



# Quarter 3 Performance

## Babergh District Council 6<sup>th</sup> March 2023 Cabinet





This performance report has been developed in collaboration with Cabinet members, Senior Leadership Team and corporate managers. It covers the period from October to December 2022 (Quarter 3).

Please note:

- This report highlights 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.

# Babergh Economy

## Headline Performance Indicators



**160**

Attendees at BMS  
Innovation Awards

*22 businesses shortlisted  
over 8 categories*

**70** stakeholders  
attended 4 workshop  
sessions on new  
Culture, heritage and  
Visitor Economy  
Strategy

# Economy

## Objective 1: Connected & Sustainable

Our businesses and places benefit from stronger connectivity and opportunities to be more environmentally sustainable.

### Progress:

- EOI prepared and submitted for Investment Zone designation for sites in Sudbury and Copdock. The initiative has since been cancelled by UK Government
- Support given to GoStart (Babergh community transport operator) in proposal to utilise S106 funding to provide new DRT/flexible scheduled service in Acton area and procure an electric minibus.
- Delivered Cycling-themed public engagement stand at Sudbury green Sunday event(s) in partnership with STC, SCC and Cycling UK.
- Hadleigh Commercial Unit Development on track, shared legal instructed on incoming S106 land transfer and discussions well progressed with relevant parties including one freehold disposal to support funding viability.
- Belle Vue Café detailed design work underway to be finalised by Feb 2023
- Belle Vue House being re-marketed from January 2023 as retirement living deal discontinued following planning refusal
- Solar carport completed and launched by Councillors and delivery partners
- Work progressing on negotiations with National Trust for Changing Places facility in Flatford

# Economy

## Objective 1: Connected & Sustainable

Our businesses and places benefit from stronger connectivity and opportunities to be more environmentally sustainable.

### What we plan to do next quarter:

- Belle Vue site elements to progress to next stages of programme
- Hadleigh scheme to progress into final design and towards planning application then Full Business Case (FBC) preparation towards report to Cabinet post election
- Continue work with Suffolk County Council (SCC) and other relevant partners to seek opportunities for, and help to facilitate, the delivery of Active Travel/LCWIP schemes – including preparing the Capel St Mary to Copdock route for active travel funding tranche 5.
- Continue internal behaviour change campaign around sustainable commuting options, and participate in Cycling UK's Big Bike Revival for workplaces.
- Continue a pilot phase within the CIL expenditure framework to fund LCWIP schemes – working up a methodology to progress schemes to the point that they can apply for delivery funding.
- Phasing options being reconsidered for scheme at Hamilton Road/Borehamgate with some further architect work pending a further structural survey.
- Considering alternatives for Bus Station/Borehamgate and HRQ in view of no LUF grant award
- Progress delivery of Flatford Mill changing places facilities with contractors appointed to carry out construction works.
- Development of a digital infrastructure plan to identify areas that need additional investment in high-speed broadband.

# Economy

## Objective 2: Innovative & Creative

Babergh and Mid Suffolk's places and economy are supported to be innovative, green and resilient.

### Progress:

- Work on new Culture, Heritage and Visitor Economy Strategy has progressed with stakeholder consultation, cross-party member and cross-service officer working groups actively involved in the development of the strategy.
- Lead Genera appointed to develop new Inward Investment website
- Rural England Prosperity Fund Investment Plan (addendum to UK SPF) submitted on 30 November 2022.
- Marketing database of nearly 4,000 contacts created following Visit Suffolk campaign – monthly newsletters sent promoting activities and attractions across the District.
- Virtual High Street sign-up throughout the district ongoing throughout town centres, village high streets, business/retail parks and tourism areas, currently over 400 businesses on the platform. Third external licence agreed with Bury St Edmunds by Queue Technology.
- Digital Skills for Businesses project with MENTA complete, with 26 businesses from Babergh supported.
- Innovate Local market stalls project in Hadleigh and Sudbury complete for 2022.
- 2<sup>nd</sup> Innovation Awards held on 22<sup>nd</sup> October 2022 at Wherstead Park. 160 attendees and 22 businesses nominated over 8 categories. Queue Technology were announced overall winner.
- What's Next for Sudbury survey results being collated - strong support for mixed-use regeneration (73%), cinema and hotel (supported by 60% of respondents)
- Local Investment Plans for UK Shared Prosperity Fund approved just before Christmas. Project delivery phase starting in Q4.
- Belle Vue Park Public Art project and public realm entrance work paused due to planning changes.
- Hadleigh Market road closure and revised charging schedule signed off and first specialist market delivered.

# Economy

## Objective 2: Innovative & Creative

We will become a growing area for Innovation, Enterprise and Creativity in the East

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

- Begin project planning for Local Energy Showcase in 2023.
- Completion and launch of new Inward Investment website.
- Completion and publication of Culture, Heritage and Visitor Economy Strategy.
- Continue to support plans for redevelopment of key employment sites including Vanners, Delphi, Copdock, Brantham, and Sproughton.
- Continue to produce content for Visit Suffolk and promote locations for Screen Suffolk locations database.
- Consider future funding for Innovate Local scheme in Sudbury and Hadleigh for 2023.
- Continue to develop the Love Explore platform to include walks in Shotley Peninsula.
- Work with Innovation Labs on expansion of membership for Sudbury Hub including work with local schools and Job centre.

# Economy

## Objective 3: Skilled & Successful

Our communities are supported to be the best skilled workforce across the East with high levels of aspiration.

### Progress:

- Launch of Knowledge Transfer Partnership (KTP) "Lite" programme (Innovate to Elevate) with University of Essex at the Innovation Awards.
- Schools Enterprise challenge launched with one secondary school in Babergh signed up.
- Digital Skills for Businesses programme completed with around 40 businesses taking part in training and mentoring.
- Hybrid Careeriosity sessions delivered in Sudbury.
- Contract agreed for skills element of Shared Prosperity Fund and Lapwing appointed to deliver support for young people not in employment, education or training.

### What we plan to do next quarter:

- Appoint Innovation Manager for Innovate to Elevate programme with partner University of Essex and sign up first cohort of businesses.
- Commencement of Schools Enterprise challenge programme in schools.
- Carry out full review of the Careeriosity programme.

# Babergh Environment

## Headline Performance Indicators



**16,971**  
Garden waste  
subscribers

*We had 71 less subscribers during winter months compared to last quarter, this is due to seasonal variation.*



**76**

Incidents of fly tipping

*Overall trend for fly tipping incidents shows a return to pre pandemic levels*

**13.4%**  
of recycling collected was  
identified as  
contaminated or too  
small to process  
(under 45mm)



*The same level as quarter 2 - 13.4% with a 12-month rolling average of 14.6%*

# Environment

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

## **Progress:**

- The council's new climate change manager, Ian Bowers, started in post on 16<sup>th</sup> September.
- New water filtration system at Kingfisher leisure centre is now live. The system is expected to deliver energy recovery and water savings benefits. Monitoring to assess efficacy is now under-way.
- The bid to the Office of Zero Emission Vehicles (OZEV) for EV charge points has been successful with circa £316k funding secured.
- Solar carport installation at Kingfisher leisure centre is complete and the launch has taken place with Councillors and the delivery partner. The project is now in its monitoring and evaluation stage.

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

- Refresh current Carbon Reduction Management Plan, updated with progress since inception. but now to look at areas of focus for the next 12 and 24 months.
- OZEV supported EV charging points to move to implementation phase.
- Review opportunities for further carbon reductions at leisure centres.
- Establish property list of other carbon emitting buildings for future retrofit consideration.
- Deliver 2021/22 Greenhouse Gas Report detailing progress on corporate emissions.

# Environment

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

## Progress:

- Mowing regimes changed across 22,000m<sup>2</sup> of grassland to encourage wildflower growth. All areas mapped and data recorded to GIS software to assist with monitoring, scheduling and maintaining sites.
- Tree Canopy Survey published, with web maps providing the public with online access to ward-by-ward tree canopy data.
- Tree Planting Strategy underway.
- Successful bid to the Forestry Commission, Local Authorities Treescapes Fund to plant trees and hedgerow at Essex Avenue, Sudbury. Total grant value £20k for trees and £6k p.a. 2024 to 2027 for maintenance.
- Launch of 2022/23 Tree, Hedge and Wildflower planting programme with all parishes.

## What we plan to do next quarter:

- Tree planting in Essex Avenue, Sudbury.
- Start assessing 2022/23 tree, hedge and wildflower applications received from Parishes, carry out site visits and consultation work.
- Commence refresh of the Biodiversity Action Plan.
- Finalise the Tree Planting Strategy.

# Environment

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

## **Progress:**

- Currently 88% of food businesses in Babergh have the highest food hygiene rating of 5. Some of these businesses are being profiled on Twitter to raise awareness. There has been further engagement and enforcement with lower performing food businesses to improve compliance and standards to protect consumers.
- The Public Protection Team has been promoting their food hygiene intervention work via social media and LinkedIn which has been recognised and shared by the Chartered Institute of Environmental Health.
- The Parking Strategy was approved by Cabinet on 3<sup>rd</sup> October 2022.
- All three solar compactor smart bins (Sudbury) are installed and fully operational.

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

- Parking Strategy – develop implementation plan and create a project delivery group.
- Ensure that food safety resources are targeted at higher risk inspections and those prioritised by the Food Standards Agency (FSA)
- A new Food Standards Agency (FSA) delivery model is currently out for consultation to relevant stakeholders and will be ready for implementation in 2023/24.

# Customers

## Headline Performance Indicators

*Combined data for both councils*



**942**

daily  
web visits (av.)

31% decrease from last quarter. Stricter cookie controls are masking a proportion of visits, in the last quarter the drop was predominately due to less visits to the parking strategy pages and elections. We have also seen 25,116 online forms submitted by customers during Q3 (a decrease of 21% from Q2). Top 3 reasons for online forms were council tax, sundry debtors and waste services 'report it'.



**375/520**

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

32% call reduction from Q2 (driven by lower call volumes in December). Total of 520 customers attended the Hadleigh, Shotley and Sudbury CAP's, a 3% increase in face to face visits with a slight upturn in people visiting with Council Tax and Housing enquiries or to scan documents.



**239**

Social media responses  
issued

A decrease of 17% (This was driven by the reduction in elections responses)



**88**

email responded to  
per day (av.)

18% increase from last quarter. This was driven by a 19% increase in Housing and Housing repair emails. There was also a 4% increase in emails regarding Council Tax, Housing Benefit and Housing rents.



**53**

compliments

Increase of 15% from Q2 (or 7 compliments) Thank you and compliment messages for tenancy officers, planning officers and customer services for support and help provided helped drive the increase alongside compliments for work carried out relating to bathroom replacements

# Customers

## Headline Performance Indicators

*Combined data for both councils*



**97.7%** of non major planning decisions in Babergh were decided in time

*23<sup>rd</sup> out of all local authorities*



**18%**  
abandon rate

*10% decrease from Q2. The abandonment rate has fallen as we have continued to recruit and train staff to backfill vacancies.*



**193**  
stage 1 complaints

*Decrease of 0.5% from Q2  
All service areas have seen a reduction in complaints over this year apart from housing repairs. The top 3 areas of complaint are: 73 building services, 50 asset compliance and 25 asset management*



**3 mins 44 seconds**  
wait time (av.)

*Wait time has reduced (from 5 mins 41 seconds Q2).*



**2026/912**  
chatbot and automated telephone sessions

*Chatbot activity decreased by 34% and automated telephony down 48% from quarter 2. This is in line with seasonal trends and lower levels of online processes completed by customers over the quarter.*

# Customers

**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 completed a [six month review](#) of our cost of living action plan, reflecting on the progress made and the lessons learned during this time.
- Our cost of living action plan has been refreshed, and was agreed by Cabinet in December. The [refreshed plan](#) identifies key areas of focus, and considers both the short and longer term work streams needed to deal with the immediate crisis while building longer term community resilience.
- We have brought together our internal and external partners to create a multiagency cost of living working group.
- We have refreshed our webpages to provide a hub of cost of living information, better enabling our customers to access advice and support.
- We have also improved the chatbot by adding additional buttons to help people search for popular topics.

## Customers

**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.

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

- We will be continuing to deliver the steps laid out in our refreshed cost of living action plan. Some of the key areas in progress are:
- The delivery of the Household Support Fund; supporting tenants in hardship with the cost of their housing, and promoting the fund in the private rented sector.
- Working with our partners, Citizens Advice, to support with the delivery of the first Mid Suffolk Cost of Living Forum, which looks to improve partnership working between local organisations, and intelligence sharing regarding the cost of living challenges and support available.
- Following on from the high use over the last year of our chatbot, we will be undertaking a trial of live chat functionality to understand more about the demand for increased digital services.

# Customers

**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 have launched a range of bookable 1-2-1 digital skills sessions in Hadleigh and Sudbury Libraries, which are taking place on the first Thursday of the month for the next three months. These sessions are bookable through our customers services team with the aim of helping our customer online.
- Helped to set up a survey for iPad users to gain more information about its usage and learn how we can further promote the offer and reduce digital exclusion.

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

- Take the feedback from the Digital Skills sessions to help improve the offering and tailor the requirements for our customers.
- Begin the process of establishing other locations across the District where we could run digital skills sessions.
- Launch Digital Skills sessions in four sheltered accommodation locations, led by the Digital Skills team to pilot the initial approach in supporting tenants in going online.

## Customers

**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 web team have commenced training with Placecube to help them to understand the new website and they have recruited 53 champions from across the Council to help with re-writing their web content to ensure it is accessible and fit for purpose for the new website.
- We have provided some initial content writing sessions for the 53 champions to help them with reviewing their current web information.

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

- We will be building our new site and looking to test content with our customers over the coming quarter.
- We will look at have launched the site by the end of March 2023 as well as our new FOI and complaints system on the website.



# Babergh Communities

## Headline Performance Indicators



### Community Grants

*Q1-Q3 cumulative*



**£165,770.84**

Capital Grant Allocation

84.19% of the budget has been allocated.

**£14,857**

Minor Grant Allocation

100% of the budget has been allocated.

**£136,562.27**

S106 Funds Allocated

Allocation towards 9 projects.

**17**

Voluntary, Community & Social Enterprise (VCSE) supported

*Allocation - Grants that have formally been offered to projects/groups.*



### Community Safety

*Anti-Social Behaviour cases in Q3;*

**9**

New ASB cases received at the ASB partnership panels

**47**

New ASB cases received separate to those discussed with the ASB partnership panels

**1%**

of ASB cases open more than 6 months

**0**

ASB community triggers called for

*The Anti-Social Behaviour (ASB), Crime and Policing Act 2014 introduced the Community Trigger. The trigger is designed to give victims of ongoing ASB the right to request a review of their case, and bring agencies together to take a collaborative approach to finding a solution.*

# Communities

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

## Progress:

- Communities Officers have a geographic locality area of responsibility. They aim to support communities to bring about social change and improve the quality of life in their area by empowering communities.
- Hadleigh Monthly Community Forum: Communities Officer sign posting to Babergh's Winter Warmth funding available and they have subsequently accessed funding to form a network of warm spaces across Hadleigh.
- Officers continue to support the Hadleigh Ukraine support group for hosts and guests to share support available and ensure hosts and guests alike are aware of the services and support available. This has meant that guests experience of Hadleigh has been improved by the advice given by several council teams.

# Communities

**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 quarter:**

- Funding has successfully been obtained from SCC to deliver Mental Health First Aid Training to VCSE workforces across the districts as a pilot. This will be scheduled to take place over the next few months. The change that this project will create will be to upskill members of the VCSE workforce. The Mental Health First Aid training will equip participants with the knowledge, skills and confidence to recognise poor mental health and provide first-level support and early intervention. The training will also enable participants to have conversations in their communities with improved mental health literacy, contributing to a shift in culture around the language and stigma associated with mental health and wellbeing
- CIL Expenditure Framework Review 5 to be carried out and will go to full Council for approval in March 23.
- Next round of Community Infrastructure Levy (CIL) bids will be taken to Cabinet for approval in March 23.
- Offer a new grant 'VCFSE Resilience fund' to support the existing activities of grassroots to medium-sized VCFSE organisations within Babergh and Mid Suffolk. In these difficult times, we want to help sustain organisations that support communities of people that are struggling to cope with the cost-of-living crisis.

# Communities

**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 Community Safety team supported the National Hate Crime awareness week from 8th-15th October giving us the opportunity to raise awareness of what hate crime is, how it effects individuals and communities and to encourage reporting. A communications plan was supported alongside partners to raise awareness of the campaign, other activities included a Lunch and Learn session delivered to staff with over 60 attendees.
- In support of the White Ribbon campaign - a national day of action to end violence against women and girls and the 16 days of action (25th November until 10th December), the team organised several activities including:
  - Hosting a lunch and learn session to raise awareness around domestic abuse. Guest speaker Teri Cudby from Suffolk Community Safety Team explored the role of a Domestic Abuse Champion and how staff can become involved.
  - Members of the Senior Leadership Team and Councillors signed the White Ribbon Promise to never use, excuse or remain silent about men's violence against women.
  - Launched an internal DA Champions Network-designed to develop a strong internal approach to domestic abuse; empowering front-line staff from a range of services to work together to enhance and share best practice.
  - Engagement event held at Suffolk One to raise awareness amongst young people
  - Liaised with local sports clubs to assist and engage with the campaign, helping to raise awareness. Sudbury Rugby Club wearing one white sock each for the match.
  - Launched a new Modern Slavery E-Learning package to employees to coincide with the Anti-Slavery Day campaign.
- A total of 9 new higher risk ASB cases were discussed at the Anti-Social Behaviour partnership panel in Q3 with the common denominator of drug use and poor mental health affecting behaviours. A further 47 low to medium risk ASB cases dealt with by our officers, covering a range of issues from complaints about youth nuisance, vehicle nuisance, drug nuisance, intimidation and graffiti/damage.

## Communities

**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 quarter:**

- Support the work around Criminal Exploitation, including delivering workshops and working with the Criminal Exploitation hubs to deliver an engagement event.
- Progress work on the County-wide action plans including Modern Slavery and Prevent and incorporating into the Communities delivery plan
- Continue to monitor and evaluate the effectiveness of CCTV cameras, analysing data, looking at trends and hotspot areas.
- Support the police with Community Engagement events.
- Develop and support the work around the new Serious Violence Duty, taking a multi-agency approach to prevent and reduce serious violence.

# Communities

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

## Progress:

- The Winter Warmth Support Grant opened for applications between £250 and £5,000 in October to support groups and non-profit organisations to cover the rising costs of energy, rent and food, and to keep operating without passing on increased costs to residents. Applications were assessed and awarded grants in November. In Babergh, a total of £55,000 was awarded across 30 applications. Funding has supported people with their health & wellbeing and the opportunity to keep warm.
- Lavenham Community Council were awarded £2,500, they hosted monthly film clubs, weekly coffee mornings and an after-school club, providing an enjoyable and safe recreation for the local community.
- East Bergholt Tennis Club were awarded £769.95 to provide indoor tennis sessions for children over the winter encouraging a healthy lifestyle, helping to build confidence and self-esteem.
- Community Development Grants support initiatives that arise from Neighbourhood Planning and from the Communities, Wellbeing and Leisure, Sport and Physical Activity Strategies, particularly where CIL is not available.
- Community Action Suffolk, Parent and Child Groups Training and Development have been awarded £8,018. This project involves organising training and development opportunities to volunteer led parents and child groups working across the Districts. The funding will shore up provision for parents and toddlers, improving the quality and safety of the settings and helping to ensure that each setting is sustainable in the longer term by helping them to become constituted and to get everything in place that they need.
- In Q3, 6 projects were supported through section 106 including: Play equipment at Gandish Road - East Bergholt Parish Council, play equipment at Millenium Green- Edwardstone Millenium Green Trust, Town Centre Signage - Sudbury Town Council, Kitchen Refurbishment - Woolverstone United Football Club, Floodlighting - Sudbury Rugby Club and play equipment - Nedging with Naughton Parish Council.

## What we plan to do next quarter:

- Continue to progress pipeline projects whilst maximising funding from external funding including maximising section 106 claims/contributions.



# Babergh Wellbeing

## Headline Performance Indicators



**333**

Children supported through the Holiday Activity Fund at Christmas

*As well as 90 food hampers being available to families.*



**11**

activities/provision run through the Holiday Activity Fund at Christmas



50% of children had improved mental health,  
66.6% had improved physical health and 83% improved confidence after attending HAF activities

*This is based on 6 responses provided from the Christmas activities.*



**60%**

of clients scored improved wellbeing after 24 weeks through the Active Living referral pathway

*140 active clients across both sites*

# Wellbeing

**Objective 1:** To develop the Council's first Wellbeing Strategy to ensure that we put the wellbeing of our communities at the heart of everything we do.

## Progress:

- The Christmas Holiday Activity Fund programme was delivered with 11 different activities including Swimming with Abbeycroft, Family Park cooking, Teen Challenge days and Adventure days by Explore Outdoor. Other activities included Multi Activity Camps with Anglia Sports Management and Dramatic Arts with the Quay Theatre. Uptake was not as high as other holidays, however, this is a trend seen across all districts and boroughs and feedback is provided to the DfE. Food boxes were favoured over the activities, all 30 were collected in Sudbury and 59 out of the 60 available were collected in Hadleigh. Discussions with the families followed a theme of not being able to provide a full Christmas dinner without the boxes and likely to have eaten food of a lower quality. It was evident how much the box meant to families.
- October Half Term HAF: there were 7 different activities including film making, dance camps, football camps and swimming. A questionnaire was circulated to parents and guardians to see how their children found the programme and to gain a better understanding of what the children would like in future and how the programme can evolve. Results showed that 71% of children had built in confidence, had improved physical health and that they made new friends. Parent quote 'Feel very blessed to be able to use this facility as couldn't without the help, really appreciate it and my daughter benefits greatly'.
- Re-assessments for the ICOPE project (Integrated care of older people) are being finalised. 25 assessments have been completed across the patch, with 22 re-assessments completed or scheduled for January 2023. Once the re-assessments are complete, phase 2 of the project will commence which will no longer require involvement from the districts.
- The Active Living Referral pathway continues to be delivered at Hadleigh Leisure Centre and Kingfisher Leisure Centre by Abbeycroft Leisure, with 140 active clients across both sites and 60% of clients scored improved wellbeing after the 24-week programme. Further work commencing to implement a strength and balance programme with Ipswich & East Suffolk Alliance across the districts for 2023/24.
- Officers supported and partially funded the Memories Café in Hadleigh to host a Silver Sunday event which followed a 1940's themed celebration. There was a singer, dancing, tea and finger sandwiches as well as some games. 60 people turned up on the day and the feedback was excellent with attendees hoping for something similar in future. Silver Sunday was started as a response to social isolation and loneliness among the older population, but guests of all ages were invited to encourage inter-generational connections. Those that attended said their favourite moments from the day were 'socialising with like-minded people' and they enjoyed the 'integration of the young and the old'.

# Wellbeing

**Objective 1:** To develop the Council's 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 quarter:**

- Orchestra Live's project is in early planning, where local dementia friendly groups or care homes will have the opportunity to enjoy listening to professional musicians playing, as well as being involved with the delivery and compilation of musical pieces. It is being planned that an ensemble of musicians will tour 3-4 settings across Babergh. Approaches to local groups including the Ansell Memories Café have begun, to promote the offer, planned for Spring 2023.
- The tender process for the Youth Social Prescribing project has been finalised, with the invitation for youth organisations to tender due to be issued mid-January. This project will place youth workers into high schools in both districts and for those workers to support young people to access activities that boost their wellbeing and resilience.
- Dementia building audit to begin in January 2023 and partnership working with Stowmarket Dementia Action Alliance and other Councils which will aid the work.
- Working with AFC Sudbury on Men's Mental Health Day. In discussions with the newly appointed Community Engagement Officer at AFC Sudbury, working with the football club, to help empower everyone in and around Sudbury to develop their physical fitness and mental wellbeing.

# Babergh Housing

## Headline Performance Indicators



 **39**

Households placed into temporary accommodation

*Demand for Temporary Accommodation has increased by 4 since the last quarter.*

**0**



New Affordable Homes Built or Acquired

*There continue to be issues with the availability of materials and labour which is delaying handover of properties.*



**51**

cases where homelessness has successfully been prevented or relieved

*Performance continues to remain steady.*

**44**



Properties relet (not temporary accommodation)

*44 households have moved to accommodation to better meet their needs.*

**61**



average number of days for standard VOID re-lets

*VOID times are being closely monitored and work is in progress to drive these down.*

# Housing

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

## **Progress:**

- 30 housing specific planning applications granted, which will deliver 377 homes.
- No new affordable homes handed over to the Council in this period as per the programme
- Engagement plan developed for land led scheme
- 8 Shared ownership plots were marketed with strong interest

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

- New software in use within delivery team for project and programme management.
- Develop the design work ahead of public engagement event
- Expecting 16 new homes via the Affordable Housing delivery programme
- Marketing of 6 shared ownership homes
- Continue development of Enterprise case management software and iPad usage in Development Management, Enforcement & Heritage

# Housing

## Objective 2: Digital transformation to improve services to our residents

### Progress:

- Introduced a new voids and workflow module in our Open Housing system. This means all data and voids progress can now be viewed within the system rather than a spreadsheet, making it easy to know the status of any void property.
- Developed new performance data dashboards so that we can track all voids and performance.
- Work continues on our migration to a new housing system, Capita One. There is a delay until the summer due to some development bugs. These are now with our software development team.
- Insight reporting dashboards project is on target and has been delivered to HRA and Tenancy Services. This will allow all managers to access all the reports they need for their service area and run and schedule reports themselves.
- Work continues on the Rents Compliancy Audit to make sure our rents/charges are compliant.
- Following approval from Cabinets in November, we have launched our Tenant Engagement Strategy. Tenants received a My Home Bulletin in December to alert them that the strategy has been approved and there has been a positive response with some tenants already coming forward to become more involved and work with us.
- Work continues with our Tenant Satisfaction collection – through both perception and transactional surveys. Results and feedback from the survey are being used to drive service improvement.
- The [new webpages for our Sheltered Housing schemes](#) are now live. Each scheme now has its own webpage with a short introductory video giving perspective tenants an idea of what is on offer.

# Housing

## Objective 2: Digital transformation to improve services to our residents

### What we plan to do next quarter:

- Work continues on our Building Services Transformation and Improvement programme. Following our self-referral to the Regulator of Social Housing, we continue to make good progress to ensure all properties are fully compliant with the regulatory standards - with only a very small proportion awaiting inspections. There has also been an overhaul of existing processes, and there is now more robust data around health and safety compliance to provide tenants with complete reassurance.
- Work is also progressing to deliver on the year-end financial process. This includes reconciling all our rents and charges in our test system ready for the new financial year.
- There is a high priority of focus on the Capita One migration project to ensure we have a seamless transition.
- Work continues to look at process improvements for our Local Authority Housing Statistics returns.
- Support delivery of two new modules for Rent Sense software which will support the rent collection officers to focus on the tenants they need to support with ensuring rent is paid.
- Progress the Insight reporting dashboard project, focusing on Building Services so that managers are able to access all the reports they need for their service area and run and schedule reports.
- Work will continue to ensure we are ready for reporting against the Tenant Satisfaction Measures to the Regulator come the end of 2023-24.

# Health of the Organisation

## Headline Performance Indicators

*Combined data for both Councils if not specified*



**2.23**

average no. of days  
sickness per FTE

*Previous quarter 1.80*



**53,000**

Babergh Twitter  
impressions

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



**126,647**

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*

# Health of the Organisation

**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:**

- Facilitated the half-day change readiness workshops for almost 300 of our people over a 3-day period
- Reviewed and re-set the Councils' People Plan to ensure all organisational development and change requirements were captured, and agreed sign off with People Programme Board
- Successfully implemented and went live with the core employee elements of Oracle – the new HR Information System
- Continued the work on our overall reward proposition
- Continued the work on our HR policy and process review
- Continued the work on our Equality, Diversity and Inclusion Programme

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

- Go live with the line manager support webinars around change
- Go live with the line manager dashboards as part of the Oracle reporting functionality
- Commence work on the learning management system element of Oracle – the new HR Information system
- Continue the work on our people data provision
- Develop content for our aspiring leadership and management development programmes
- Continue work on our overall reward project
- Continue the work on our Equality, Diversity and Inclusion Programme
- Continue the work on our HR policy and process review

# Health of the Organisation

**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 Draft Statement of Accounts published
- 2022/23 General Fund and HRA Q2 Financial Monitoring report presented to Cabinet
- 2022/23 Treasury Management Half Year Report presented to Joint Audit & Standards Committee
- Onboarding with supplier of replacement Financial Management System.
- 2023/24 Budget assumptions presented to Joint Audit & Standards Committee

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

- Resume the 2020/21 audit
- 2022/23 General Fund and HRA Q3 Financial Monitoring report to be presented to Cabinet
- 2021/22 Treasury Management Outturn to be presented to Council
- 2023/24 Budget to be presented to Cabinet and Council
- 2023/24 Capital, Investment & Treasury Management Strategies to be presented to JASC and Council
- Complete alignment phase of the replacement Financial Management System project

# Health of the Organisation

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

## **Progress:**

- Work commenced on transforming Gold floorplate at Endeavour House with completion anticipated by March 2023 allowing decant from Lime floorplate into the new space.
- Draft outline business case prepared for Depot Project and working group for touchdown requirements in place.
- Work has commenced on compiling land and property data into Uniform (IDOX) Estates module and CadCorp GIS which will improve robustness of ownership and mapping data
- CIFCO rent collection rates continues to exceed KPI however the agreed reduced debt repayments were implemented at the end of Q3 for cashflow management and to support capital projects to maintain the portfolio.
- Babergh Growth has commenced work on site at Bowlers Croft, Corks Lane, Hadleigh (former HQ site in Hadleigh)

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

- Progress Depot and Touchdown Projects – Finalise OBC for Depot and seek to secure budget at Full Councils in February.
- Continue programme of assets reviews, including energy audits, a compliance review and compiling an asset inventory for general fund held land and property and recording data in Uniform/CadCorp
- End of Year process for Companies and commencement of business plan reviews and future strategy for 23/24.
- Soft Marketing will commence at Bowlers Croft, Hadleigh with the erection of marketing hoardings and the initial marketing webpage going live.