

Quarter 3 Performance

Babergh District Council

March 2022 Cabinet





This performance report has been developed in collaboration with Cabinet members, Senior Leadership Team and corporate managers. It covers the period October – December (Q3).

Throughout this report there is evidence that work is continuing at pace in line with the Council's strategic priorities. There are also many examples of the collaborative work across the organisation with a wide range of stakeholders, from businesses, schools, communities and other public service partners.

For example, hosting the Local Energy Showcase with over 200 attendees, working with Student Life and Year 10 students to develop a youth steering group. Working with partners to offer a wide range of health and wellbeing activities for both young people and adults across the district. Supporting Community Suffolk Action in the delivery of a revised Suffolk Volunteering Strategy. As well as seeing improvements in our customer response times.

Please note:

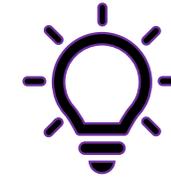
- This is a high-level report, highlighting how the council is performing against its six key priority areas from the Corporate Plan (2019-27). It also gives a snapshot of the overall health of the organisation (including headline performance indicators) and looks in brief towards projects commencing in the next quarter.
- The report provides high level assurance that the council is delivering against the Corporate Plan.

Babergh Economy

Headline Performance Indicators



Two in-person events held:
Local Energy Showcase saw ticket sales over the two-day event total **238**.
Careeriosity saw ticket bookings over the four-day event of **194**.



5500+
**Virtual High
Street Views**

*150 Sudbury businesses registered
66 Hadleigh business registered*



13 applications received to the Business Innovation Support Scheme. **4** grant offers made.

Economy

Objectives and 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 main construction begins January 2022 for delivery by end of March 2022. First tranche of LEP capital grant funding now received.
- Belle Vue park improvement public engagement feedback published and the planning application is being prepared for submission in January 2022 covering new café, entrance, improvements to the heritage wall and other park side improvements.
- Hadleigh employment site (roadside on A1071 adjacent Persimmon housing development) concept plans which include a retail unit plus employment workspaces. Retail marketing agent and architect practice appointed for next phase of preliminary site works, design and investigations/planning to RIBA 3 from the Council approved forward funding. The updated scheme will return to Cabinet in late spring/early summer 2022 for next step.
- Hamilton Road Quarter Regeneration and Bus Improvements - next step viability and phasing are being considered in absence of a Round 1 Levelling Up Fund (LUF) award. Further master-planning and design works, including by County Council Highways for junction improvements, are progressing towards further public engagement in spring/summer 2022. We will likely re-bid for future LUF and Shared Prosperity rounds of central government funding, after receiving Round 1 feedback from UK Government.
- Work progressing on development of Local Cycling and Walking Infrastructure Plans (LCWIP) following public consultation. Prioritisation framework developed for projects. Draft strategy to be circulated in Jan 22.

What we plan to do next quarter:

- Develop specific sector intelligence for key sectors to inform investment and business support in Clean Growth.
- Develop costed pipeline of projects in conjunction with the Local Enterprise Partnership (LEP).
- Sign documentation for the delivery of Sproughton Enterprise Zone.
- Work with Suffolk County Council to develop projects linked to Active Travel phase 2 funding.
- Secure funding for Sudbury bus and junctions through the newly launched Levelling Up Fund or look at alternatives if unsuccessful.
- Progress to next stage all capital projects/pipeline.
- Complete LCWIP strategy.
- Work with SCC on Bus Back Better initiatives.

Economy

Objectives and progress



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

Progress:

- Hosted Local Energy Showcase Event – Over 220 attendees and excellent feedback received.
- Evidence based refreshed to incorporate Covid related impacts on businesses – will be used to draft new Economic strategy.
- Delivery of digital skills programme – 9 businesses participating in the training offers to date.
- Draft Recovery Plan updated following partners/stakeholder consultation – will be launched later in New Year.
- Work ongoing on Brantham screen cluster commission. First stage report due in Q4.
- 14 applications received for Business Innovation Support Scheme grants and 4 grant offers made.
- Christmas campaign launched to promote VHS – over 1621 vouchers downloaded for 33 offers, bollard covers installed in key locations.

What we plan to do next quarter:

- Publication of refreshed Evidence Base and launch Recovery Strategy.
- Draft new Economic Strategy.
- Development and launch of an Inward Investment website to ensure the Districts are promoted to investors as a place to locate.
- 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.
- Develop and launch a grant programme to support businesses impacted by the Omicron variant as part of an extension to the Additional Restrictions Grant (ARG) funding.

Economy

Objectives and progress



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

Progress:

- Innovate Local programme is continuing to prove successful with great feedback from businesses who have been part of the trial. The pilot finished with Christmas markets.
- Careeriosity event held in Stowmarket which attracted a significant number of young people who were invited from Babergh and Mid Suffolk Districts and showcased careers across a range of sectors including film & TV, gaming, science, sports and finance.
- Q2 claim submitted for Welcome Back fund in line with Government deadlines.

What we plan to do next quarter:

- Launch a “trade local” scheme to celebrate the innovation from our businesses during Covid-19 and maintain ongoing local business to business trade.
- Scope an innovation futures pilot with a local school.
- Development of workspace strategy and delivery plan across the District to ensure we have sufficient workspace.
- Commence delivery of Innovate Local programme through opening of Innovation Hub in Sudbury.
- Careeriosity programme to showcase career opportunities in Science, Technology, Engineering, Arts and Maths (STEAM) and creative subjects will be delivered in Sudbury in Easter school holidays.
- Scope expansion of Innovate Local programme for market stalls and launch of Innovation Labs at Borehamgate.

Babergh Environment

Headline Performance Indicators



16,570

Garden waste subscribers

The total number of subscriptions remains consistently high, although numbers have levelled off slightly this quarter. However, there continues to be a year on year increase from 14,578 in Q3 2019/20 and from 15,535 for the same period last year



57

Trees

2,045

Hedgerow plants

Have been delivered to parishes through our Tree and Hedgerow planting scheme



67

Incidents of fly tipping

This is a further reduction which keeps the number of tips in line with pre-pandemic totals, 63 incidents in Q3 2019/20, and is compared to 144 in Q3 2020/21



18.41%

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

*This is an increase of 4.85% on Q2, and compared to Q3 2020/21 is a reduction from 1.14%
Items included mainly bags or bagged waste, glass, food waste or dirty containers and wood.
(Data from Materials Recovery Facility input sample)*



88%

of fly tips cleared in 48 hours

8 of the 67 incidents could not be cleared within 48 hours. Some of these were reported over the Christmas period and during staff training where limited staff were available.

Fly tipping data relates to tips on public land only

Environment

Objectives and 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 installation of solar panels was completed at the Hadleigh and Sudbury leisure centres (a total of 674 panels, generating 259.9kW). 56 panels (21.8kW) were also installed at Wenham Depot, although UK Power Networks are unable to commission the array until mid-February due to Covid and staffing issues.
- Work commenced on installing the new water filtration system at Kingfisher Leisure Centre, with completion scheduled for January 2022.
- A bid to the Office of Zero Emission Vehicles has been prepared for 75% of the capital funding for electric vehicle charging points in 7 Babergh carparks. Negotiations are underway with Network Chargepoint Operators to match-fund the remaining 25% and all future operating costs. The bid is scheduled to be submitted in January 2022.
- The webpage publicising the solar car ports project at the Kingfisher, Sudbury is live, and hoardings and information erected on site, with construction due to start in January 2022. A slight redesign of the anchor-piling and baseplate system is required due to unfavourable sub-surface ground conditions.

What we plan to do next quarter:

- Commission solar panel array at Wenham Depot.
- Commission new water filtration system at Kingfisher leisure centre.
- Commence scoping/feasibility work for further potential decarbonisation works at leisure centres.
- Progress towards completion of solar car ports project.

Environment

Objectives and progress



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

Progress:

- Completed insourcing Babergh public realm team from Idverde to create fully in-house service.
- Delivery of 57 trees and 2,045 hedgerow plants to parishes who applied through our Tree and Hedgerow planting scheme.
- Surveying of BDC owned local nature reserves, county wildlife sites and large public realm sites with high biodiversity value completed by Suffolk Wildlife Trust.
- Tree canopy survey underway carried out by consultants Treeconomics Ltd.
- Biodiversity project manager role developed to assist Public Realm team with delivery of parish tree and hedgerow scheme. This role will provide a member of staff to focus on engagement with parishes and wildlife enhancement across the district.

What we plan to do next quarter:

- Recruitment of new Biodiversity Project Manager to provide full time resource for biodiversity improvements across the district.
- Finalise Tree Canopy Report and Tree Inventory Report.
- Planning tree planting for Queens Green Canopy at Broom Hill.
- Working with Public Realm Operations team to map sites for changes in mowing regimes to enhance wildflower potential.

Environment

Objectives and progress

Sustainable environment for all



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

Progress:

- To date this year 45 fly tipping investigations have been undertaken, resulting in the issue of two fixed penalty notices, 10 warning letters and one caution.
- For 2021/22 we are focusing on reducing the amount of glass in recycling bins and encouraging them to be recycled through the bottle bank scheme.
- Solar Smart Bins have been ordered, delivery early 2022. This continues our Design Council project work to trial the use of smart bins and novel signage to identify their impact on littering.
- A waste management officer has been appointed to review the recycle waste contamination and develop an action plan to address this issue.

What we plan to do next quarter:

- Installation of Solar Smart Bins in 4 locations.
- The second phase of consultation for development of the councils first parking strategy will commence, through the strategy's development we are reviewing existing parking policies to encourage a modal shift in transport from cars to other sustainable transport options.
- Publication of the councils first climate change and biodiversity annual report is expected.
- Develop a workplan and start an educational and promotional campaign to reduce contamination in recycling and increase recycling performance.
- Develop a new model for the Waste Service to implement the requirements of the Resource and Waste Strategy.
- Clean Air Day is taking place in June, when we will be working in partnership with the CCG to focus on the problem of motorists idling their car engines outside GP surgeries.
- To give councillors an insight into the teams' achievements, we will commence reporting of quarterly figures for work undertaken by the Food and Safety and Licensing Teams.

Customers

Headline Performance Indicators

Combined data for both councils



2,532
daily
web visits (av.)

This has decreased from last quarter due to the impact stricter cookies controls has had on our website analytics. We have seen 23,000 online forms submitted during Q3 also.



520/272
calls per day (av.) total
visits to the CAP

*8% decrease from Q2 21 but a 15% increase from 2020.
Total of 264 visitors at Sudbury Access Point during Q3, 1 in Shotley and 7 in Hadleigh*



71
email responded to
per day (av.)

28% decrease from last quarter.



512
Social media responses
issued

decrease of 67% from Q2



52
compliments

Decrease of 2%



4.56
out of 5

77% of customers rated 5/5 for our online form process (up 2% from Q2)



14%
abandon rate

*8% decrease from Q2
1*



2 min & 22 sec
wait time (av.)

Wait time has reduced from 3 mins 30 in Q2.



1,684/1457
chatbot and automated
telephone sessions

Chatbot activity increased by 49% from Q2 and automated telephony up 13% from Q2.



172
stage 1 complaints

Decrease of 25% from Q2.

Customers

Objectives and 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 now completed the draft complaints policy and feedback is being gathered via internal teams at present and will be shared more widely over Q4.
- A short satisfaction survey for our customer services team has now been built and tested and will be going live in January 2022 so we can monitor customer feedback from our telephone lines.
- We commenced the delivery of our pop-up services in Shotley and Hadleigh from October 2021 and we have seen 8 customers (from attending once a week in Hadleigh and once a month in Shotley).

What we plan to do next quarter:

- We will continue to deliver our pop-up services and review the demand as well as increase promotion of these services to ensure residents who wish to see us face to face can access this support.
- We will monitor the satisfaction levels from our newly created customer survey to ensure that we understand more about areas for improvement and unnecessary contact (where we may be creating avoidable contact).
- The complaints policy will be submitted to the relevant governance structures over Q4 and we can then commence customer review panels to help ensure that customers are helping to codesign improvements to our services through the feedback we capture from our compliments, comments and complaints.

Customers

Objectives and progress



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

Progress:

- We delivered get online week from libraries in Sudbury and Hadleigh these sessions were publicised via social media and within the libraries. Whilst we did not see customers take advantage of these drop-in sessions, we were able to work with the libraries to identify where digital skills groups existed or need some support, so we will be looking to help deliver sessions from Q4.
- We have presented the tenants digital skills survey to the housing team and have commenced planning a sheltered scheme approach, partnering with a local charity BSEVC to help us to deliver digital skills support for our tenants as part of a range of support to help reduce digital exclusion.

What we plan to do next quarter:

- We have been working with iDEA [iDEA: Develop digital, enterprise and employability skills for free. Win career-enhancing badges and gain internationally recognised awards.](#) to create a specific Babergh online badge to support customers accessing free digital skills courses to gain, for us to be able to see the success rates from this and for customers to be able to display badges on their CV. These should be available from February 2022.
- Our tenant's digital skills delivery plan will be presented back to the housing management team for us to commence delivery in late Q4/early Q1 with a focus on sheltered scheme tenants initially.

Customers

Objectives and progress



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

Progress:

- Our next NVQ cohort has now reached the mid-point review and they are progressing their improvement projects, which we can share the outcome at the end of the course in Q4.
- Our engagement project has been working through some of the ways to ensure we achieve a representative sample of the district and will look to formalise this approach early 2022.
- We have been working with Citizens Advice and will be writing a joint bid for national lottery funding to join and expand the digital hubs approach.

What we plan to do next quarter:

- We will be completing the NVQ cohort and explore additional projects for the officers to complete to help improve our processes from a customer perspective (using the feedback and trends predominately from customer feedback).
- We will create the joint bid for the national lottery funding for digital hubs and look to expand this into Babergh, following a successful pilot by citizens advice in Mid Suffolk.
- We will finalise our engagement project work to ensure we can understand the satisfaction levels across our districts.



Babergh Communities

Headline Performance Indicators



Community Grants



£18,475.64
Capital Grant Spend

£11,053.86
Community Restart Spend

£602.45
Minor Grant Spend

3 projects have also been supported and granted awards for the Hadleigh Foodbank, Glemsford Angels and GOStart Community Transport

£212,518.96
Total amount of funding offered through Capital, Minor and Community Restart

£8,393.05
S106 funds allocated

17
Voluntary, Community & Social Enterprise (VCSE) supported

(cumulative Q1 - Q3)

Detailed information on allocations on page 20

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

Progress:

- Virtual “Connect & Catch up” sessions are being delivered across the Babergh area for the Integrated Neighbourhood Teams (INT) and Connect groups, to broaden the knowledge and understanding of specific topics and organisations. This is being delivered in partnership with East Suffolk & Ipswich Borough Council.
- Womens Tour the Suffolk leg of the Womens Cycle Tour took place on the 9th October 2021, the tour passed through Glemsford, Long Melford, Sudbury, Gt & Lt Waldingfield, Monks Eleigh, Chelsworth, Bildeston and Wattisham Airbase. (see following infographic sheet for statistics).
- Development of a Communities Events Programme for 2022, including the Queens Jubilee and Festival of Suffolk, The Armed Forces Day, Suffolk Commonwealth Games, Community Awards and the Womens Tour.
- Supporting four task and finish groups with Community Action Suffolk to ensure delivery on a new Suffolk Volunteering Strategy. The purpose of the task and finish groups is to move the strategy forward and ensure effective engagement by all partners with the strategy.

Communities

Objectives and progress



What we plan to do next quarter:

- Continue to develop and deliver virtual "Connect and Catch up" session across the INT areas.
- To continue to develop the Community Events Programme and develop Project Plans and establish a project lead for each.
- Planning for the Womens Tour 2022 is now under-way and meeting scheduled with SCC looking at opportunities for Babergh to be involved. The 2022 Stage will take place early June and will provide a fantastic opportunity to create an exciting finale to the weekends Queens Jubilee festivities and activities.
- Project Planning for the Armed Forces Event has commenced, with Hadleigh hosting for the third year running.
- Project Team established to progress activities and plans for the Queens Jubilee / Festival of Suffolk.

The 2022 Commonwealth Games takes place in Birmingham between the 28th July and 8th August. There will be extensive live TV coverage and we know that watching elite sport inspires people to want to take part. As such, in line with our Leisure, Sport and Physical Activity and Wellbeing Strategies we will be highlighting the opportunities available for people to take part in sport and physical activity locally, below are a few examples:

- Encourage our local sports clubs (as they recover from Covid) to use the Games as an opportunity for recruitment to their clubs. We will be promoting the countywide Sports Covid Recovery Funds as well as our own Locality Awards to seed fund projects and initiatives.
- Encourage our leisure providers to use the opportunity to promote activities in our leisure sites.
- Work with Active Suffolk who we have commissioned to work in Primary Schools to encourage good quality sport and physical education opportunities.



Wattisham Airfield



The podium in Felixstowe

Postponed in 2020 due to the Covid 19 pandemic, the 2021 AJ Bell Women's Tour was rescheduled from its usual slot in June to October. Part of the UCI Women's WorldTour calendar, the 6 stage race started on the 4th October in Bicester Oxfordshire and finished along the seafront in Felixstowe on Saturday October 9th. The final stage in Suffolk saw the teams and riders leave Haverhill and race through 155km of Suffolk's countryside and communities to finish in front of thousands of spectators on the seafront in Felixstowe.

Demi Vollering (SD Worx) clinched overall victory in the AJ Bell Women's Tour, Britain's biggest professional women's race, as world road race champion Elisa Balsamo (Valcar - Travel & Service) clinched the final stage in her rainbow jersey.

AJ BELL

STAGE

6

WOMEN'S TOUR

Haverhill-Felixstowe
SATURDAY 9 OCTOBER 2021



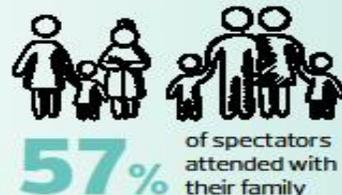
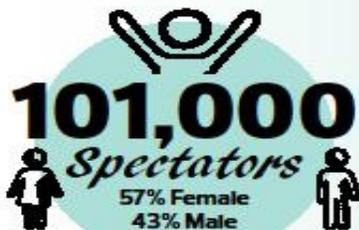
Elisa Balsamo

Helping make Suffolk ENGLAND'S

MOST ACTIVE COUNTY



THE RACE



SPECTATORS



estimated economic impact for Suffolk



£15,000 of commercial sector support secured

ECONOMIC



TV and radio coverage by regional media channels



42,635 unique page views

PR & MEDIA



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.

Progress:

- Communities Officers attended 'Disrupting Exploitation' training sessions. Worked alongside newly appointed school liaison officer across both districts on a delivery plan to include knife crime / gangs, Anti Social Behaviour (ASB) personal and online safety.
- Continued to develop planning around Crucial Crew and Crucial Crew Plus (which is for children aged 11 plus). Part of the plans is to run a Knife Crime event and in addition planning a separate ASB session.
- A Draft Strategy on Violence against Women and Girls (VAWG) is now complete. Once agreed by all partners an action plan for its delivery will be developed.
- Working with Student Life and Year 10 students in secondary schools to develop a youth steering group to be led by young people and linked in with local activities.
- Early work commenced on the development of a Modern Slavery Strategy. This will be led by SCC with contributions from Districts and boroughs.
- The Western Suffolk Community Safety Partnership voted Cllr Derek Davis as Chair and Cllr Sarah Mansel as Vice Chair.
- Continued to support three supported living schemes with targeted community engagement work in the local area.
- CCTV – all cameras are now installed and further work with the police commenced to ensure CCTV operatives are aware to monitor areas within the towns to identify possible vulnerable women and girls being followed or approached.

What we plan to do next quarter:

- Continue to support the Western Suffolk Community Safety Partnership, Chair and Vice Chair.
- Progress work on the VAWG County-wide Strategy and action plan and incorporate into the Communities Delivery Plan.
- Complete the Section 11 Safeguarding Audit and associated Action Plan and update Safeguarding activity, including an update the current Safeguarding Policy.
- Support the work to develop a Modern Slavery Strategy.
- Regular meetings with West Suffolk Council to monitor and evaluate effectiveness of CCTV cameras.
- Progress a new Domestic Abuse 'Champions' group to develop activity and initiatives to roll out throughout the year.

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:

- S106 Projects: S106 project being developed in Great Cornard for new play equipment.
- Capital Projects: No Grants awarded in Q3. Projects being developed for Q4, still expecting full allocation of budget by end of the financial year.
- Minor Grants: Projects supported in Q3 include support for a ‘Glemsford with Gratitude’ community event and the refurbishment of GoStart Community Transport’s car park.
- Revenue Grants: Funding Officer in regular communication with all organisations and in process of receiving applications for 2022/23
- Locality Awards: 18 Awards were processed in Q3 totalling £11,225.00.

What we plan to do next quarter:

- Capital/Minor: Intention is to fully allocate Capital Grants budget for 2021/22.
- Pipeline projects include a new community café for the Bridge Project at AFC Sudbury, and the renovation of Long Melford’s Cordell Place play area.
- Revenue Grants: Applications assessed and offers made for 2022/23.
- S106: Site visit and allocation made towards Glemsford Play Area project, as well as at Bentley towards improvements to play area surfacing.



Babergh Wellbeing

Headline Performance Indicators



27

Children attended Family Park Cooking as well as Adventure Days during October Half Term



9

Free activities provided throughout Christmas Break for children and young people eligible for free school meals as part of the HAF programme.



105

People took part in Our Parks, free outdoor fitness session aimed at those who are physically inactive.

59% of attendees considered themselves inactive upon sign up.

8

Primary schools have taken part in the Active Schools programme.



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.

Progress:

- **October Half Term Activities:** 27 children took part in both a Family Park Cooking Session as well as an Adventure Day during Half Term funded by Babergh District Council and delivered by Abbeycroft Leisure in Sudbury. One parent commented that *'The day out was really enjoyable. The food pack was amazing and saved a lot of money for the week'*.
- **Christmas Holiday Activities:** 9 free activity sessions were provided throughout the Christmas Break for children and young people eligible for free school meals as part of the national Holiday and Food (HAF) Programme. Sessions included free swimming, arts and crafts, football and more, all of which included a free meal for each participant. An evaluation is currently underway and will help shape future provision. Due to Covid-19 we are expecting numbers to be low, but the data will provide us with a platform to build on the programme moving forward.
- **Our Parks:** Our Parks is a free outdoor fitness session in Great Cornard aimed at those who are physically inactive. The sessions have been running from April to October 2021 and has seen 105 attendees taking part across sessions, 59% of whom considered themselves inactive upon sign-up. We are still awaiting the final evaluation which will help inform the next steps for the sessions.
- **Active Schools:** 8 Primary Schools have taken part in the programme which has now come to an end. We are awaiting an evaluation from Active Suffolk but initial data is extremely positive. The most significant improvement across the project has been the improvement of active travel percentages across a number of schools, where scooting, walking, or cycling to school has improved from baseline to follow-up surveys. This in part can be attributed to our work with schools on the promotion of bike/walk to school weeks and the provision of resources to promote safe, active travel to and from school. The evaluation will help us consider the next steps for the programme.



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.

Progress cont:

- Health and wellbeing event for residents aged 50+ was held in partnership with Active Wellbeing service at Hadleigh Pool and Leisure. 14 attendees enjoyed the session and learnt about lifestyle changes that can improve their health and wellbeing.

What we plan to do next quarter:

- Holiday and Food (HAF) Activities – We will be planning the February Half Term and Easter Activities Programme.
- Active Schools – Once the evaluation has been received, we will agree the next steps for the programme.
- Our Parks – Once the evaluation has been received, we will consider future options.
- Summer Events – We will be planning our summer events so that we are able to take advantage of events such as the Commonwealth Games being hosted in Birmingham
- **ICOPE Project** - Led by the Anglia Care Trust (ACT), and supported by the Integration and Partnerships manager with logistics and trying to recruit volunteers for the project. The project will commence in February if we can recruit.
- Dementia Orientation Boards pilot project being delivered in Hadleigh, with a vision to rollout in 2022/23.

Babergh Housing

Headline Performance Indicators



20

Households placed into temporary accommodation

The demand for Temporary Accommodation has increased during the last quarter, particularly during December. However, the team continue to be incredibly busy and dealing with lots of new cases.



29

New Affordable Homes Built or Acquired

There continue to be issues with the availability of materials and social distancing requirements for the construction industry which is causing some delays.



47

cases where homelessness has successfully been prevented or relieved

The team are continuing to work diligently to prevent and relieve homelessness wherever possible.

78



Properties relet (not temporary accommodation)

There has been an increase in the number of homes available to let, which is really positive for those needing somewhere safe to call home.



81%

of disabled facilities grants spent and committed

There have been 49 minor adaptation grants, and 6 disabled facilities grants approved to date.



32

average number of days for standard VOID re-lets

Void times have increased for a variety of reasons, including hard to let properties, properties held to meet hospital discharge and delays in Building Services. Building Services & their contractors have experienced increased sickness absence, including Omicron, increased demand and operational demands

Housing

Objectives and progress



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

Progress:

New Council Homes Completions for Quarter 3:

- 11 properties off Bantocks Road, Great Waldingfield (S106 acquired from Landex)
- 7 properties at phase 1 of Wolsey Grange, Sproughton (S106 acquired from Taylor Wimpey Homes). Phase 1 of affordable housing delivery on this site is now complete.
- 11 properties at Chilton, Sudbury (S106 acquired from Anderson)

Total number of homes:- 29 (21 for Affordable Rent Tenure and 8 for shared ownership)

- There were 26 housing specific planning applications granted, which will deliver 293 homes.
- Completed 10 shared ownership sales on three sites.

What we plan to do next quarter:

- 9 affordable homes in Brantham due for completion.
- Babergh Growth will finalise listed building applications and appoint a contractor to deliver phase one of new homes at Corks Lane.
- Complete the purchase of land in Sudbury from SCC to enable the delivery of new affordable homes.

Housing

Objectives and progress



Objective 2 – Digital transformation to improve services to our residents

Progress:

- Launched our Scheduler within our Repairs Service – this will massively improve our service by making it easier for our tenants to schedule repair jobs when they first make contact.
- Will have launched the ability for tenants to access the My Home Tenant Portal via social media - making it easier for them to register and login and hopefully continue to drive up usage and reduce the need for tenants to contact us (as they can self-serve more). We have issued targeted communication to tenants who haven't yet got a Portal Account and will continue campaigns throughout the year to drive up account users.
- We are trialling the use of a welcome video for tenants. The video is emailed to tenants the day before they move into their home and provides them with useful information for their first few weeks. We hope this will reduce the number of issues that are then reported at the first tenant visit (around 6-8 weeks after they move in).

What we plan to do next quarter:

- The launch of Workflow and VOIDS module has been delayed from this quarter to next. The system will see benefits to staff, as well as bring data into our Housing System rather than being kept separately.
- Start using our Bulletin communication in a more targeted approach in co-ordination with Neighbourhood and Rents Team.
- Launch our new and improved Sheltered Housing web pages with better use of video, images and maps.

Case Study – Choice Based Lettings waiting times fall following trial of new working ways

Back in Quarter 2, we set out a business case for some temporary additional resources to help clear a backlog of Gateway applications and post that built up during Covid with an increase in applications / enquiries. The table below shows the difference between Q2 and Q3 performance:

Backlog Item	June 2021	December 2021	Reduction
Backlog new Applications requiring verification letter to be sent	271	99	172
Applications awaiting documents & full assessment	1473	528	945
Items of post	1802	894	945
Average time to Process Complete Application	2 – 3 Months	2 – 3 Weeks	6 – 9 Weeks

We have work in progress to reduce the numbers further, this is set to be achieved quickly as we are progressing applications in 2-3 weeks now, compared to 2-3 months. This is helping to further reduce complaints, Councillor enquiries and customers sending chasing follow up enquiries.

The Lettings Team have worked collectively to trial and explore different ways of working and the allocation of tasks to improve efficiency alongside the additional resources. With some trial and error, a new processes was agreed in the team and seen huge success.

In the longer term, with the help of the staff who have completed the Business Improvement Techniques qualification, we hope to further examine more CBL processes to see if we can drive out more new efficient processes and make better use of technology / online access.

Babergh Health of the Organisation

Headline Performance Indicators

Combined data for both Councils if not specified



5.36

average no. of days
sickness per FTE

*This compares to 4.63 days at
West Suffolk and 4.52 days at
East Suffolk for the year to date
(Apr – Dec 2021).*



1195

Total number of days lost
to sickness

*Top 2 reasons for absence:
25.75% Mental Health
10.13% Coronavirus*



89,400

Babergh Twitter
impressions

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



193,636

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*



1038

Babergh Committee /
Council meeting views

*There were 13 meetings in Q3, with 29
members of the public attending, as well as
2 joint meetings with 71 YouTube Views*

Health of the Organisation

Objectives and 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:

- Commenced the tendering process for our Occupational Health Contract.
- Continued the development of our agile / hybrid way of working guidance to support future ways of working.
- Surveyed leaders, managers and staff to gain feedback on support required to lead and work more efficiently in a hybrid environment.
- Commenced programme for onboarding graduates 2022.
- Commenced work on our resourcing strategy.
- Continued our work on our staff wellbeing programme - finalised the production of our mental health and stress management sessions for line managers and staff.
- Developed future survey plan with short surveys to go out quarterly rather than a large overall survey, and commissioned an expert Insight Company to work with us for the next 12 months and beyond.

What we plan to do next quarter:

- The first short all employee survey goes live in January and closes at the end of the month. In February we will analyse feedback and develop action plans based on key themes.
- Develop an action plan based on the feedback from our equality, diversity and inclusion sessions and agree our future strategy.
- Go live with line manager Wellbeing modules.
- Commence programme of intern recruitment.
- Onboard 3 new apprentices into the workforce and our final 3 kickstart placements.
- Analyse feedback from Hybrid working survey and develop the upskilling requirement plan.

Health of the Organisation

Objectives and 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:

- Treasury Management 2021/22 half year report presented to Joint Audit and Standards Committee.
- General Fund and HRA 2021/22 Quarter 2 reports presented to Cabinet.
- Work on the 2022/23 Budgets, Treasury Management, Investment and Capital Strategies.
- Actions and priorities agreed from the EELGA Commissioning & Procurement diagnostics.
- Communications/workshops to Senior Leadership Team (SLT) on the Finance Transformation Plan.
- Outcomes and plan of action from the Budgetary Control Audit.
- Project team in place for the replacement Financial Management system, Project Initiation Document (PID) and Business Case drafted, work commenced on drawing up the specification.

What we plan to do next quarter:

- Communications/workshops to Extended Leadership Team (ELT) on the Finance Transformation Plan.
- Business Partner training to take place.
- Contract management training programme to commence.
- Replacement Financial Management System PID and Business Case to Customer Transformation Board, specification completed and procurement commences.
- 2022/23 Budgets to be presented to Overview & Scrutiny Committee, Cabinet and Council.
- Treasury Management, Investment & Capital Strategies to be presented to Joint Audit & Standards Committee and Council.
- General Fund and HRA 2021/22 Quarter 3 reports to be presented to Cabinet.
- External audit of the 2020/21 accounts to commence.

Health of the Organisation

Objectives and progress



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

Progress:

- Work progressing on developing long-term letting options for two sheltered housing schemes in Sudbury and Hadleigh
- Developed Concept Plan with Staff and Member Working Groups ahead of the next stage of our proposals for our office space at Endeavour House.
- Commenced programme of asset reviews, including a compliance review and compiling an asset inventory ahead of exploring a new land and property database.
- CIFCO Q3 rent collected at 99.06% and continued to make full debt repayments to the Councils.

What we plan to do next quarter:

- Continue to develop the proposals and design to deliver the Accommodation and Agile Strategy concentrating on delivering our proposals for Endeavour House and developing plans for touchdown facilities in district and a new joint depot for BMSDC.
- Continue to deliver the Strategic Asset Management Action Plan Priorities.
- Council Owned Companies to continue to monitor against agreed Business Plans and begin to plan for next business plan periods.