

# Quarter 3 Performance

## Mid Suffolk 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 Councils 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, working with Network Rail for customers to gain greater access to Needham Market station, working with Student Life and Year 10 students to develop a youth steering group. Facilitating Careeriosity, focusing on careers for young people in Science, Technology, Engineering and Maths (STEM). Working with partners to offer a wide range of health and wellbeing activities for both young people and adults across the district. 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.

# Mid Suffolk 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

*90 Stowmarket businesses registered  
27 Needham Market businesses registered  
18 Eye businesses registered*



**10** applications received to  
the Business Innovation  
Support Scheme. **3** 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:

- Working with Freeport East Board to support development of Full Business Case. Ongoing work to brief Gateway 14 Board and Cabinet on Freeport designation and opportunities including seed capital funding and retained business rates
- Stowmarket Health, Education, Leisure Facility (SHELF) – Appointment of the consultant for the master planning for the Stowmarket Sports and Wellbeing hub.
- Contractor appointed for works at the new innovation hub at Cross Street .
- Competition launched to invite public to decide name for café at Needham Lake. Development work on schedule for hand over in new year.
- Solar carport main construction begins January 2022 for delivery by end of March 2022. First tranche of LEP capital grant funding now received.
- Gateway 14 Energy Consultant report received and briefed to Gateway 14 Board and Cabinet for consideration of any solar investment options at Gateway 14.
- Needham Rail Station accessibility improvements have moved to a new phase as the preferred ramp option has been reviewed as non-compliant and unviable by Greater Anglia/Network Rail. A lift and footbridge is the solution requires further assessment and funding to progress and discussions ongoing with GA/NR and Community Group.
- Worked with Suffolk County Council to develop projects linked to Active Travel funding – public consultation for an active travel route from Lowry Way to Stowmarket Town Centre undertaken from Sept – Nov 2021.
- 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.

# 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

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

- Ongoing work towards completion of Freeport Full Business Case by submission deadline of 15 April.
- 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).
- Progress to next stage all capital projects/pipeline.
- Complete construction works and appoint an operator for the new innovation hub at Cross Street .
- Publish LCWIP and associated action plan.
- Work with SCC on Bus Back Better initiatives.
- Complete construction of Needham Lake Café/visitors centre.

# Economy

## Objectives and progress



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

### Progress:

- Evidence based refreshed to incorporate Covid related impacts on businesses.
- Hosted successful Local Energy Showcase and agreed next steps and actions following the event. Event held with over 220 attendees.
- Delivery of digital skills programme – 9 businesses participating in the training offers to date.
- Recovery Plan updated following partners/stakeholder consultation.
- 9 applications received for Business Innovation Support Scheme grants and 3 grant offers made
- Christmas campaign launched to promote VHS – over 1621 vouchers downloaded for 33 offers and bollard covers installed in key locations.

### What we plan to do next quarter:

- Commence Draft of 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 cluster at Gateway 14.
- Support plans for redevelopment of key employment/development sites including the creation of an Innovation Hub at Gateway 14. The tender will be published in mid-January 2022.
- Begin project planning for Innovation Awards in Spring 2023.
- Begin project planning for Local Energy Showcase in Autumn 2022.
- Develop and launch a grant programme to support businesses impacted by the Omicron variant as part of an extension to 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:**

- Held Careeriosity event, a young person's careers festival focusing on Science, Technology, Engineering, and Maths (STEM) and Cultural Industries delivered over 4 days in Stowmarket with excellent feedback received.
- Q2 claim submitted for Welcome Back fund in line with Government deadlines.
- Innovate Local programme is continuing to prove successful with great feedback from businesses who have been part of the trial. The pilot concluded with very successful Christmas markets.

**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.
- Launch of operator brief for Innovation Hub in Eye.
- Scope expansion of Innovate Local programme for market stalls.
- Use feedback from Careeriosity events to develop a similar annual programme of skills activities for young people.

# Mid Suffolk Environment Headline Performance Indicators



**17,917**

Garden waste subscribers

*This is the highest recorded number of brown bin subscriptions, numbers have levelled off slightly this quarter. However, there continues to be a year on year increase from 15,513 in Q3 2019/20 and from 16,475 for the same period last year.*



**224**

Trees

**2,645**

Hedgerow plants

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



**69**

Incidents of fly tipping

*This is a further reduction which brings the number of tips in line with pre-pandemic totals, 86 incidents in Q3 2019/20, and is compared to 124 in Q3 2020/21*



**11.40%**

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

*This is a reduction of 2.52% from Q2, and is in line with the same period in 2020/21 of 11.57%  
Items included mainly bags or bagged waste, glass, food waste/dirty items and textiles.  
(Data from Materials Recovery Facility input sample)*



**99%**

of fly tips cleared in 48 hours

*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 Stowmarket and Stradbroke leisure centres (a total of 604 panels, generating 235.6kW).
- The Air Handling Unit at Stowmarket leisure centre has been replaced with a new Air Source Heat Pump and cooling coils. The system will be commissioned by mid-February. The addition of cooling into the space, provides an anticipated CO2 savings of upwards of 60%.
- A bid to the Office of Zero Emission Vehicles has been prepared for 75% of the capital funding for electric vehicle charging points in 6 Mid Suffolk car parks. 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.
- Phased works to install 70 solar carports at Mid Suffolk Leisure Centre in Stowmarket have begun. The webpage publicising the project is live, and hoardings and information erected on site, including temporary parking loss during works. The contractor is sourcing electric vehicle point charging facilities from EO Charging in Stowmarket, and the charging strategy and contract arrangements will be progressed accordingly.

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

- Commission new Air Source Heat Pump and cooling unit at the Stowmarket 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:**

- Delivery of 224 trees and 2,645 hedgerow plants to parishes who applied through our Tree and Hedgerow planting scheme.
- Surveying of MSDC 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.
- Working with Public Realm Operations team to map sites for changes in mowing regimes to enhance wildflower potential.
- Planning tree planting at Needham Lake for Queens Canopy.

# Environment

## Objectives and progress



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

**Progress:**

- To date this year 51 fly tipping investigations have been undertaken, resulting in the issue of eight fixed penalty notices and three warning letters.
- 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.
- 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:**

- 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 requirement 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 79 customers attended the Stowmarket CAP.*



**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*



**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 customer services telephone lines.

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

- 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 Stowmarket and Needham Market 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 Mid Suffolk 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 pilot.
- We will finalise our engagement project work to ensure we can understand the satisfaction levels across our districts.





# Mid Suffolk Communities Headline Performance Indicators



## Community Grants



**£48,206.97**  
Capital Grant Spend

**£25,902.62**  
Community Restart Spend

**£19,040.81**  
S106 funds allocated



**£3996.00**  
Minor Grants Awarded

*4 projects were supported Orchard Barns CIC, Botesdale PC, Bacton PC, and Needham Market Walks*

**£394,334.88**  
Total amount of funding offered through Capital, Minor and Community Restart

*(cumulative Q1 – Q3)*

**19**  
VCSE organisations supported through Revenue Grants

*Detailed information on allocations on page 21*

# 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 Mid Suffolk 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 Great Finborough, Stowmarket, Needham Market, Great Blakenham, Claydon and Coddensham. (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 Mid Suffolk 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 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 8<sup>th</sup> 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



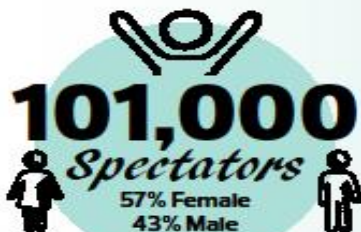
Elisa Balsamo

Helping make Suffolk ENGLAND'S

MOST ACTIVE COUNTY



THE RACE



SPECTATORS



estimated economic impact for Suffolk



ECONOMIC



TV and radio coverage by regional media channels



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 Anti Social Behaviour 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.
- Delivered a joint domestic abuse event at the Mix in Stowmarket on 18 October with Stowmarket Integrated Neighbourhood Team to promote support and awareness of domestic abuse. The primary focus was to engage with and work with local businesses especially those where they have a customer focused approach with their clients.

### **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.
- 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: Projects supported in Q3 include renovation and upgrade to heating/insulation at Wetheringsett Village Hall and new energy efficient street lighting in Eye (through Eye Wind Turbine S106).
- Capital Projects: Projects supported in Q3 include new play equipment in Framsdon, a new wheeled sports area in Rickinghall, kitchen refurbishment at Yaxley Community Centre, energy efficiency improvements at Crowfield Village Hall and a Contributing Third Party payment towards new changing rooms/toilets at Claydon FC.
- Minor Projects: Projects supported in Q3 include a pond preservation project at Bacton, support for leaflets promoting walking routes around Needham Market and volunteer training for Orchard Barns CIC.
- Revenue Grants: Funding Officer in regular communication with all organisations and in process of receiving applications for 2022/23
- Locality Awards: 52 Awards were processed in Q3 totalling £47,401.90

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

- Capital/Minor: Intention is to fully allocate Capital Grants budget for 2021/22.
- Pipeline projects include kitchen refurbishment at Great Ashfield's Lord Thurlow Hall and recreation ground improvement project at Botesdale. Award will shortly be made to Rattlesden Community Council towards new play equipment and to 1<sup>st</sup> Fressingfield Scout Group towards new storage (enabling their new facility to have wider community access).
- Revenue Grants: Applications assessed and offers made for 2022/23.
- S106: Progress made on allocations of Needham Market and Eye Wind Turbine S106.



# Mid Suffolk Wellbeing

## Headline Performance Indicators



**28**

Children attended Stowmarket Family Park Cooking and Adventure Days during October half Term.

**10**

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



**117**

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.*

**9**

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: 28 Children took part in both a Family Park Cooking Session as well as an Adventure Day during Half Term funded by Mid Suffolk District Council and delivered by Abbeycroft Leisure in Stowmarket. One parent commented that it was ... *‘Wonderful to spend time together and the food pack gave inspiration and helped financially’*.
- Christmas Holiday Activities: 10 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 Stowmarket aimed at those who are physically inactive. The sessions have been running from April to October 2021 and has seen 117 attendees taking part across these 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: 9 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:**

- Meeting held in November with strategic leaders to discuss a draft proposal for a Youth Social Prescribing project to gain collective buy in and develop next steps.
- Work is continuing on revamping Stowmarket walk leaflets for the area, for GPs and social prescribing teams to provide to their patients and clients.
- Central Suffolk Integrated Neighbourhood Team (INT) held a free domestic abuse awareness event for local businesses and organisations to provide knowledge of domestic abuse and violence and how to become trained as a domestic abuse champion.

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

- Youth Social Prescribing workshop planned for late January to progress business plan.
- 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.
- Working with Care Homes in the Central Suffolk area to understand and provide mobility and leisure activities for the residents, including options for the sheltered housing schemes within the area.
- Eye/North West INT - Virtual dementia training to be delivered in March, with 36 training places available, based at the Michael Burke Wellbeing Centre.
- Working with the Mix as part of their delivery plan with the INT to develop ideas for Mental Health awareness week in May, liaising with schools and involvement from professionals.

# Mid Suffolk Housing

## Headline Performance Indicators



12

Households placed into temporary accommodation

*Demand for Temporary Accommodation during the last quarter has not increased from the reduction seen in Q2, which is positive. However, the team continue to be incredibly busy and dealing with lots of new cases.*



3

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.*



39

cases where homelessness has successfully been prevented or relieved

*The team are still diligently focussed on preventing and relieving homelessness and performance has remained steady.*



58

Properties relet (not temporary accommodation)

*There continues to be a good supply of properties available for reletting, which enables our residents to have somewhere safe to call home.*



62 %

of disabled facilities grants spent and committed

*There have been 97 minor adaptation grants, and 7 disabled facilities grants approved to date*



33

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:**

- 3 new council homes were completed on the former HQ site (now known as Chambers Green) by Mid-Suffolk Growth Ltd and handed over to MSDC, all for affordable rent tenure.
- 5 new market homes were completed on the former HQ site (now know as Chambers Green) by Mid-Suffolk Growth Ltd, with the first sale completing before Christmas 2021.
- Completed the purchase of land at De Saumarez Drive in Barham for delivery of circa 20 affordable and market homes through Mid Suffolk Growth.
- There were 32 housing specific planning applications granted, which will deliver 213 homes.
- Developing proposals for exemplar housing schemes in Elmswell and Walsham Le Willows.
- Completed land sale and development agreement at Old Engine Meadow, Mendlesham to bring forward development of market and affordable homes.

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

- 4 new market homes sales are scheduled to complete next quarter at Chambers Green together with practical completion of further homes on site.
- Mid Suffolk Growth Ltd will commence demolition of the former HQ site at Needham Market to enable the next phase of new homes to come forward.
- Completion of the purchase of affordable homes in Botesdale and Haughley.
- Progress demolition of Paddock House in Eye.
- Elmswell Exemplar Scheme to be progressed to RIBA 2 design gateway.

# 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, whilst we sort final bugs out. 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 trail 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.

# Mid Suffolk 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*



**81,400**

Mid Suffolk Twitter  
impressions

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



**259,751**

Mid Suffolk Reach for  
Facebook

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



**952**

Mid Suffolk Committee /  
Council meeting views

*There were 12 meetings in Q3, with  
43 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
- Communications/workshops to Senior Leadership Team (SLT) and Extended Leadership Team (ELT) on the Finance Transformation Plan.
- Actions and priorities agreed from the EELGA Commissioning & Procurement diagnostics.
- 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.
- 2020/21 Draft Statement of Accounts to be published.
- 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:**

- Completed the acquisition of the freehold title land adjacent to the Woolpit Health Centre from Barrett David Wilson Homes as part of the project to deliver a new 120 space community car park to meet the local community's needs including the NHS vaccination drive.
- Completed the new long lease arrangements for Stowmarket Football CIC at Green Meadows, Stowmarket facilitating their continued occupation and club development with the Football Association.
- 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 CIFCO continued to make full debt repayments to the Councils.
- Planning Consent granted for Gateway 14 infrastructure works and business park

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

- Handover and completion of lease to SCC of new library in Needham Market.
- 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 Companies to continue to monitor and deliver against agreed Business Plans and begin to plan for next business plan periods.
- Commence infrastructure works at Gateway 14.