allocated to support community groups.

£336,185 *(cumulative)*

£106 funds spent or allocated

Including funding for facility improvements to Elmswell's Blackbourne Centre, Badwell Ash & Bacton village halls as well as outdoor sports and play improvements at Tostock

21

No. of Voluntary, Community & Social Enterprises (VCSE) supported

All revenue-supported groups have been contacted on a regular basis throughout the pandemic, including Mid Suffolk Citizens Advice, the Museum of East Anglian Life and Community Action Suffolk.

Community Safety

Anti-Social Behaviour cases reviewed by the ASB partnership;

- 8** County Lines / Drugs / Alcohol
- 1** Domestic Abuse
- 3** Neighbour / Noise Nuisance
- 3** Open Spaces / Vandalism / Unauthorised Encampment

Communities

Objectives and progress



What we committed to do and our progress

Objective 1 – To create great places to live and to empower local people and communities to shape what happens in their area

Progress:

- All Covid-19 community groups continue to be contacted on a regular basis, offering support and guidance where required. Some groups have expressed a desire to develop into more formal Good Neighbour Schemes, we will be offering support to help them achieve this ambition.
- Final draft of Communities Strategy Action Plan has been completed.
- Following the work undertaken within the initial Covid lockdown period we have focused on a number of lessons learned about our communities, these have been used to develop specific actions which will support the delivery of the Strategy, for example; working with charities and volunteers to rehome donated laptops for families and individuals to keep connected and learning.

What we plan to do next

- Share and work with all Corporate Managers to finalise and sign off all activity in the Action Plan, ensure specific pieces of work are captured and mirrored in the relevant service plans. (During Oct 2020 – March 2021)

Communities

Objectives and progress



What we committed to do and our progress

Objective 2 – To effectively deliver our Community Safety Statutory responsibilities deliver on the priorities agreed within the Western Suffolk Community Safety Partnership (WSCSP) Action Plan.

Progress:

- A revised WSCSP Action Plan agreed. Key areas of responsibility for BMSDC are to :
 - Engage with communities at risk of Hate Crime to raise awareness of what constitutes a hate crime, where to report it and how to get support
 - Ensure that community based organisations and community leaders have Prevent Training (Prevent is about safeguarding and supporting those vulnerable to radicalisation.)
 - Increase visibility of national campaigns
 - Explore the creation of a Safe Places Scheme, to provide places of safety for those that feel vulnerable or at risk
 - Utilise engagement opportunities and build relations and work harder to engage with hard to reach groups.

What we plan to do next

The following activities have been agreed as part of the recently reviewed and agreed Western Suffolk Community Safety Partnership Acton Plan (Commenced October2020)

- Identify communities at risk of Hate Crime using the CSP partners and Suffolk Hate Crime Network
- Be proactive raising awareness/messages in these places using social media, posters, leaflets GP surgeries
- Use current materials to raise awareness in identified communities and look for opportunities for engagement
- Signpost groups to awareness raising /training
- Support Countywide campaigns (White Ribbon Nov 2020, Forced Marriage April 2021, Sexual Violence, Feb 2021)
- Develop proposal for Safe Places Scheme

Communities

Objectives and progress



What we committed to do and our progress

Objective 3 – To deliver a Community Grants Services that is inclusive and transparent, supports community participation & activity and works with Voluntary and Community Sector organisations to develop thriving communities

Progress:

- The Grant Review Task and Finish group met in August and agreed an Action Plan for Phase 1 of project which the grants Team are busy working through to complete each action.
- Scope for Phase 2 of Grants Review prepared ready for sign off by the Task and Finish at it's next meeting.

What we plan to do next

- Support provided to Councillors detailing how to access their locality and updates on current spend provided on a 121 basis.
- Work continues to digitise application forms.
- A revised scoring matrix and Guidance Notes for applicants complete ready to be presented to task and finish group in December 2020.
- Development of Grants Key Performance Indicators to better manage and monitor and evaluate benefits of Grant funding from April 2021.
- Progress Phase 2 of project.

Mid Suffolk Housing Headline Performance Indicators



22

Households placed into temporary accommodation

This is a decrease of 24 places compared to Q1. It is a positive that less people required temporary accommodation, the very high numbers accommodated in Q1 was reflective of Governments 'Everyone In' Ask.

0

Right to Buy acquisitions

There were no acquisitions in Q1

32

No. of cases where homelessness has successfully been prevented or relieved

This is an increase of 56% compared to Q1.

32

Properties relet (not temporary accommodation)

A slight decrease from Q1 from 36 properties. Properties are still being let promptly, but the number of properties available to allocate is dependent on the number of tenancies ending. There has been a reduction in the number of properties returned over the past few months, this is in part due to the Covid-19 restrictions

22

Average number of days for VOID re-lets

This is an increase of 7 days from Q1. Although there is a slight increase in void days cumulatively for the year, we are still within target. In Q2 we had a slight delay letting some properties due to Covid-19 restrictions.

Housing

Objectives and progress



What we committed to do and our progress

Objective 1 – To set out the priorities, plans and actions for council housing over the next 5 years. Showing that we can maintain our housing assets and deliver a quality customer-focused service, as well as improve our homes and neighbourhoods.

Progress:

- Surveys, which assess the condition of our council homes have now been carried out on almost half of our properties across the Districts. This data will create the baseline for future years' investment programmes.
- The work to improve the quality of the information we hold about our homes is nearing completion. This has been a significant project and will provide an accurate base line for scenario planning and business planning in the future.
- Significant work has been completed to review our processes and procedures which will improve the way we identify the right repair and the scheduling of resources. This will increase the number of times we achieve a first visit fix, something our tenants have asked us to improve. With this, we have also launched a customer satisfaction survey, which will be completed via the trade team members tablet after work has been completed. We expect to have reliable data, that will show meaningful trends, by the end of Q4.
- The new Neighbourhoods Team is now fully staffed and the first draft of the Neighbourhood Improvement Strategy has been completed. We are now regularly carrying out inspections of communal spaces and starting to see these improve our estates, streets and villages. This team will be working closely with our Public Realm Team to ensure high standards of grounds maintenance and new projects to improve biodiversity wherever possible.
- The foundations for a new Housing Revenue Account Business Plan are progressing well. A resident's survey and a draft new design have been completed.
- The Overview and Scrutiny Committee recently scrutinised the progress to date on the Homes and Housing Strategies and associated Action Plans. This was the first annual review, which was delayed from June due to the Pandemic. The Committee were pleased with the progress to date. Officers were able to demonstrate many of the actions already completed, those currently in progress and many others planned. The next review will take place in June 2021.

Housing

Objectives and progress



What we committed to do and our progress

Objective 1 – To set out the priorities, plans and actions for council housing over the next 5 years. Showing that we can maintain our housing assets and deliver a quality customer-focused service, as well as improve our homes and neighbourhoods.

What we plan to do next:

- We are now preparing to migrate all our compliance reporting onto Open Housing. Reporting will bring fire safety, electrical, gas, legionella and asbestos data together. It will allow close to real time reporting and provide a dashboard 'overview' of compliance. We will also have the ability to drill down to individual property details. The dashboard view will have the functionality to preview the expiry dates for future months, to help predict workloads and smooth out any peaks in demand. The new system will allow us to benchmark our performance against the HouseMark national data base also. This will improve the visibility of statutory compliance and provide near real time reporting- ensuring we keep our tenants safe.
- Officers are working to deliver on the Self-Assessment against the new Complaint Handling Code from the Housing Ombudsman . Recommendations will go to Housing Management Team in early November alongside the self-assessment review. These recommendations will then be shared with Senior Leadership Team and work can commence. This will drive improvements to the complaints process from a tenant's perspective, but also share that thinking more widely across the organisation. A Self-Assessment Statement will be published by the 31 December.
- Building Services are planning to bring in-house the majority of our uPVC repairs and fencing repairs – two areas that we know matter to tenants. We believe we can deliver an improved, customer-focused service by directly delivering this work. Recruitment will begin in 2021 once the new Building Services Corporate Manager is established in post.
- As we develop our Neighbourhood Improvement Strategy and consider how best to manage the land that is the responsibility of the Housing Directorate, we intend to focus on climate action and biodiversity. Specifically we will work with our colleagues in Public Realm to identify land and management approaches that contribute to carbon reduction and habitat creation, while at the same time enhancing neighbourhoods and improving resident wellbeing.
- The next steps for the Housing Revenue Account Business Plan include creating some scenarios to help Members decide how to spend Capital budgets, to meet key strategic objectives, such as new build and carbon reduction.

Housing

Objectives and progress



What we committed to do and our progress

Objective 2 – To foster cohesive, attractive, and thriving neighbourhoods where people want to live and work and to address and reduce inequality by ‘closing the gap’ between the most and least deprived neighbourhoods.

Progress:

- The work of the Neighbourhoods Team is progressing well, as described elsewhere, and the Housing Officers are responding to ever higher numbers of Anti-Social Behaviour (ASB) reports. Q1 stats were 28 and Q2 stats are 149 (there is such a big jump due to the reporting of complaints and this is being looked at). We have taken the opportunity to form closer working relationships with the Police, and try new methods of tackling ASB.
- The ASB policy has been reviewed and a new draft version completed. However, the project has developed further and we are now considering, alongside our Communities and Environmental Protection Teams, creating a Council-wide ASB policy, rather than one just for Council housing tenants.
- Pete Grace, our newly appointed Tenant Engagement Co-Ordinator, is working with the Tenant Board to increase their ability to work remotely and complete scrutiny and other projects. He has also completed some local consultation projects, and has more in the pipeline.

What we plan to do next

- The Tenant Board will soon be scrutinizing the Tenant Services Business Continuity Plan and the HRA Business Plan.
- A working group from across the Council will be formed to start to develop the Anti-Social Behaviour policy.

Housing

Objectives and progress



What we committed to do and our progress

Objective 3 – Everyone has a suitable home, and residents are able to live as healthily, safely, independently as possible within sustainable communities.

Progress:

- Specialist consultants have been commissioned to support officers in developing the masterplan for low carbon energy efficient retro fit specifications. The pilot project commencement meeting is imminent. We are sharing the learning on this development work with neighbouring authorities.
- Our new Fire Safety Policy and Procedures has been approved by the Healthy and Safety Board. Staff briefings are now being planned to communicate the key messages from the document.
- We have made a bid for Green Homes Grant funding as part of a county-wide consortia. The Green Homes Grant sets aside £200m, in phase one, for the Local Authority Delivery scheme which has to be spent by March 2021. Phase 2 is a further £300m, to be allocated by local energy hubs, which must be spent by March 2022. We have submitted details for £425,000 of funding, to upgrade 48 HRA homes. This will be a combination of air source heat pumps, external wall insulation and loft and cavity wall insulation. The maximum bid is for £500,000, with bidders expected to meet 33% contribution. We have sufficient funds budgeted for this in our capital programmes. The scheme eligibility is restricted to properties which are in EPC bands E, F and G and to those with a household income of less than £30,000. The turnaround for the bid was very short (the scheme was launched on the 4 August) and officers have worked to identify suitable properties and to ensure our supply chain is compliant with the grant requirements.
- We have successfully secured £100K (for Babergh and Mid Suffolk) to help fund emergency accommodation for homeless persons over the winter.
- We have launched [Central Suffolk Lettings](#) which aims to increase access to good quality homes, in the private rented sector, for eligible residents. Information is available on our website. We will report on uptake.
- We have seen a significant demand for our Minor Adaptations Grants, which has meant many residents being able to access adaptations quicker than they would have been previously. In Mid Suffolk, we have approved 23 applications and have so far spent over £177K, with more funds committed. These vital grants have enabled more people to remain living safely and independently in their homes.
- The Asset Compliance Team was formed at the beginning of the year. The team oversee fire safety, asbestos and legionella risk management, electrical, gas and oil servicing and maintenance. The team have recently been inspected by our internal auditor, who praised the team for the progress made to date, the auditor's recommendations have been included into the team wide action plan. This plan clearly sets out the key tasks the team have identified for the year. The safety of our tenants will be better protected by improving the resilience of the service, taking on board the learning from Covid-19 and improving contract management of suppliers.
- We have started on site at Needham Middle School which will deliver 41 new affordable homes to the district. We have also started on site with the 10 affordable homes at the Former HQ site in Needham Market. We have also obtained planning consent for 16 new affordable units at Paddock House in Eye.

Housing

Objectives and progress



What we committed to do and our progress

Objective 3 – Everyone has a suitable home, and residents are able to live as healthily, safely, independently as possible within sustainable communities.

What we plan to do next :

- We will be launching a new Independent Living Service on 1 December for the delivery of Disabled Facilities Grants. The service will provide grants to eligible clients to enable them to remain living independently, through providing adaptations.
- Strategic Property and other Officers from the Council are currently looking at the detail of the recently launched Social Housing Decarbonisation Fund Demonstrator by the Government Department of Business, Energy and Industrial Strategy. Local authorities and consortia can bid for funding under this scheme to use innovative approaches to retrofitting social housing at scale. An expression of interest has been lodged a decision whether a compliant bid can be developed will be taken in the coming days.
- Start on Site at Stowmarket Middle School Site, Tender Enabling Works at Paddock House and continue to progress Needham Middle School and HQ sites along with completing the due diligence to acquire further s106 units.
- We have consulted internally on a new Design Guide. The Design Guide sets the aspirations of the councils on the delivery of new homes from design, well being and carbon reduction to community engagement for the new and old neighbourhoods. We are now preparing final working draft for wider consultation.



Mid Suffolk Wellbeing

Headline Performance Indicators

Cumulative data (April – September)



1

No. of outreach programmes developed with Active Suffolk to support older people to live well.

This project is being delivered in Eye and has 27 participants signed up in the first 3 months. Indicators relating to BMI and mental health will be used to assess the impact of the project for the clients.

4

No. of schools supported to help young and vulnerable people to live well.

This project is linked to the Active Schools partnership, delivering a 2 year targeted schools approach around child inactivity.

Currently of the schools within the project 61.3% of pupils either walk or cycle to school. With 3.30% of pupils undertaking physical activity outside curriculum.



31

Families engaged in the Holiday Activity Project.

This is a part funded project working with Abbeycroft Leisure, delivering holiday activities to families living in deprivation/need.

25

Families across both districts in receipt of Heritage Packs.

Partnership working with Suffolk County Council, Museum of East Anglian Life and Gainsborough House to distribute Heritage Packs to vulnerable families and encourage them to use the museum.



In a survey Mid Suffolk scored highly for **life satisfaction**, placing third out of seven districts surveyed in Suffolk, with a score of **7.78** - up from **7.48** in 2012/13. [Read the full story](#)

Wellbeing

Objectives and progress



What we committed to do and our progress

Objective 1 – To develop the Councils first Wellbeing Strategy to ensure that we put the wellbeing of our communities at the heart of everything we do.

Progress:

- Completed and reviewed the outcomes from a number of very successful Wellbeing workshops attended by Councillors and key stakeholders.
- Completed Desktop research to profile the 'wellbeing' of both Districts.
- Completed review of Audit work undertaken to assess the Councils current Wellbeing activity.
- First draft Wellbeing Strategy prepared.

What we plan to do next

- Finalise first draft Wellbeing Strategy ready for sharing with high level Action Plan.
- Agree timeline for finalising the Wellbeing Strategy to ensure that it can be presented to Cabinet in January 2020.
- Further engage with Councillors on draft Strategy.
- Engage with Communities Groups to ensure the draft Strategy meets their needs and priorities.

Customers

Headline Performance Indicators

Combined data for both Councils



Customers at the heart of everything we do

Customer Experience

Website activity



Average web visits per day

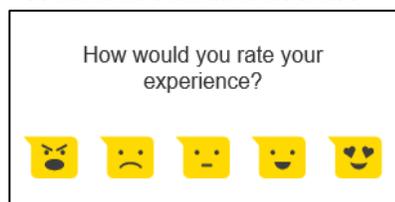
4,354

(down 14% from last quarter)

This was an increase from 3,967
In the same quarter last year.

Customer Feedback

Website feedback bar:



2.1 out of 5

Top 2 areas of customer feedback:

Waste and Council Tax

Predominately due to service delays e.g. missed bins, some concerns about finding information easily or logging into accounts e.g. forgotten password.

Customer Access



475

Average calls received per day
(up 30% from Q1)



9%

Abandon rate (up 4% from Q1)



86

Average number of emails responded to
per day



1 minute and 12 seconds

Average wait time (up 106% from last quarter)
But a reduction of 14 seconds from last year)

Customer insight and intelligence



60

Compliments received (decrease of
14% or 10 from Q1)



196

Stage 1 complaints received
(an increase of 52% from Q1, this is
due to the decrease experienced
during Covid-19)



8%

Stage 1 complaints upheld
(decrease of 1% from Q1),
of which 44% required a process
improvement, requiring a one off
review of a process, which could be
resolved.

Customers

Objectives and progress



What we committed to do and our progress

Objective 1 – We will implement the technology capabilities that support and enhance customer and employee experience, invest in our people to give them confidence to use and promote digital services and tools and underpin this with an ethos and culture of listening and engagement.

Progress:

- To assist with performance monitoring, we are looking to automate visual dashboards of key statistics. We are working with Human Resources and Housing on first drafts.
- Preparation work for changing our internal telephone system.
- Review of technology design underway with Suffolk County Council ICT in regards Intranet.
- Released, to all staff, easy access to online training for our main Microsoft software products.

What we plan to do next

- Remove old internal telephony platform (Skype) and replace with Microsoft Teams, this will provide better quality connectivity over MS Teams for all staff. Commencing during quarter 3.
- Working in collaboration with Suffolk County Council to gain a better understanding on how to provide staff with an intranet that is fit for purpose. An update on the next steps will be reported in quarter 4.
- Development of digital champions to help internal teams fully use the Microsoft office functions over quarter 3. This will be an ongoing piece of work that will be carried into 2021 as per the recent IT strategy action plan.

Customers

Objectives and progress



What we committed to do and our progress

Objective 2 –We will develop and deliver a phased approach to supporting customers with digital inclusion and digital upskilling. Working with like-minded community partners and using insight and intelligence to baseline our approach and measure our success.

Progress:

Initial data mapping and meetings with several community organisations to support us to deliver the first phase of the digital skills delivery. We have captured best practice from other local authorities and organisations, already delivering digital skills work. We have also started to scope out the evaluation criteria for measuring the success of the digital skills work.

What we plan to do next

Our tenant’s digital insight survey will be sent out over the next month and results analysed by late January and a further, tenant specific milestone plan will be created thereafter. We will look to agree the evaluation method to measure the success of our work and present this in Q3. A further paper including the evaluation method to measure the success of our work will be shared with our Senior Leadership Team and cabinet members, detailing the first phase of the digital skills delivery in Q3. Over Q1 2021/22 we will begin to evaluate the success of the work so far and refine and develop our approach.

Customers

Objectives and progress



What we committed to do and our progress

Objective 3 – We are committed to putting our customers first, by reviewing our current processes and re-designing them to ensure that are simple, intuitive and maximise the use of technology.

Progress:

16 officers have attended four NVQ sessions (to support us to review and redesign processes from a customer perspective).

The officers have also attended sessions with iESE (public sector transformation partner) to gain a greater understanding of process mapping and removing unnecessary steps to enhance customer experience.

iESE have also undertaken a piece of work to review our customer focus across the organisation and made recommendations to ensure customers are at the heart of everything we do.

What we plan to do next

We will look to share the initial findings and feedback from our iESE customer focus work with our customer transformation board in December. Scoping out recommended improvement projects to share more widely by the end of the year.

Our NVQ cohort will have completed the course by December 20. We will share the results of our process improvement work and the next steps to help us build a framework in order to roll this out more widely across the organisation.

We will also look to create a further cohort of NVQ training, commencing this in early 2021 with dates to be agreed by the end of the calendar year.

Customers

Objectives and progress



What we committed to do and our progress

Objective 4 – To increase our digital offer to customers through innovative solutions that offer value and enhance the customers experience. By utilising self-service in real time.

Progress:

We have completed a number of improvements to the website and included an accessibility statement that details more information about the changes we have made and the timeline for further improvements.

We have completed work with Inform Communications to test an automated telephone and chatbot offer for customers looking to carry out environmental requests such as ‘reporting a missed bin’ and currently in the final changes, following the service area testing of this service.

Video diagnostic software and training has now been completed in Building Services and is being rolled out across Tenancy Services in Q2. Officers are building reports to understand how we best use it in the future so staff and tenants benefit.

We have rolled DocuSign out further within the department which has resulted in tenants being able to carry out some services without the need to send in physical paperwork. This has resulted in a quicker service for tenants and less paperwork for officers to deal with – with more being done online now.

The tenant portal, My Home, continues to be promoted. Tenants can use this portal to ‘self-serve’ and access a range of services.

What we plan to do next

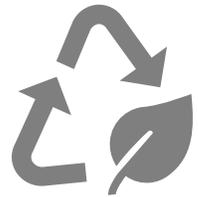
We will be launching our automated telephony and chatbot by the end of the year and will test this for 12 months to understand the usage and feedback from a customer perspective.

We are reviewing options for digital platforms with a view to improve our digital processes for customers. We will be looking to undertake the next steps specifically looking at procurement over quarter 4 and into quarter 1 of 2021.

We will be commencing several improvement projects on our website to ensure that the content is fit for purpose, up to date and considers customer feedback. We are proposing to share a high level overview of the timeline in December and commence in the new year.

We will review our tenant services letters to ensure they are clear, concise and give information about how tenants can do ‘more online’. Also using these to help promote the ‘My Home’ portal.

Mid Suffolk Environment Headline Performance Indicators



1142

New garden waste subscribers between April and September

Total subscriptions to date 16,301, an increase of 3% compared to Q1 and the highest number of subscribers since reporting in 2017/18



4

Building Control visits in connection with dangerous structures

The building control team dealt with 4 instances of unsafe structures, ranging from unsafe windows to unsafe buildings.



* 11.66%

of recycling collected was identified as contaminated or too small to process (under 45mm)

Items included glass, bagged items/plastic bags, food waste (unwashed containers) and wood. This is an increase of 1.05% on Q1.

* Data from Materials Recovery Facility input sample

Environment

Objectives and progress



What we committed to do and our progress

Objective 1 – To achieve the Councils’ ambition to become carbon neutral by 2030, following the adoption of the Carbon Reduction Management Plan.

Progress:

- Hydrotreated Vegetable Oil (HVO) Fuel Alternative: A business case is currently being written to understand the costs for the HVO Fuel short-term solution to vehicle emissions. If agreed this can be used in all relevant vehicles, more than the originally agreed waste vehicles. This is our second biggest emitter in the Council's baseline. The decision will go to January Cabinet.
- Leisure Centre Energy: Work is underway to move our Leisure Centres onto accredited green tariffs for their energy. This too was a short-term solution while we look at longer term energy generation and storage.
- Carbon Literacy Toolkit: We are working with the Department for Business, Energy & Industrial Strategy (BEIS) to introduce the newly produced Carbon Literacy Toolkit that helps Council staff understand the impact of their work on the environment. This Toolkit was developed with the University of Manchester. Two new modules are currently being written, one for Senior Managers and one for Elected Members.
- Our action to assess the efficiency of all of our corporate buildings is ahead of schedule. Once complete a suggested action plan will be written.
- Solar Car Port and Battery Storage project is well on its way. £400k grant has been received which now needs to be match funded.
- Work is now underway to ensure business travel does not return to its previous levels.

What we plan to do next

- Business Case for transferring leisure energy tariffs from blue to green.
- Investigate water filtration systems for leisure centres (re-use of hot / grey water).
- Develop Electronic Vehicle Charging business case.
- Environmental Impact Assessment: The Environmental Management Team are producing an impact assessment template that will be used going forward to assist Cabinet in their decision making. This will be ready early 2021.

Environment

Objectives and progress



What we committed to do and our progress

Objective 2 – Improve the biodiversity of the district, consistent with the biodiversity pledge adopted by the Council

Progress:

The Biodiversity Action Plan was approved by Joint Cabinets on 9th November.

The plan includes:

- Surveying and mapping both districts existing habitats and species, creating a habitat network map.
- Identifying sites for Tree and Hedge Planting throughout Babergh and Mid Suffolk
- Trialling new meadow and verge management techniques
- Researching potential sites for Green and Woodland Burials
- Creating a supplementary planning document to help the planning team and developers understand and build in biodiversity gains
- A biodiversity campaign, focused on informing the public of what we are doing and helping them understand how they can help improve biodiversity in their patch.

What we plan to do next

- Begin the mapping project, collecting existing data into one place, surveying sites across Babergh and Mid Suffolk, to be completed by August 2021.
- Purchase cut-and-collect mower and begin 12 month trial of new management regime at selected sites. Trial begins Spring 2021.
- Work with the Design Council to develop messaging for biodiversity campaign as part of the National Design in the Public Sector project. Project starts November 2020, ends June 2021.
- Working with Suffolk County Council on tree planting schemes, meadow verge and wildlife corridors – planning work beginning December 2020.
- Develop a Supplementary Planning Document for the Planning Team to use for new applications, following publication of Joint Local Plan.

Environment

Objectives and progress

Sustainable environment for



What we committed to do and our progress

Objective 3 – To promote a safe, healthy, and sustainable environment for our districts.

Progress:

265 interventions have been carried out in line with the Food Safety Act code of practice but this work area has been severely curtailed by regulations imposing business closures during the year.

355 covid regulation enquires have been dealt with including complaints from the public and enquiries from businesses.

4,350 licences issued by the licensing team are active across the two districts.

The team has proactively contacted high risk businesses including major food processors and agricultural settings to check that covid risk assessments and appropriate working practices are in place.

The above information relates to the work undertaken across both districts.

Suffolk Waste Partnership (including BMSDC) are working to reduce the percentage of recycling waste collected that is contaminated. This includes an extensive communication campaign with residents receiving information and guidance on which items can be recycled, this will be supported with press and social media campaigns.

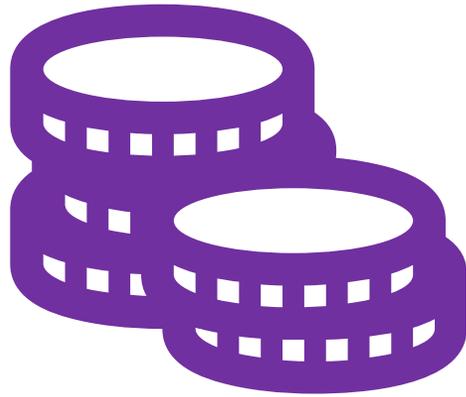
Work in underway to ensure a collaborative response across Suffolk for Building Control to the likely outcomes of the Hackett Review.

What we plan to do next

- Continue to contribute to the implementation of the covid-19 Local Outbreak Management Plan.
- Work with businesses to ensure that when they are able to operate they do so in a covid secure way.
- Implement the Carbon Reduction Management plan with a combination of direct action, partnership working and utilisation of available funding.

Mid Suffolk Economy

Headline Performance Indicators



Covid grant funding:

- Small business grant **£12.8m**
- Retail, hospitality & leisure grant **£7.2m**
- Discretionary grant **£994k**

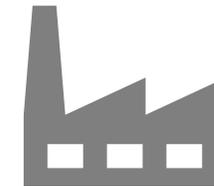


53%

of business rates collected

Covid-19 is still having an impact on collection. Reminders have been issued in an attempt to encourage engagement and sign post to support. Q2 is slightly down on the same period in 2019/20 – 58%.

2695



sqm of new commercial floorspace

Including a number of new commercial developments

Economy

Objectives and progress



What we committed to do and our progress

Objective 1 – Connected and Sustainable :To be one of the best-connected places in the East of England and be a testbed for new innovation in clean growth industries

Progress:

- Solar carport technical study is scoped and with the commissioning and procurement team to progress. Study report should be available by end of 2020.
- Reviewing opportunities to bid now or in a later phase for Decarbonisation of Public Assets funds via the Department of Business, Energy and Industrial Strategy/Salix.
- Public consultation on development proposals launched for Gateway 14.
- All town centres safely reopened with regular reviews with Town Councils and SCC on ongoing restrictions.
- Worked with SCC and other Suffolk Local Authorities to develop an Energy Prospectus to showcase opportunities for the industry across the county.

What we plan to do next

- Develop costed pipeline of projects in conjunction with the LEP. Within next 6 months.
- Contribute to the development of a Suffolk wide Energy Prospectus outlining an “ask” and “offer” for securing future investment in Clean Growth projects. The prospectus will be complete within the next 3 months.
- Install new cycle storage in Stowmarket following successful bid to Active Travel Fund Tranche 1. Has been completed.
- Develop specific sector intelligence for key sectors to inform investment and business support in Clean Growth Sector. Completion within 6-9 months.
- Continue discussions with Suffolk County Highways regarding Active Travel Tranche 2 funds. Expecting an announcement in Q3.

Economy

Objectives and progress



What we committed to do and our progress

Objective 2 – Innovative and Creative :We will become a growing area for Innovation, Enterprise and Creativity in the East

Progress:

- Zero/Low Carbon Study for Gateway 14 development is underway via Buro Happold consultants – report will be available in Nov 2020. This work includes Greater South East Energy Hub and Jaynic development partner.
- Completed the delivery of the Discretionary grants programme – with 100% of available funds allocated within Government deadlines.
- Just under 2,000 businesses were supported in total, with grants worth over £21m.
- Worked with Local Enterprise Partnership (LEP) and regional partners to coordinate Covid response for businesses and gather business intelligence which was fed via LEP and Chamber to Government.
- Developed prospectus and application pack for new grants programme in advance of launch in Q3.
- Promoted nominations for Innovation Awards and agreed sponsors for award categories. Finalists have been chosen in each category and tickets for award ceremony have opened for bookings.
- Set up Cultural Task Group as part of Stowmarket Vision Board.
- Worked with Visit East of England to develop a marketing plan to promote the region to visitors as part of VisitBritain Enjoy Summer Safely programme.

What we plan to do next

- Host Innovation awards as an online event. Completed in Q3.
- Launch “Shop local” programme to support independent retailers and businesses across the District. Activity within Q3.
- Develop supply chain analysis for poultry industry. Commencing Q4.
- Progress plans for a Stowmarket Centre of Excellence linked to Innovation Labs to showcase innovation in the region. Innovation Labs working on Artificial Intelligence (AI) excellence platform to be launched in the new year.
- Support plans for redevelopment of key employment/development sites including the creation of an Innovation Park at Gateway 14. Ongoing, public consultation on Gateway 14 development during Q3, leading to revised masterplan.
- Launch of new business grants programme in Autumn. Due to National Business Grant programme, delayed until Q4.
- Conclude the development and launch of a new Economic Strategy. Commencing Q4.

Economy

Objectives and progress



What we committed to do and our progress

Objective 3 – Successful and Skilled :We will raise levels of aspiration and ambition in our districts and recognise and celebrate our success

Progress:

- Worked with SCC and Suffolk Chamber to support their proposal to act as a local partner for Department of Working Pensions Kickstart programme and promoted scheme to local businesses. The scheme aims to create 6-month job placements for young people.
- Represented Local Government as part of District Council Network focus group on skills for government task group.
- Worked with University of Suffolk, SCC and a range of other partners to develop an Institute of Technology bid.
- Working with the Communities and Customer Services Team to develop a digital skills programme to support small businesses.

What we plan to do next

- Launch a “trade local” scheme to celebrate the innovation from our businesses during Covid and maintain ongoing local business to business trade. Commencing Q4.
- Develop workspace strategy and delivery plan across the District to ensure we have sufficient workspace. Commencing Q4.
- On site works commence at Needham Lake Visitor Centre. Contractor to be appointed in Jan/Feb 2021, work starting Feb/ March 2021
- Work with the Local Enterprise Partnership and Visit East of England to deliver project for raising skills levels across the visitor economy. Ongoing, submit a bid to deliver Digital Skills for the Visitor Economy in Q3.
- Development of Suffolk wide group to explore opportunities to better connect the social care sector, raise aspiration and career prospects using technology and innovation. Commencing Q4.
- Continue to work with partners at University of Suffolk on an Institute of Technology bid to government. Ongoing, submission to Government in December.
- Develop an innovation futures pilot in a local school. Scheme being developed, hopeful of commencing 2021/22.

Mid Suffolk Health of the Organisation

Headline Performance Indicators

Combined data for both Councils if not specified



Average no. of days sickness per fte

1.73 *(cumulative)*



Total number of days lost to sickness

407

Compared to 368 days in Q1

Top 3 reasons for absence:
Mental Health 22%, Gastro-Intestinal 22%
Musculo-Skeletal 21%



Number of Apprentices

9

Undertaking apprenticeships in Accountancy & Taxation, Chartered Institute of Personnel Development (CIPD), Housing/property management, Town Planning and Business Admin. Working over 5 service areas.



201,000

Mid Suffolk Twitter impressions
'impressions' are the number of times a Twitter user sees our Tweets



271,980

Mid Suffolk Reach for Facebook
'reach' is the number of unique users who had any content from our Facebook page or about the page enter their screen



1807

Council meeting views

Health of the Organisation

Objectives and progress



What we committed to do and our progress

Objective 1 – Develop and implement a comprehensive 'People' Strategy that ensures we are a great organisation to work for, that our people are supported to learn and grow, energised and enabled to deliver our ambitions

Progress:

We have agreed the phasing and developed the eligibility criteria for our return to the office and will start scoping what the future will look like by the end of October.

The first sessions of the Leadership & Management Development Programme for Cabinet, our Senior Leadership Team and the Extended Leadership Team have taken place and Phase 1 review has been completed.

Following the staff survey, action plans on key areas for focus have been developed in Directorate areas with a view to engage with teams in the next quarter.

An additional 5 apprentices have been recruited since 1 August 2020.

What we plan to do next

Develop an effective remote onboarding and induction offering for all new starters.

Commence data cleansing on the HR system to enable more accurate reporting.

Commence work on a development programme for our apprentices.

Explore additional ways to maximise the use of the apprenticeship levy.

Health of the Organisation

Objectives and progress



What we committed to do and our progress

Objective 2 – Provide robust effective management of the Councils finances, including our capital projects and contracts. We will use our resources in a sustainable way and prioritise based upon our Corporate Plan.

Progress:

Completion of regular returns to the Government to demonstrate the financial impact of the Covid-19 emergency.

Payment of £21.1m grants to businesses and checking eligibility for discretionary grants to combat potential fraudulent claims.

Assessment of impacts related to COVID 19 as reported in Quarter 2 reports

COVID19 General Fund impact 2020/21 forecast £2.335m, financial support from the Government £2.254m, leaving an unfunded GAP of £81k.

Other General Fund net savings identified for 2020/21 of £1.206m.

What we plan to do next

Develop an action plan resulting from the commissioning and procurement challenge .

Work towards full adoption of the new Chartered Institute of Finance and Accountancy (CIPFA) Financial Management Code by April 2021.

Provide further financial management training for Corporate Managers.

Finalise the 2021/22 General Fund and HRA budgets.

Health of the Organisation

Objectives and progress



What we committed to do and our progress

Objective 3 – Effective and efficient management of our property portfolio to make the best use of our assets

Progress:

Developing a final draft of the Asset Management Strategy and action plan, following engagement with Council service areas with a view to Council considering for adoption in January 2021.

Developing an Accommodation and Agile Working Strategy including principles and practices for critical use of Endeavour House during the pandemic.

Progressing a Land Registry project to ensure all Council assets are registered. Reviewing and compiling asset datasets.

Supporting tenants facing difficulties as a consequence of COVID 19.

What we plan to do next

Support the delivery of the Accommodation and Agile Working Strategy resulting from the opportunities presented by the emergency for new ways of working by ensuring the best use of our accommodation in the future including a review of operational accommodation requirements e.g. depots.

Complete lease documentation with leisure providers for leisure centres.

Complete the Asset Management Strategy for adoption early 2021.