

# Quarter 3 Performance

## Babergh District Council March 2021 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 October/November/December 20, a period of time in which the Council remained focused on our response to Covid-19. With the pandemic continuing to grip the country and the introduction of further restrictions, a major part of the work undertaken by the Council involved continuing to support our communities and businesses. Including the reopening of the Home But Not Alone free phonenumber. The helpline is in place to support clinically extremely vulnerable people who may need additional information or support. This has impacted on the progress made against some of the main objectives with a number of projects being paused temporarily, as staff have been redeployed to focus on the additional work required in our response to Covid-19. Examples of the continued support provided are illustrated throughout the following presentation. However, we can also highlight 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.

# Customers

## Headline Performance Indicators

Combined data for both Councils



### Customer Experience

#### Website activity



Average web visits per day

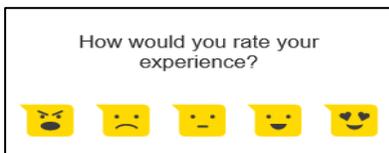
**4,546**

(An increase of 4% from last quarter and 18% from the same quarter last year)

Our web traffic has increased from all referral sources e.g. direct to the website, through a referral through social media etc from Q2 to Q3. This demonstrates an increase in demand for web-based services)

### Customer Feedback

Website feedback bar:



2.26 out of 5

Top 3 areas of customer feedback:

Waste, planning and Council Tax

We either respond or provide the service area with the feedback as this often relates to service requests e.g. missed waste collections rather than being feedback about our website itself.

### Customers at the heart of everything we do

#### Customer Access



**424**

Average calls received per day (down 11% from Q2) of these 161 calls related to home but not alone and self-isolation payments.

Over this year to date our calls have reduced by 27% from 2019.



**7%**

Abandon rate (down 2% from Q2)

**95**

Average number of emails responded to per day (increase of 10% from quarter 2)



**1 minute and 8 seconds**

Average wait time for the quarter

### Customer insight and intelligence



**77**

Compliments received (increase of 28% from Q2) The area with the most compliments was planning.



**160**

Stage 1 complaints received (a decrease of 18% from Q2) of these 74% were not upheld and of those that were they consisted of 1 off error or process improvement instigated.

# 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:**

We have created an automated customer satisfaction survey for our call centre services to ensure we gain satisfaction levels for our telephone services and understand the number of enquiries we are able to resolve first time. This will commence in Quarter 4.

During Quarter 3 over 500 staff changed from skype telephone services to Microsoft teams telephone service, this happened with minimal disruption to the organisation.

What we plan to do next

Begin the telephone survey in Quarter 4. Using the data from the survey will allow us to understand our current telephone satisfaction levels and look to create opportunities to use customer feedback. This will ensure that we are continuously improving our services in line with customer feedback.

Work has commenced to review our complaints policy considering the Housing Ombudsman Code, which was released in Quarter 2. Part of this work will be to engage with customers who have submitted a complaint in the last 12 months to understand more about their experience. This will help shape future iterations of our complaints policy. We will present back the findings and approach over Quarter 1 and 2.

# 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:**

We are now in the final stages of bringing our milestone plan together to demonstrate how we will deliver our digital skills approach. We have been piloting device giving schemes with local community organisations who have provided over 70 recycled laptops to members of the public. We have created a digital skills support package for our customers, which we are looking to deliver over Quarter 4. We will gain feedback from our tenants regarding digital inclusion over the next quarter.

### What we plan to do next

We will be sharing information regarding our digital skills approach with our internal teams and Councillors in Quarter 4 and then looking to promote publicly thereafter.

We will start to collate data and success stories from our digital skills approach to ensure that we evaluate the impact of our offer and make changes where necessary, moving forwards.

We will be collating the data over Quarter 4 from our tenant's digital inclusion survey to share this more widely over Quarter 1, alongside our future delivery plans to support tenants with digital inclusion needs.

# 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:**

We have concluded our first cohort of NVQ learners who have completed projects in improving processes. We will be implementing some of the improvements made as a result of this work in Quarter 4. This work includes a new web-based form for customers to report fly-tipping incidents to us, with improved mapping capability. This creates a more efficient and user-friendly customer experience and allows us to gain more accurate location details to help us to locate fly tips, first time.

We are in the process of creating an interactive site for internal teams to use to help request process reviews that can support us to create more efficient and effective processes for our customers, across the organisation.

### What we plan to do next

We will be continuing to track the projects to ensure they are successfully delivered over the next quarter, recognising that some of the improvements may not be fully realised until Quarter 3 of 2021.

A new interactive process improvement site will be developed over Quarter 4, to ensure that we can start reviewing processes across the organisation and ensuring that we can gain vital customer feedback as a result of process improvement work.

Over Quarter 4 we will create a new NVQ cohort, to give us a greater pool of people available to deliver process improvement work, for the benefit of our customers with future delivery to commence over Quarter 1 and 2.

# 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 seen an increase in customers using digital channels with our website receiving over 82,000 more visits than in 2019 as well as our e-mail traffic into customer services increasing by 10% and our telephone traffic decreasing by 26% this year. Therefore, we want to increase the options to use digital means and we are in the final stages of our automated telephony and chatbot 12-month pilot set up for environmental services. This service will start in Quarter 4 and will enable customers to report issues such as missed bins 24/7 using the automated phone service and chatbot services.

We have been working through the key activities and creation of a milestone timeline for the procurement of a digital platform. This will ensure we are improving our online offer for customers so they can access our online services more easily, where this is something they wish to do.

### What we plan to do next

We will be monitoring our automated telephone and chatbot services over Quarter 4 to understand more about how customers wish to use these services. The pilot will be ongoing for 12 months and reporting will be provided quarterly to show the trends and volumes of customer using these services to help inform how we may make best use of technology to improve customer experience.

We will continue to work through the timeline for our digital platform offer over the next two quarters and report progress in Quarter 2.



# Babergh Communities

## Headline Performance Indicators



### Community Grants

# £107,280

#### Capital Grant spend

Projects supported include play improvements at Newton and the renovation of Chelsworth Church into a community space. 84% of the 2020/21 Capital Grant budget has been allocated.

# £2,690

#### Minor Grant spend

Projects supported include equipment for the Offshoot Foundation and Abi's Footprints Project in Great Cornard. 67.5% of Minor Capital Grant funding has been spent or allocated.

# £70,775

#### 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. 100% of CV19EN budget has been spent.

# £266,920 *(cumulative)*

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

# £114,750

#### £106 funds spent or allocated

Including funding for new play area equipment in Brantham & Newton, as well as renovation of Long Melford FC's Stoneylands ground.

# 17

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

all revenue-supported groups have been contacted on a regular basis throughout the pandemic, including Sudbury & District Citizens Advice, the Quay Theatre and Community Action Suffolk

### Community Safety

Anti-Social Behaviour cases reviewed by the ASB partnership;

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

There has been an overall reduction in the number of ASB cases reviewed in this quarter compared to last with fewer County Lines/Drugs/Alcohol and Domestic Abuse cases, Neighbour/ Noise Nuisance has increased by 1 and the remaining category has stayed the same.

# 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:

- The Strategic Planning team worked tirelessly to progress the Joint Local Plan to the Publication stage (Regulation 19) in November for consultation prior to future Submission of the Plan to the Secretary of State for Examination. Having an up-to-date Plan will provide clarity for communities and enable a plan-led approach to new development. Alongside this, a detailed Infrastructure Delivery Plan has been produced following extensive engagement with stakeholders and an Infrastructure Funding Statement detailing how infrastructure will be funded has been published. A review of the Community Infrastructure Levy Charging Schedules in each district has also been undertaken alongside the Joint Local Plan.
- Neighbourhood Plans continue to be prepared with both the Assington and Little Waldingfield Neighbourhood Plans at Examination in Babergh.
- Commissioning a piece of work around producing a **Strategic Cultural Vision for Sudbury**. The vision will largely focus on art particularly related to Silk activity.
- Led a 'Knock and Check' campaign during the Christmas period to make sure our communities stayed connected, able to keep warm and had enough food. The Team produced and promoted information through networks, Parish Councils and partners so people could make sure they were supported through Christmas with basic needs. This work linked in with the Rural Coffee Caravan with their current project on donating Slow Cookers to vulnerable people.
- Working in partnership with the Rural Coffee Caravan and the Hadleigh Food Banks and linking with a local Chef who is currently looking to provide cookery lessons to young parents and also bereaved widowers to show them how to cook healthy meals which are easy to make. This will be part of the Suffolk Food Plan project currently in the planning stages and will be rolled out when everyone is able to do so depending on Covid-19.
- Working with the Armed Forces Covenant to ensure that Veterans are receiving health support and also working with Clinical Commissioning Groups (CCGs) to look at how to get GP Surgeries to become Veteran Friendly.
- Hadleigh Dementia Action Alliance, which was established with the support of the Council with an aim to make Hadleigh a dementia friendly town, have supported people throughout the pandemic providing
  - Weekly phone calls/letters/newsletters to people in Hadleigh living with dementia
  - Online Chair Based Exercise (CBE)/Otago exercise sessions 5 days a week for 30 mins
  - 2 friendship group sessions per week on zoom offering chill and chat and quizzes
  - With the help of Suffolk County Council organised loan Alcove Samsung tablets to help people keep in touch with friends and family.

# Communities

## Objectives and progress



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

### **What we plan to do next:**

- Work with Abbeycroft Leisure (ACL) to develop a 12 month holiday activity plan to deliver holiday activities/cooking schools. We are supporting ACL and considering options to extend the offer to cover a wider area. If this can be developed then we will look to take the offer to some of the more rural larger areas where we feel we have a larger proportion of children.
- All of our local running events in both districts were cancelled due to the Covid-19 pandemic. In the case of the Great Run Local (GRL) the events have been stopped permanently with the host company deciding not to continue with hosting and running any events going forward. We have engaged with the local hosts and volunteers who ran the sessions at Alton Water to try to get them to take on the groups locally, Alton Water is run and managed by Anglian Water and they have agreed that the GRL event there will transfer to a Park Run event. This will have a continuing positive aspect for our communities to encourage people to stay active and look after their health and wellbeing.
- We will develop the 'Love Exploring' app across the district to include linking with health walks
- Currently exploring opportunities with Suffolk County Council to develop 'Our Parks' programme to provide free and low cost sustainable exercise targeting our most deprived communities. The programme would encourage all ages to participate from the very young to 'work out' like their super heroes , families from hard to reach communities, right through to older groups and individuals.
- Community Bounce Back is an initiative designed to help local community groups gain the confidence to continue begin providing activities in the community. With lockdown timing not right for a "new year new start" work has commenced to plan and provide the support that these community groups need to restart safely and effectively when the time is right .

# 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:**

- The WSCSP continues to monitor and evaluate activities detailed in its action plan. A full evaluation of the impacts of the partnership will be presented to Joint Overview and Scrutiny Committee in March. In Quarter 3 the following was completed:
  - White Ribbon campaign in November 2020
  - Disability Awareness Month November 22 – December 20<sup>th</sup> with a number of social media campaigns
  - Staff attended Criminal Exploitation Disruption Toolkit Training
- Safeguarding – Annual Section 11 Audit reviewed and approved by the SCC Safeguarding Professional Advisor
- Review of BMSDC Anti Social Behaviour (ASB) processes and procedures has been completed with an action plan developed which seeks to improve:
  - The effectiveness in which teams across the Councils work together and share information
  - The effectiveness of partner organisations that input into the ASB panel meetings
  - Roll out of Ecins (Case Management system) to better support the reporting and sharing of data on high risk ASB cases
  - Review the Community Trigger process and feed into the County wide review to ensure all processes are aligned and meet all legislative requirements
  - Respond to the review of the Councils online ASB reporting processes and ensure that all recommendations are supported and processes improved.

# Communities

## Objectives and 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.

### **What we plan to do next**

- Prioritise and commence delivery of all key and high risk actions identified as part of BMSDC response to the Stella Maris Review by end of Quarter 4, Including
  - Roll out of Ecins (Case Management system) to report and manage high risk Anti Social Behaviour (ASB) cases
  - Review of partnership arrangements to sure effectiveness of ASB panel meetings
  - Implementation of enhanced Risk Matrix for high risk ASB cases
  - Implementation of a revised escalation process to ensure appropriate and timely interventions are put in place to ensure ASB cases are managed effectively
- Adoption of revised BMSDC Safeguarding Policy by end of Quarter 4.
- Co-delivery with Community Action Suffolk, of Councillor Safeguarding training during February
- Continued support to the WSCSP and annual evaluation to Overview & Scrutiny Committee – Ongoing
- Staff to attend Criminal Exploitation and County Lines training 12 & 14 January 2021

# Communities

## Objectives and 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:

- We have continued supporting voluntary and community groups to seek external sources of funding and to make applications to the Babergh and Mid Suffolk Community Grant schemes. Since the beginning of the 2020/21 financial year the Grants team has allocated a total of £625,944.17 (£193,147.39 Babergh & £135,826.78 Mid Suffolk, £296,970.00 S106 across both Districts) from Community – Capital & Minor - Grants and S106 funding to community projects. Examples of some of the projects that have been supported include funding to Long Melford Football Club to help redevelop the club house and changing facilities, play projects in Brantham and supporting redevelopment at Nedging-with-Naughton Village Hall.
- Continued work with Revenue funded groups – Welfare checks and frequent communication has been maintained with Revenue clients throughout 2020/21 and Covid-19.
- Grants review progress – changes to policy and Grants (particularly Capital Grants and Locality Awards) requirements have been adopted from the Grants review such as moving to funding 40% of projects through Capital Grants with increased support for renewable energy projects. Our Priorities for Grant funding have also been overhauled with the new Joint Strategic Plan and the Councils' declaration of a climate emergency at their forefront.
- We have provided funding for several projects, which include the extensive redevelopment work taking place at Chelsworth All Saints Church.
- £126,414.18 has thus far been spent in Babergh and Mid Suffolk through Locality Awards, with the deadline date extended to March and funded projects including new Speed Indicator Devices at Little Cornard and Brantham.

### What we plan to do next

- Several projects have recently been awarded Grants or are due an application shortly. Car park projects are being worked up at Copdock Cricket Club and Pinewood Community Centre.
- The Grants review continues, with next steps focussing on Revenue Grants and the digitisation of all application forms.



# Babergh Wellbeing

## Headline Performance Indicators



2

**No. of outreach programmes developed with Active Suffolk to support older people to live well.**  
These are being delivered in Glemsford and Holbrook/Shotley with a slight increase in the number of people signed up. Indicators relating to BMI and mental health will be used to assess the impact of the project for the clients.

7

**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 59.9% of pupils either walk or cycle to school. With 3.01% of pupils undertaking physical activity outside curriculum.

63

**No. of Home But Not Alone referrals made across both districts by the Communities Team during this period.**

More than half of referrals were requesting access to food,  
87% of referrals were completed within 1- 3 days  
13% referrals took longer where the referral presented multiple complex issues to be resolved such as support for those with mental health issue, hospital discharge and social isolation.



15



**Families engaged in the Holiday Activity to Explore Outdoors.**  
Included cooking lessons from a top chef to support families whose children are entitled to free school meals to access great menus.

15

**Families engaged in Explore Outdoor Adventure days**  
Outdoor activity aimed at children identified by their schools as having needs especially with the impact of Covid-19, such as bereavement issues, mental health, self confidence and social isolation.



8

**No. of schools involved in the Christmas Food Parcels Initiative**

Where schools identified families that would benefit from a Christmas food parcel. Each parcel included a Christmas roast meal option for both Christmas and Boxing Day for 4 people and included additional treats, recipe cards and a link to online video on how to cook the food in the parcel.

# 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. *(Work on the Wellbeing Strategy during this quarter has not been a priority, there has been a significant amount of work and support carried out during this period with the focus on the wellbeing of our communities, below are some examples of the progress made.)*

#### **Progress:**

- Continued to lead Home But Not Alone referrals throughout Lockdown 2, responding to referrals and offering support and advise to individuals in need, making outbound welfare calls to the clinically extremely vulnerable (CEV), community groups and Voluntary, Community and Social Enterprise organisations. In addition, the Council maintained contact with the districts foodbanks to make sure their supply and demand is balanced and have the resources to be effective.
- Providing input and support with the Health and Wellbeing Academy Programme currently being developed at University of Suffolk. Working in partnership with Public Health, Health, Mental Health and social care partners to help develop and promote a new course which links on how all partners work in different ways to enable people to live healthily and to introduce and encourage young people to learn about health and wellbeing, work in this particular employment and keep young people in Suffolk.
- Strategic support on the Adult Healthy Weight work alongside Public Health. This is a strategic group which works with partners to ensure that any policy or strategy incorporates the latest messages and interventions around adults' healthy weight and looking at reducing obesity, through joint working.
- Partnership working with Public Health on the Skills Sharing project for young people and is currently exploring how to support the wellbeing of young people through vocational skills, volunteering and possible routes into employment.
- Developing community network with Norfolk and Suffolk NHS Foundation Trust (NSFT) and their community work. NSFT have now got a Communities Team within the Trust and are currently putting on workshops linking with other Community Teams. Initial meetings have taken place to make introductions and progress linking teams work together to support mental health in the communities.

# 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:** continued

- Leading the work on the Five Ways to Wellbeing with the Emotional and Wellbeing in the Community Cell on the Suffolk Says Thanks Campaign. Linking with all the Local Authorities on a joined plan on the “Keep Learning” which collectively has been decided on Learning IT skills, where young people will help older people to learn new IT skills. Young people will gain skills in training and will encourage stronger family bonds as well possible interest in volunteering.
- Active wellbeing projects have continued to address inactivity in older adults. The project has seen some challenges due to Covid-19 with many of the face-to-face appointments being held virtually along with initiatives for people to be involved in activities online. So far this year the project is seeing a steady increase in people taking up the offer actively engaging in initiatives such as Fit Villages projects, Health walks, swimming or online exercise such as Zumba or Pilates
- Holiday Activities Explore Outdoor - Family Park Cooking where 15 families at Gt Cornard took part in 6 hours of outdoor activity including a cooking lesson using recipes from a top local chef to enable them to buy and make healthy, fun and delicious meals using their free school meals vouchers. Each family was then provided with a 5 day food parcel to take away at the end of the day. Food parcels were put together with local produce from a local supplier, using restaurant quality ingredients.
- Explore Outdoor, Adventure Days - Working alongside the Family Park Cooking project to provide further outdoor activities aimed at children not necessarily entitled to free school meals but may have other needs identified by their schools especially with the impact of Covid-19, such a bereavement, issues with mental health, self-confidence, social isolation.

# Wellbeing

## Objectives and 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.

### **What we plan to do next:**

- Officers have continued to progress the draft Wellbeing Strategy and high level Action Plan. This will be further discussed by the Extended Leadership Team before discussion with Cabinet Members for Communities as well as representatives on the Health and Wellbeing Board.
- Continue to deliver Home But Not Alone (HBNA) support to those that need it and to extend that work to support vital track and trace work making calls to those who have tested positive with Covid-19 and self-isolating. This work will be supported and tracked with referrals into HBNA.
- We have 5 Integrated Neighbourhood Teams (INT) (combining Health and Social Care Services, GPs, local statutory services and voluntary organisations) in the two districts which include: Eye and North West; Sudbury; Stowmarket; South Rural and Bury Rural INT. All INTs have recently developed a service plan following on from a public health Place Based Needs Assessment and we will work together with their community engagement teams, looking at how we continue to achieve their health targets by developing local interventions. This includes a joint piece of work with Suffolk County Council on the reduction of Diabetes in Eye and the North West. There is also a piece of work being developed which we are leading on working with Volunteers in Bury Rural INT and how they can connect with INTs through and post the pandemic. The other areas currently being raised are around frailty and mental health.
- Developing a programme of Wellbeing Project 'concepts' to be able to respond quickly to future funding opportunities and plug gaps in provision.  
Ongoing
- Continue to work in partnership with Active Suffolk to deliver the Active Wellbeing and Active Schools projects across the districts. This project only has a further 6 months to run.

# Babergh Environment

## Headline Performance Indicators



**379**

### New garden waste subscribers

Total subscriptions to date 15,431, and the highest number of subscribers since reporting in 2017/18



**1**

### New bottle bank

This has been installed at Hadleigh Bridge Street, there are now 196 banks across 92 locations.



**3**

### Building Control visits in connection with dangerous structures

The building control team dealt with 3 reports of unsafe structure, these related to structural damage to archway, an unsafe wall and unsafe building work

**144**

### Incidents of fly tipping

This compares to 63 for the same period in 2019



**96%**

### of fly tips cleared in 48 hours



**19.55%**

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

Items included glass, wet paper and bagged items/plastic bags, food waste

This is an increase of 6.49% on Q2.

*\* Data from Materials Recovery Facility input sample*

*\*Fly tipping data relates to tips on public land only*

# 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:

- The business case submitted to the Environmental Board in mid -August in relation to transitioning Council fleet vehicles to electric or other zero carbon fuel sources such as Hydrotreated Vegetable Oil (HVO) has been approved and report to cabinet in January 2021. Approval has been granted; next step is procurement.
- Leisure Centre Energy: Work is underway to move our Leisure Centres onto accredited green tariffs for their energy. This is a short-term solution while we look at longer term energy generation and storage. We have been awarded £25K from the Government’s Low Carbon Skills Fund to appoint consultants to produce Low or Zero Carbon Feasibility Studies and/or opportunities for installation of renewables at our leisure centres and the Trades Team depot at Wenham. This work will be completed in Quarter 4, with the intention of using the results to bid to the Government’s Public Sector Decarbonisation Scheme for funding to implement the recommended measures.
- 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.
- As part of the Suffolk Climate Change Partnership, BMSDC was awarded £280K from the Government’s Green Homes Grant Local Authority Delivery scheme, which is being used to retrofit 48 Council properties by installing renewable heating systems and upgrading thermal insulation.
- Solar Car Port and Battery Storage project is underway with energy consultant feasibility work at Sudbury and Stowmarket sites continuing and due for completion in February 2021. Up to £400k central government grant is available per site which now needs to be match funded. REN Energy have been appointed to produce detailed site viability and design options including investment payback, whole lifetime costs modelling and identifying match funding opportunities. Reporting business case and options to Cabinet is currently scheduled for March.
- Work is now underway to ensure business travel does not return to its previous levels.
- Work by the Housing Directorate has also been carried out in line with the Carbon Reduction Management Plan, further details can be found within the Housing objectives.

### What we plan to do next

- Business Case for transferring leisure energy tariffs from blue to green.
- Bid to the Government’s Public Sector Decarbonisation Scheme for funding to ‘decarbonise’ the leisure centres and the Wenham Depot and/or install renewables.
- Produce Business Case for a pilot project to recover waste heat from the water filtration systems for leisure centres (re-use of hot / grey water).
- Develop Electric Vehicle Charging business case.
- Environmental Impact Assessment: The Environmental Management Team are producing a revised 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:**

- Suffolk Wildlife Trust and Suffolk Biodiversity Information Service carrying out mapping project to produce up to date habitat network map.
- Public Realm officers attended the first Suffolk Tree Partnership meeting and will continue to support the partnership.
- All parishes asked if they wished to express an interest in our tree and hedge planting scheme.
- Parish Tree and Hedge planting application process drafted. To be launched in March 2021 along with further Parish communication work.
- Sites for new meadow and verge management techniques ( cut and collect, wildflower verges ) identified.
- Cut and Collect mower procurement underway.
- Phase 1 of Design Council / Design in the Public Sector project to develop messaging for biodiversity campaign completed.

### What we plan to do next

- Partnership working with Tree Warden Network and Woodland Trust planned to ensure landscape scale impact of tree and hedge planting
- Parish tree and hedge planting application form finalised and published.
- Phase 2 of Design Council project starts 20<sup>th</sup> January – user research to identify how people use their local green / open space and how they value it.
- Parish and Town Councils identified as sites for trials of novel meadow and verge management techniques to be contacted, proposals to be worked up and agreed.

# 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:**

- Garden waste subscribers have continued to increase through Quarter 3 which usually plateaus, with a higher than usual uptake of subscriptions seen throughout the pandemic and 2nd lockdown.
- There has been a significant increase in the incidents of fly-tipping compared to the same period last year. This could be down to a number of reasons relating to the Covid-19 restrictions. For example, Household Waste and Recycling Centres were initially closed and now operate on a booking system. Whilst the majority of people are happy to use the revised arrangements, there is likely to be a significant minority who are not so-inclined which may have contributed to the increase. Along with people spending more time at home and having 'clear-outs' of unwanted household belongings which in the past may have been donated to charity shops which have also been closed during the pandemic. There also appears to be a number of people offering 'clearance service' via social media, these may not all be authorised traders who are then not disposing of the waste in the correct way. The increase in fly-tipping has had a direct impact on the IdVerde operations team, regularly taking staff away from the winter works programme to carry out fly-tipping clearance activities.
- The Public Protection team continues to respond to Covid-19 outbreaks in businesses, offer advice, guidance and enforcement on current (regularly changing) Covid-19 regulations whilst maintaining as far as is practical interventions in other areas such as food safety and health and safety. All complaint based and responsive work across the whole team also continues, involving for example, statutory nuisance, fly tipping and abandoned vehicles. Working remotely and, over the past three months with health and safety constraints protecting the team themselves from Covid-19 changing with the scale of the pandemic, many tasks take longer.
- There are 4373 active licenses across the two districts. Only marginally more than in the previous quarter, probably demonstrating the start of the impact of coronavirus on businesses that need licenses.

### What we plan to do next

As the organisation is currently working in response to the pandemic the normal ongoing objectives are not the main focus. We will continue to contribute to the implementation of the Covid-19 outbreak control plan as a priority whilst doing as much as possible to maintain the 'normal' work of the services.

# Babergh Housing

## Headline Performance Indicators



# 38



### Households placed into temporary accommodation

A significant increase compared to Q2. This may in part have been as a result of the second lockdown. We have also seen a rise in cases where a relationship has broken down. Additional Temporary Accommodation has been arranged to ensure sufficient safe accommodation is available. This is being funded through the Next Steps Accommodation Programme, for which both Councils were jointly awarded £100K.

# 2



### Affordable Homes Acquired or Built

2 units completed with additional nine acquisitions to follow in Q4. 0 New Build for Q3 however, 23 units will complete in Q4.

# 45



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

This is an increase compared to Q2. Despite the challenges surrounding the pandemic, the team continue to work incredibly hard on preventing or relieving homelessness wherever possible. The increase in performance this quarter is really positive. It shows the beneficial impact the service has on resolving our residents situations who are having a housing crisis.

# 55



### Properties relet (not temporary accommodation)

An increase compared to Q2 due to a significant increase in properties being returned for re-letting. We expect this to rise further in Quarter 4. However, despite an increase in properties being returned, VOID performance continues to be within target.

# 17



### Average number of days for VOID re-lets

This is an improvement of 1 day from Q2. The voids performance has increased further this quarter. The team continue to work incredibly hard to ensure voids are let within 21 days. We are currently on track to be within target at the end of Q4 for the year overall.

# Housing

## Objectives and progress



### What we committed to do and our progress

#### **Objective 1** – Enabling delivery and provision of homes within the Districts.

##### **Progress:**

- Homelessness and Temporary Accommodation – We have seen a noticeable increase in demand for temporary accommodation again. This may be due to the recent lockdown, but also because of the time of year. It is also being impacted by a lack of suitable ‘move on’ accommodation for those currently in temporary accommodation. We have been using a commercial hotel again during Quarter 3, which is being funded through the Next Steps Accommodation Programme Funding, which we were successfully awarded in Quarter 2. We have bid for further funding through the Cold Weather Fund, part of the Government’s ‘Protect’ programme. The funding will contribute towards providing dedicated support for rough sleepers, who we have placed into temporary accommodation.
- We have recently responded to a Government Consultation on proposed changes to Shared Ownership, which will have an impact on us and partners who own and are continuing to deliver Shared Ownership Schemes.
- Central Suffolk Lettings is proving incredibly successful, despite the challenges associated with Covid-19. We now have 15 Guaranteed Rent Scheme Tenants in Babergh, which has exceeded our original target for the first year.
- Progress on the Design Guide continues and is being developed alongside the Housing Revenue Account Business Plan.
- Significant work was undertaken last quarter which resulted in legal commitments to purchase 79 s106 units in Babergh (Lavenham, Klondyke at Wherstead and Waldingfield Road in Sudbury). In addition, we completed the purchase of two homes in Babergh and agreed to purchase a further nine. These are due to complete in the next few weeks. We also agreed to acquire a site in Sudbury for development, which should complete within the next month. Works continue on site with the development of Angel Court in Hadleigh and sites in Brantham and Shotley to deliver 38 new affordable homes.
- During Quarter 3, a total of 21 housing specific applications were granted, which will deliver a total of 104 homes.

### What we plan to do next

- A new Assistant Corporate Manager joins the Strategic Property Team in March. She will be overseeing the housing delivery programme.
- There are further S106 schemes that we are working on to get to exchange including 11 units, Great Waldingfield. These are in addition to our development pipeline, which we will continue to oversee delivery.

# Housing

## Objectives and progress



### What we committed to do and our progress

## Objective 2 – Reducing our carbon footprint, working towards specific actions within the Carbon Reduction Management Plan

### Progress:

- Our Maintenance staff collectively travel 2,500 miles each week, on average, in order to carry out repairs on our council homes. The fuel usage creates approximately 27,712kg CO<sup>2</sup>, 710g per vehicle, of emissions. We are in discussions with a fleet contract provider to conduct a phased lease renewal over the next two years. This will initially start with 26 new vehicles which have the newer and more economical Eco Blue engine. The newer engines will result in a CO<sup>2</sup> saving of around 43g per week per vehicle, or 2.2kg per year. To further reduce the levels of CO<sup>2</sup>, these vehicles will be powered by Hydrotreated Vegetable Oil (HVO). This will significantly reduce the CO<sup>2</sup> output from each vehicle by circa 90% compared with a diesel equivalent, while vehicles using HVO emit less nitrogen oxide and particulates than diesel vans because the fuel contains no sulphur. This leads to a reduction of 600g less CO<sup>2</sup> emissions per week per vehicle, or 31.2kg per year over and above the initial savings due to switching to the newer engines. We expect to see the technology improve at a rapid rate in the future and this is the reasoning behind a phased lease renewal, as it will allow us the flexibility to alter the vehicles as our requirements change.
- Our in-house IT team have developed a new app to help Maintenance Operatives. They can now order materials direct when they need to replenish their van stock after each job. These materials are delivered to our depot, by the supplier, along with all other orders placed that day. This reduces our number of visits to suppliers for replenishing and thus cuts down further on the vehicles CO<sup>2</sup> output. It also means the Operatives have more time to complete more tasks in a day and first-time fixes, providing a better service to our tenants.
- Seven members of the team are currently part way through an accredited PAS 2035 Coordinator training package. This will see them become qualified assessors who are able to develop retrofitting plans for the current housing stock. This will not only reduce our carbon output but will also benefit our tenants via cheaper energy bills due to the improvements made to the properties. By upskilling our own staff, there will be less reliance on external support which can have lengthy lead times due to the current skills shortage in the sector and delay our progress to Carbon Neutrality by 2030. PAS 2035 is a specification which outlines the necessary standards for all future domestic retrofit projects and is a requirement to be eligible for public funding which is supported by BEIS and TrustMark, the Retrofit Coordinator role is a critical element to achieving the mandatory requirements.

### What we plan to do next

- We are currently running a pilot programme on five bungalows at Harleston Corner to develop and learn the best approach with regards to retrofitting. From this, we will identify the most beneficial aspects which we will then roll out on suitable properties across the Districts. We anticipate that these works will not only reduce our carbon footprint but will also assist with reducing energy bills for our tenants.
- Our External Wall Insulation (EWI) programme is being accelerated to utilise as much funding from the Green Homes Grant. The grant application and collecting was a condition included in the tender package which was eventually awarded to Aran Services. This will enable us to deliver an energy saving system as quickly as possible. Over recent years, we have added EWI to 36 properties in Babergh, and we have another 74 across Babergh planned for completion in 2021.

# Housing

## Objectives and progress



### What we committed to do and our progress

#### Objective 3 – Launch our new in-house Independent Living Service

##### Progress:

We have successfully launched our new in house service that will deliver all our Minor Adaptations and Disabled Facilities Grants.

Since 2015, Babergh and Mid Suffolk have discharged this duty through our Orbit Home Improvement Agency contract, which was procured by Suffolk County Council in partnership with the District and Boroughs.

This contract ended on the 30 November 2020.

After Cabinets unanimously approved the creation of our new in-house service in October 2020, BMS Independent Living Service successfully launched on the 1 December.

The service has two dedicated officers, a Case Worker and a Minor Works Surveyor, who work to support individuals and families who apply for adaptations and grants. We will be recruiting additional capacity, as set out in the Business Plan, once we have an accurate understanding of the demand for the service. Feedback received from residents since the service launched has been positive.

One customer wrote: *"My wife and I would like to say thank you for allowing us a grant to have a bathroom conversion. We are finding it so much easier to have a shower. The builders who did it, have done an excellent job and we are very grateful to the council for allowing this to happen. Once again, thank you very much."*



### What we plan to do next

With the service operating under our direct control, we expect to deliver an improved service, which is cost effective, efficient, and most importantly, improves the lives of our residents and reduces the demand on the wider NHS and care services provided in Suffolk. We have a number of measures, which we are using to monitor the service and the demand for the grants budget. We will be using this to accurately inform the future direction of the service. We will also shortly be implementing a customer survey, to look at any ways we can improve our service further.

# Housing

## Objectives and progress



### What we committed to do and our progress

#### **Objective 4** – Review of our existing support service function within our Sheltered Housing Service

##### **Progress:**

Within our 11 Sheltered Housing Schemes in the Babergh District, 31% of our 281 tenants are not taking advantage of the floating support service that is provided by the Sheltered Housing Officers and paid for from service charges that tenants pay. The support service provides advice and support to the tenants on the services available – both from the council and from other partners, responds to emergencies, and offer daily contact and welfare checks for tenants (weekdays only).

Nearly 1 in 3 of our Sheltered tenants either have no real need for Sheltered Housing, or the service is not providing the type of support that they require.

We are going to review the service in light of this information. The first step of our review will start in the New Year (Covid-19 is impacting on start of project) and take the form of a comprehensive survey of all Sheltered Housing tenants to better understand the nature of the service they would like and to understand what it is about the supported service that is not meeting tenant need.

### What we plan to do next

The survey results will help us understand what our tenants want from the support service and in particular, why so many refuse the service. The results should help us make the changes necessary in the short term to better meet the needs of older residents and will be shared with Members. The second stage of this project will be to try and anticipate the direction sheltered housing should take to meet the needs and expectations of future tenants.

# Tenant Engagement Success

## Case Study

Our Tenant Engagement Co-Ordinator, Pete Grace, joined the Councils in the Summer.

Since his arrival, Pete has worked hard to recruit new members to our Tenant Board. Tenants who expressed an interest in joining the Board, as part of their and Survey of Tenants and Residents (STAR) survey response, were contacted and five new tenants have been successfully recruited and trained to work with the existing Members.

COVID has not put a stop on Tenant Board activity and they have embraced the use of technology with online training through webinars and online Team meetings. Work is ongoing to equip all Tenant Board members with tablets so that they can continue to work digitally in the future.

*Tenant Board Member, Liz Perryman recently said: "The training we have received has been excellent – very thorough! My tablet has meant that I am able to separate my personal online stuff from the Tenant Board and has made me feel more secure about it."*

*"Using Teams was a challenge for people at first, however has turned out to be a good way to keep the TB meeting whilst adhering to social distancing."*

In the New Year the Board have committed to scrutinising the Housing Service response to Covid-19 situation. They will be looking at performance information and also interviewing staff from repairs, front-line housing colleagues and our customer service staff.

As well as the Tenant Board, there are around 70 tenants who have also taken part in 'Sounding Board' engagement activities in Quarter 2 and 3.

Pete has also been working with tenants on our Sounding Board on the following projects:

- Housing Revenue Account Business Plan Review – helped to shape new style and content guides
- Covid-19 Tenant Board Scrutiny Project – postal survey sent for opinions on a range of housing issues during the pandemic that will feed into the Tenant Board work in the New Year.
- Pet Policy review - conditions relating to pets within the home.

# Babergh Economy

## Headline Performance Indicators



### Covid grant funding:

**£1,043,696**

**Local Restrictions Support Grant (LRSB) (Closed)  
(Addendum) November Lockdown**  
Paid to 688 businesses

**£14,204**

**LRSB (open) (Tier 2) – discretionary element**  
Paid to 13 business

**£14,290**

**LRSB Closed (Tier 2 period) (closed Pubs)**  
Paid to 11 businesses

**£17,000**

**Christmas Support Payment**  
Paid to 17 businesses

**£141,070**

**LRSB Open (Tier 2)**  
Paid to 152 businesses

**£97,356**

**Additional Restrictions Grant** (discretionary  
grant for businesses affected by Nov. Lockdown)  
Paid to 58 businesses



**78.4%**

of business rates collected

This is 4.8% below target, impacted by the pandemic, with priority given to administering the various grant schemes.



**1533**

sqm of new commercial  
floorspace

# 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:

- Suffolk wide energy prospectus developed to showcase key developments and opportunities across the County.
- Installation of new cycle storage in Sudbury having secured funding from the Governments Active Travel Fund.
- Active Travel Tranche 2 fund has been secured and consultation on a route in Sudbury town centre will commence in June.

What we plan to do next

- Develop costed pipeline of projects in conjunction with the Local Enterprise Partnership (LEP) and move forward delivery of the solar car port and battery storage project following successful funding secured from the governments Getting Britain Building Fund.
- Review reopening plans for town and village centres in line with changing restrictions.
- Develop specific sector intelligence for key sectors to inform investment and business support in Clean Growth.
- Sign legal agreement and project documentation for the delivery of Sproughton Enterprise Zone.
- Develop high level concept and feasibility for Hadleigh grow on space scheme.
- Develop plan for localised energy showcase event to be held in autumn 21.
- Develop digital infrastructure strategy for rollout of ultrafast broadband and promotion of broadband vouchers to businesses.

# 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:

- Business grants programme worth £1.327m delivered to 939 businesses in relation to November lockdown and Tier 2 restrictions.
- Developed new discretionary policy for Tier 2 grants to support businesses excluded from main grants programme.
- Delivered online Innovation Awards event on 3 November with 120 attendees and very positive feedback.
- Worked with the Local Enterprise Partnerships (LEP) Inward Investment team to promote sites within the District to a number of inward investors.
- Virtual High Street pilot launched in Sudbury - over 110 businesses already signed up.
- Funding confirmed for extension of Virtual High Street Pilot to Hadleigh.
- Work progressed on Market Hill in Sudbury through phase 2 of the WSP (consultancy partner) commission and public consultation.
- Belle Vue and Hamilton Road site Master planning options progressed.

### What we plan to do next

- Support the inaugural Artificial Intelligence (AI) Festival being hosted by Innovation Labs and BT to showcase innovation and opportunities across the Districts.
- Launch “Shop local” programme to support independent retailers and businesses across the Districts.
- Launch extension of Virtual High Street programme to Hadleigh, including recruitment of a coordinator and delivery of digital skills programme.
- Develop supply chain analysis for poultry industry.
- Progress plans for a Centre of Excellence linked to Innovation Labs to showcase innovation in the region.
- Support plans for redevelopment of key employment/development sites including Brantham and Delphi.
- Launch of new business grants programme in Spring.
- Conclude the development and launch of a new Economic Strategy.
- Develop an Innovation Network and new Innovation Newsletter.
- Extend the Innovation Cluster Steering group and launch an Innovation Board covering both Districts.
- Development of an Inward Investment website to ensure the Districts are promoted to investors as a place to locate.

# 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:**

- Supported submission of Institute of Technology bid led by University of Suffolk.
- Successful funding bid for Digital Skills programme for businesses and rollout of Virtual High Street pilot.
- Continued support for the launch and early rollout of the Kickstart programme. (Kickstart provides funding to employers to create job placements for 16 to 24 year olds on Universal Credit).

What we plan to do next

- Launch a “trade local” scheme to celebrate the innovation from our businesses during Covid-19 and maintain ongoing local business to business trade.
- Develop workspace strategy and delivery plan across the District to ensure we have sufficient workspace.
- Work with the Local Enterprise Partnership and Visit East of England to deliver project for raising skills levels across the visitor economy.
- Develop an innovation futures pilot in a local school.

# 2020 Innovation Awards



The winners of the Babergh and Mid Suffolk Council Innovation Awards were announced at a virtual ceremony on Tuesday 3 November.

The awards recognised and celebrated organisations who are thinking outside the box and finding new ways to reach customers, becoming more sustainable or growing their business.

Almost 30 businesses were shortlisted in 11 categories in a range of sectors including food, retail, technology, and customer service.

The Shooting Star award, for most innovative company was presented to Stowmarket based Halo Service Solutions, while Challs International Ltd in Hadleigh were awarded Most Innovative SME.

One of the stars of the evening was Modece Architects Ltd in Stowmarket who received three awards on the night: Most Innovative Microbusiness, Innovation in Sustainability and Innovation in Construction

The Tomorrow's World award for technology was presented to Acorn Bots Ltd from Fressingfield. The Innovation in Healthcare award winner was the Personal Training Centre in Sudbury.

The Innovation in Customer Service award and High Street Innovation awards were presented to West View IT Ltd (Stowmarket) and Ferguson's Deli (Hadleigh) respectively. Yum Rosenfield Tree Fudge, who are based in Woolpit, were presented with the Future Food award.

The Rising Star award recognised the region's young innovators aged between 16-25. It was presented jointly to Chloe Davis and Sophie Tapscott for their work and commitment to supporting other young people at The Mix in Stowmarket.

The event was originally planned as a black-tie event. Due to COVID-19 restrictions, Babergh and Mid Suffolk District Councils decided to take an innovative approach and hold the awards virtually instead.

Sponsors of the 2020 Innovation Awards included: Orbital Media, EO Charging, Larking Gowen, Scrutton Bland, the University of Suffolk, Central Suffolk Chamber, Norse, Business Growth Coaches Network Ltd, Marshall Wolfe, Omega Ingredients and Hudson Group.

# Babergh Health of the Organisation

## Headline Performance Indicators

Combined data for both Councils if not specified



Average no. of days  
sickness per fte

**2.94** *(cumulative)*



Total number of days lost  
to sickness

**548**

Top 2 reasons for absence:  
20% Gastro-intestinal  
15% Hospital/Post-operative



No. of staff who attended the  
Virtual Wellbeing Programme

**120+**

6 virtual sessions have been delivered since April focusing on raising self-awareness and exploring ways to respond to adversity. The remaining 4 sessions will be delivered during Q4.



**175,000**

**Babergh Twitter impressions**  
'impressions' are the number of times a Twitter user sees our Tweets



**306,414**

**Babergh 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

In November the post relating to the finalisation of the Joint Local Plan received 151 likes.



**1252**

**Babergh Committee / Council meeting views**

There were also 50 views of joint meetings during this period

# 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 commenced Phase 2 of our Wellbeing Programme. 4 Sessions were facilitated during the first lockdown. 2 sessions of Phase 2 have taken place with over 120 attendees at each session. These sessions focus on raising self-awareness and exploring ways to respond to adversity. The remaining 4 sessions will be delivered during Quarter 4.

The Solace Leadership and Management Development Programme is now in place.

Work has commenced with the Senior Leadership Team to agree an action plan following the results of the staff survey.

### What we plan to do next

We are continuing to develop our programme for our apprentices and early careers.

We are starting to scope out the work required to improve our HR systems.

We are further developing our Wellbeing Programme.

We continue to support the delivery of the Accommodation and Agile Working Strategy.

# 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:**

2021/22 General Fund and HRA budgets approved.

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

Payment of £27.4m grants to business and checking eligibility for discretionary grants to combat potential fraudulent claims.

Assessment of impacts related to Covid-19 as reported in Quarter 3 reports.

Covid-19 General Fund impact 2020/21 forecast £2.644m, financial support from the Government £1.822m, leaving an unfunded GAP of £822k.

Other General Fund net savings/underspends identified for 2020/21 of £2.210m.

### What we plan to do next

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.

# 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:**

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

Progressing Land Registry project to register unregistered Council assets. Reviewing and compiling asset datasets.

### 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 ensuring the best use of our accommodation in the future including a review of operational accommodation requirements e.g. Depots

Complete the Asset Management Strategy for adoption early 2021.

Continue to work with tenants to agree repayment strategies for any rental arrears accrued as a consequence of Covid-19.

Work with Babergh Growth to deliver the redevelopment of the former HQ site to deliver regeneration and income for the Councils.