



Performance Report

2023-24 Quarter One

Babergh District Council



Customers



Communities



Wellbeing



Environment



Housing



Economy



Health of the Organisation



This performance report covers the period from April to June 2023 (Quarter 1).

This report sets out how the council is performing against its six key priorities from the current Corporate Plan (2019-27). The main body of the report is aligned to the 21 outcomes from the current outcome framework, setting out notable achievements by teams across the organisation during the latest quarter. This report also looks towards work in progress for the next quarter, where planned activity for Q2 (July to September 2023) is set out at the end of the report.

We are also using 2023/24 as an exciting opportunity to start a new performance journey. Performance management is about using data to inform action that will improve outcomes for people. The term 'performance management' includes a range of processes, techniques, and methods to identify shared goals and various measurements of progress towards these.

In this report a selection of Key Performance Indicators (KPIs) have been included to show a direction of travel (DoT). This provides an indication of the direction of performance compared with the previous quarter. Sometimes down is good (for example a decrease in complaints) and sometimes down requires action. Sometimes up is good (for example an increase in compliments) and sometimes up requires action.

The Performance Reports will look different for the next few quarters as we develop and evolve our performance over time.



Our Achievements

for Quarter One

Customers – Q1 Achievements

Outcome 1: All our customers are able to access high quality services and support

Customers are digitally included and can use technology to access services and advice and 3.45 Communities are digitally connected with the right infrastructure and skills to minimise digital exclusion

- We have completed an application to join The Databank through The Good Things Foundation. If approved this will enable us to launch a pilot supplying free mobile data for those that experiencing data poverty. This will be targeted to homeless households in temporary accommodation.
- We have continued to deliver digital inclusion sessions with 8 sessions delivered to 17 customers in the last quarter.
- We have continued to work with Anglian Water to design and move forward with the social tariff passporting pilot, we have notified the DWP of our intention to use Council Tax Reduction data as part of the pilot and are in the process of drafting relevant data sharing agreements in order to proceed.

Customers say the councils met their needs the first time they made contact

- We have delayed our launch of live chat service to Q2, whilst we create further templates to provide faster responses to frequently asked questions. This will help us to meet customer needs the first time they make contact.

Customers – Q1 Achievements

Outcome 2: Residents have a voice - enabled to democratically engage and empowered to do so

Residents feel well informed about council services, activities and plans that may affect them

- The Customer Service and Communications Teams collaborated to send out targeted communication to a range of residents, raising awareness of cost of living support available to them.
- Planning – Work continued towards improved functionality of the Council's "Public Access" system for searching and commenting on submitted planning applications. The upgrade will be released in Q2 on the planning application and search webpage.

Customer and community needs are at the heart of service design and improvement, and they are engaged in testing and piloting new ideas

- Customer Service – We have asked people to let us know if they are happy to speak to us about their experience of our online forms to allow for us to redesign them with our customers, over this quarter 542 have stated they would be happy to be contacted to allow us to start undertaking some customer journey mapping.
- Housing – We held a Community Action Day in Gainsborough Road where staff, residents and members came out in force to help tidy the area, disposing of unwanted items to reduce fly-tipping. We used this opportunity to consult residents about what improvements they would like to see in their neighbourhood - ideas included a bike store for the flat blocks.

Customers – Q1 Achievements

Outcome 3: Residents are satisfied with Council services

Residents are satisfied that council services meet their needs

- To increase tenant satisfaction, Housing and Customer Service colleagues held an Improvement Day in May to look at common themes across the survey and how-to drive-up satisfaction and improvement within the service over the next 12 months. Outputs from the day are being incorporated into our Tenant Satisfaction Measure improvement plans which we intend to publish on our website to ensure tenants and members can hold us to account.
- We have completed our Quarter 1 Tenant Satisfaction Survey. Of the 146 Babergh tenants surveyed, 32% have made a complaint in the last 12 months, with 26% of those tenants satisfied with the way we handled their complaint.

Residents say the council listens and acts on feedback

- Overall, 42% of residents say the Council listens to concerns of local residents and acts on feedback, based on feedback from the Annual Residents Survey 2022.
- 45% of housing tenants feel the Council as a landlord listens and acts on their feedback, based on feedback from the latest Quarterly Tenant Survey.

Residents have high-quality experiences and interactions with the councils

- Housing Complaints Taskforce, made up of staff and a tenant, continues to meet quarterly to review complaint handling, including lessons learnt and trends and identify improvements to the service and improvements around the way we handle complaints.
- The Joint Local Planning Enforcement Plan (JLPEP) was published in May [Joint Local Planning Enforcement Plan » Babergh Mid Suffolk](#) to help customers understand the different investigation steps. This will provide greater visibility around the planning enforcement process to help residents engage with our service.

Wellbeing - Q1 Achievements

Outcome 4: Inequalities are reduced for all groups

Every child has the best start in life

- Planning for the family fun days in Shotley (27 July), Hadleigh (28 July) and Sudbury (31 July) was successfully executed, with a variety of activity providers, stall holders and picnic providers confirmed.
- Active week was delivered at Wells Hall Primary School in Great Cornard from 12th-16th June. Over 700 children from 7 different schools tried up to 25 different activities over 5 days. This included activities such as archery, fencing and karate. Officers assisted with the planning of the events through providing contacts of club groups that could put on activities and funding the costs towards kickboxing and karate sessions.

Older people have a good quality of life

- Orchestra's Live Musical Wellbeing Workshops have been confirmed to take place in three locations on 19 and 20 July. They are being hosted at local ageing well or dementia related services including The Bridge Project in Sudbury (linked in with Sudbury Sporting Memories Group), Hadleigh Dementia Support Group and Tattingstone Good Neighbourhood Scheme, combined with Tattingstone Parish Council.

Residents age well with the best quality of life; and residents have equal access to high-quality health and care services

- Work continues with Ipswich Borough Council and East Suffolk Council to deliver a strength and balance programme with Ipswich and East Suffolk Alliance across our districts. Hadleigh Leisure Centre and community group ActivLives are delivering the programme in Shotley and East Bergholt. Local GP practices in this area are sharing details about this referral pathway to their patients.

Wellbeing - Q1 Achievements

Outcome 5: Residents have the best possible opportunities to improve their physical and mental health and well-being

Residents have improved mental health and well-being

- Officers continue to work with The Mix and 4YP to develop the programme of work for Youth Social Prescribing project at Holbrook Academy. The programme is due to start in September.
- Work continues with other districts on a County-wide approach to delivering Health Behaviours for the Autumn launch. Those involved are putting together a new framework model for improving people's health and wellbeing across Suffolk and how this service delivery will look moving forward.

Residents have improved physical health; opportunities to participate in leisure and sport to improve their health and tackle obesity; and live longer and healthier lives

- Suffolk Walking Festival launched at Thornham Walks on Saturday 13 May and ran until 28th May. There were over 70 walking routes. The festival ran at near 100% capacity as 1,195 people participated and 6,600 miles were walked. As a result of the event, 44% of attendees reported that they were more active.
- Working with Abbeycroft Leisure to support our communities accessing Sport & Leisure facilities across Babergh with 106,206 residents accessing the leisure centre for swimming, gyms and classes in the last quarter. Overall, the Leisure Centres are at a 94% rate of recovery post-Covid pandemic.

Residents live longer and healthier lives

- The Annual Active Lives Adult Survey was published in Q1. Sport England surveyed 500 Babergh residents from Nov 21 to Nov 22 which showed 62.8% of adults were undertaking 150+ minutes of moderate intensity equivalent (MIE) activity, just below the England average of 63.1%.

Wellbeing - Q1 Achievements

Outcome 6: Families lead active, healthy, safe and independent lives and manage their own health and wellbeing

Residents are supported to help us tackle our most pressing public health challenges

- The content for our signposting leaflets with the Independent Food Aid Network has now been finalised, we are in the process of confirming locations for the leaflets.
- Our 'Fuel Poverty Toolkit' is now live internally providing information to staff and councillors on the support available to households who are struggling with their energy bills. In addition, an all staff cost of living 'Lunch and Learn' was held to signpost and highlight the support available to customers and staff who have been impacted by the cost of living crisis.

Residents with care needs have personalised support, independence and choice, enabling a good quality of life

- 6 Activity providers delivered Babergh's May half-term holiday activity programme, with 281 eligible children attending. Feedback showed 83% of guardians could go to work because of the activities; 100% felt activities improved the young person's physical health and confidence; and 66% stated that the provision improved the young person's mental health.
- Over Easter, 466 eligible children attended activities such as cheerleading, family park cooking, crafting and multi-sports with the Easter HAF programme funded by the Department for Education. Guardian feedback stated, *'My daughter always goes to Maxim (holiday activity provider) camps when the funding is there and it is great as I can try to work and she has the best day!'*
- Babergh's Summer HAF Programme has been organised by the HAF Team, accepting numerous applications by activity providers to develop an exciting summer programme for young people.

Residents and visitors are and feel safe in the districts

- Officers supported the Suffolk Modern Slavery Awareness Week from 26th – 30th June to raise awareness of modern slavery. This year's campaign concentrated on labour exploitation with a focus on rural communities. Engagement events were held with partners including Suffolk Constabulary and Mothers Union.

Environment – Q1 Achievements

Outcome 7: Biodiversity is enhanced and protected

Biodiversity on council owned land is enhanced

- Work commenced on the Biodiversity Strategy and progress continued the Biodiversity Action Plan.
- Work continued with the Communities Team, aiming to increase volunteer activity in conservation work across the district.

Babergh and Mid Suffolk increasing tree and hedgerow canopy cover contributes to biodiversity gain

- The 2023/24 applications for trees, hedges and wildflower planting were assessed.
- Applications for 22 Tree Preservation Orders were received in Q1, of which 17 have been determined.

Wild flower planting enhances the landscape in our districts

- The Grassland Management Strategy has been drafted and is currently out for consultation.
- Mulching progressed in Essex Avenue using volunteers. Staffing issues prevented further work (grass cutting a major challenge this spring for the team). Further mulching may be possible in the winter, although most planting will be established by then.
- Meadow management areas were monitored, both for their condition and public response to them. Mapping work also underway and considerable experience gained on how the mowing team adapt to the change.

Biodiversity gain is optimised in new developments

- Biodiversity Net Gain implementation - continued involvement including helping to identify potential offsite delivery sites, and production of Local Nature Recovery Strategy. Site meetings scheduled with Suffolk Wildlife Trust to look at what they are doing and how we can work with them on this.

Environment – Q1 Achievements

Outcome 8: Babergh and Mid Suffolk have a low carbon footprint

The refresh of the Carbon Reduction Management Plan is still underway, which will set out the improvements needed to deliver climate resilience.

Everyone in Babergh and Mid Suffolk can access and use sustainable, net zero, transport options

- The Office for Zero Emission Vehicles (OZEV) On-street Residential Chargepoint Scheme (ORCS) and Electric Vehicle (EV) installations have progressed through Phase 1.
- EV Infrastructure Implementation Plan in development.
- Submitted 2 CIL applications for LCWIP schemes.

Everyone in Babergh and Mid Suffolk understands the need to reduce carbon emissions and energy use - making sustainable choices

- Completed recruitment of Climate Change Manager and 2 x project officers for the team.
- Delivered 5 days of 'Doctor Bike' sessions across two sites for all BMSDC staff and councillors.
- Part-funded and helped to facilitate interactive assemblies on travelling to school sustainably across 5 primary schools in Babergh.

New development will achieve high levels of energy efficiency, minimise carbon emissions and support green infrastructure and The Councils maximise low carbon energy generation for council owned buildings

- Greenhouse Gas report 22/23 being developed alongside work to refresh the Carbon Reduction Management Plan which will include a Member Task and Finish Group. An energy audit across council buildings is underway.
- Continued to support plans for redevelopment of key employment sites including Vanners, Delphi, Copdock, Brantham, Wherstead and Sproughton including regular discussions with marketing agents, meetings with site owners to discuss future plans

Environment – Q1 Achievements

Outcome 9: Babergh and Mid Suffolk are healthier, safer and sustainable places

Our communities reduce, reuse and recycle by default

- Attended Hadleigh Show in May. Our stand promoted recycling, food waste reduction and home composting. A bin lorry was there as an extra attraction.
- Supported the Suffolk Waste Partnership at 2 large events at Trinity Park; The school Farm and County fair in April and Suffolk Show in June.
- Ran compost giveaways in April and May in Sudbury and Hadleigh where we had a total of 540 keen 'customers'

Local businesses are safe and healthy for residents and visitors

- We are planning to migrate all data management systems in public protection and public realm to upgraded software during Quarter 1 2023/24.
- Recruitment will commence for a Trainee/Apprentice Environmental Health Officer in Public Protection for succession planning and helping meet our increased staff resource.
- As part of the new Food Standards Agency (FSA) delivery model consultation, the Councils will be attending a Local Authority Stakeholder event in April 2023.

Economy – Achievements

Outcome 10: Babergh and Mid Suffolk's places and economy are supported to be innovative, green and resilient

Babergh and Mid Suffolk have employment sites to meet demand, maximise business growth and opportunities and provide good quality jobs

- Continued to support plans for redevelopment of key employment sites including Vanners, Delphi, Copdock, Brantham, Wherstead and Sroughton.

Babergh and Mid Suffolk's economy and places are supported to be a home for new ideas, creativity and innovation

- Hadleigh Workspace: Third party planning application lodged for Starbucks drive thru (drive thru) and land transfer from Persimmon to BDC nearly completed. Dealing with Anglian Water and other site investigations prior to submitting council application for the next stages of development.
- Innovate Local scheme continues to support start up businesses at Hadleigh and Sudbury Markets and Innovation Labs in Sudbury which is expanding its offer to local schools and is working with the Department for Work and Pensions to help local people currently out of work.

Our town centres are supported through regeneration and culture to be resilient, vibrant and creative places

- Hamilton Road Quarter/Bus Station area – Ongoing discussions with SCC Highways on bus and junction improvements as well as reviewing options for reprofiling development pending release of next LUF funding round.
- Belle Vue site, Sudbury – Progressing all elements including design of modular café and toilet options, including changing place facilities and prepared early concept to open up park frontage. Briefed councillors and town council – both supportive and to prioritise café/toilets plans.

Economy – Achievements

Outcome 10: Babergh and Mid Suffolk's places and economy are supported to be innovative, green and resilient

Our places are growing visitor destinations with a wealth of cultural opportunities

- Culture, Heritage & Visitor Economy Strategy – online stakeholder engagement on priorities to supplement earlier workshops and cross-party member working group planned to act as a critical friend to review the draft action plan.
- Flatford Mill Changing Places tender process delayed due to quotes coming in over budget. Work ongoing to secure further funding through several sources - Awaiting CIL approval at September Cabinet. Work to commence in Autumn to limit operational impact. Engage with contractor, RISE, to provide detailed plan for MDUK approval.

Our districts benefits from strong and inclusive partnerships to deliver sustainable regeneration and economic growth

- The Innovate to Elevate Partnership with the University of Essex has seen 2 Babergh businesses chosen for the programme in the first couple of months of inception.
- The Town Vision Partnership work is being reviewed and refreshed

Economy – Achievements

Outcome 11: We will become a growing area for Innovation, Enterprise and Creativity in the East

Our places and businesses can flourish and grow, by accessing high speed broadband

- Content development and site testing of new Inward Investment website.

Our places are home to a diverse network of spaces where residents can work and test new business ideas

- Work with Innovation Labs on expansion of membership for Sudbury Hub including work with local schools and Job centre.
- Submitted SPF end of year report and “credible plan” to DHLUC by deadline on 2 May with approval received
- Delivery commenced for year 2 Share Prosperity Fund (SPF) programmes – procurement completed for business start-up programme and social enterprise start-up scheme. Tenders published for Net Zero consultancy and Growth Hub service as part of a pan-Suffolk contract.
- Proposals developed for Rural Prosperity Fund (RPF) grant programmes ready for launch in August once monies are received.

Our places and spaces are well connected with green and sustainable travel infrastructure

- Submitted 2 Community Infrastructure Levy (CIL) applications for LCWIP schemes within Babergh (Sally Woods Lane, near Creting St Mary (resurfacing a section of National Cycle Route 51) and Palmer Street in Walsham Le Willows
- Supported community transport operators in each district with their rural innovation fund projects.
- Continued ongoing comms to all staff and Cllrs regarding Green Travel offers to encourage more sustainable commuting Developed some GIS mapping to help inform the joint council’s EV Infrastructure Implementation Plan, which is now in the final stages of being drafted.

Economy – Achievements

Outcome 12: Babergh and Mid Suffolk communities are supported to be the best skilled workforce across the East with high levels of aspiration

Residents are supported to have the skills, knowledge and access to training and opportunities to access local jobs in key growth sectors

- Working with Department for Work and Pensions (DWP) and other education partners to scope specialist recruitment support programme for businesses funded by SPF year 3 funds.
- Working with Suffolk County Council and other Local Authority partners on development of skills and employability programmes for wider SPF programme.

Babergh and Mid Suffolk's growth and traditional core sectors are supported to flourish, expand and innovate

- Working with Department for Work and Pensions (DWP) and Porch Project in Hadleigh to fund retention of work coach service in the town for 6 months
- Food & drink sector analysis work ongoing with focus on data gathering and stakeholder consultation.

Economic growth is inclusive with every resident given equal opportunity to participate and succeed

- Developing "Set Ready" training package for young people seeking employment in the screen industry.

Communities – Q1 Achievements

Outcome 13: Communities have the capacity and are supported and empowered with the infrastructure and skills to maximise opportunities and thrive

Community assets are optimised to create thriving communities

- First application window for Capital Grants closed on 2nd June. 9 applications were received, with £37,662.00 so far awarded to four successful applicants, allowing for a variety of community facility improvements and support for community projects. For example, Polstead Parish Council was awarded £6,450.00 for the installation of Outdoor Gym equipment.
- Unsuccessful applications to the first round of Capital Grant funding have been supported by the Grants Team. This has been done through signposting to VCFSE support services such as Community Action Suffolk to lend support with governance, sustainability and other issues affecting village halls and community facilities. This may help strengthen any potential future applications for grants.
- Bid round 11 opened in May 2023 for acceptance of CIL Bid applications. We received 11 bids within the bid round.
- The fourteenth round of CIL parish payments were made to the parishes in April 2023 from CIL income collected from October to March 2023. The total amount of Neighbourhood CIL paid out was £425,902.10 between 30 Parish and Town Councils with £8,354.95 held on behalf of 2 Parish Meetings.

Communities are equipped and supported to be resilient, deliver local services and volunteer

- Suffolk Volunteering Strategy draft policy and business case was taken to the People Programme Board (PPB) this quarter. PPB were supportive of the policy in principle, including the 3-day allowance and TOIL. Some amendments were recommended, and the PPB decided the policy would need to go to an early warning meeting so the new Green administration have oversight before the policy is launched.

Communities – Q1 Achievements

Outcome 14: Our places and their communities are well connected and valued by residents and visitors

Residents actively participate in their local communities and work to improve them

- The third fully funded Mental Health First Aid Training course was delivered this quarter with 14 delegates completing their training. This course has been offered to VCFSE groups across both districts for those in roles such as line managers, team leaders and volunteer coordinators who want to better support the wellbeing of their staff, colleagues and volunteers.

Residents have positive relationships across communities

- Officers attended Crucial Crew in Sudbury to provide support. Crucial Crew is aimed at year 6 students to provide a variety of safety messages. It was delivered by The Bridge Project and 600 children attended.
- Officers continue to attend the Prevent County Wide Delivery Group, updating actions against the local strands.

Our communities lead discussions on what is important to them and inform decisions to improve their quality of life

- Support for social enterprises project, which will offer bespoke support for existing and new organisations, has been commissioned to Community Action Suffolk and they are currently recruiting staff team to support this project.
- The first round of capital funding awarded funding to Abi's Footprints, Polstead Parish Council, Kersey Village Hall, Burstal Village Hall and Nayland Village Hall Management Committee.

Communities – Q1 Achievements

Outcome 15: Local places are inclusive, safe, and accessible for walking, cycling and public transport

Local places are inclusive, safe, and accessible for walking, cycling and public transport

- A light touch strategic assessment was completed for the Western Suffolk Community Safety Partnership to help identify which crime and disorder priorities to focus on in the coming year.
- Work continues with the Serious Violence Partnership on producing a Serious Violence Strategy for Suffolk. The partnership is engaging with both professionals and members of the community. This is an essential part of the Serious Violence Duty Strategic Needs Assessment and will ultimately shape the Suffolk Serious Violence Strategy.

Residents access and enjoy a range of activities in their local community spaces

- The Tour of Britain, the UK's leading cycle race, will return to Suffolk on 7th September 2023. The race will come through Babergh, Mid Suffolk, East Suffolk council areas with the finish in Felixstowe and work is commencing to engage with the community to promote the race.

Housing

Outcome 16: Residents are settled, safe and healthy in affordable and high-quality homes that meet their needs

Residents have access to quality affordable homes that meet their needs

- 11 new homes have been delivered by the Affordable Housing Delivery Team, these homes are all for rent.
- The AH Delivery team are currently working on an engagement strategy for a site to deliver a further 14 new homes in the future.
- 8 new Shared Ownership properties which were delivered by the AH Delivery Team are sold STC and progressing through the legal process.
- There were 14 dwelling planning applications granted in Quarter 1 resulting in 23 new dwelling permissions.

Vulnerable and homeless residents have somewhere safe and appropriate to live and homelessness is prevented

- The Customer Service Team have completed an application to join The Databank through The Good Things Foundation. If approved a pilot supplying free mobile data for those that experiencing data poverty will go ahead. This will be targeted to homeless households in temporary accommodation, enabling them to keep in touch, arrange job interviews, find and access essential health or other information online.

Residents understand and can access the most appropriate options to get housing

- Officers from across Housing and Customer Services came together for our first Improvement Day, looking at common themes across our Tenant Satisfaction Survey and how we can start to solve some of the issues important for tenants. An action plan is being developed and will be shared with Portfolio Holders, Tenants and Staff. We will hold two Improvement Days a year to ensure we can deliver the actions within the plan and review. Our second will be held in Quarter 3.

Housing

Outcome 16: Residents are settled, safe and healthy in affordable and high-quality homes that meet their needs

New homes are in high quality sustainable environments, served by jobs, community facilities, green spaces and effective transport links.

- We have now completed five Community Action Days (CAD) in our Districts. The latest CAD took place on Blackfriars estate in Sudbury. Volunteers from across Housing, Communities and Environment, plus Councillors joined our Public Realm team to clear overgrown vegetation, weed communal areas, litter-pick and collect bulky waste items that have either been fly-tipped or requested by tenants.

Residents are able to live as healthy, safely, independently as possible in local communities

- See Outcome 6 (slide 10) for family activities delivered by the Communities Team.

Residents live in high quality and safe homes

- Collection of our Tenant Satisfaction Measures data has begun to ensure that we can comply with the Regulatory return in Spring 2024.
- We have completed our Quarter 1 Tenant Satisfaction Survey. Of the 146 Babergh tenants surveyed, 79% were satisfied that we provide a safe home, 68% were satisfied that we provide a well-maintained home, 62% were satisfied we make a positive contribution to their neighbourhood, 44% were satisfied with our approach to handling Anti-Social Behaviour, of those that have communal areas 38% are satisfied that we keep these areas clean and well-maintained, 78% were satisfied with our repairs service, and 71% were satisfied with the time taken to complete their repair. 73% were satisfied with the overall services provided by us as their Landlord.

Housing – Q1 Achievements

Outcome 17: Residents have a say in the future of housing

Residents are included and actively participate in how their areas are evolving and changing

- We want to ensure that all of our estates are great places to live, which contribute to tenants' wellbeing. In Q1 we invested in our neighbourhoods' service with additional resource to better manage our estates. We are now able to provide a swifter and more efficient response to customer enquiries. We are working hard to improve the appearance and letting of garages; we have more feet on the ground to proactively inspect our communal areas and resolve issues, and we are developing a strategy to continuously improve our neighbourhoods for tenants.
- Additional resource in our income team in Q1 means we are able to reach out to more tenants to prevent arrears and to support tenants out of debt, ensuring that tenants can remain in their accommodation.

Council tenants and leaseholders are involved in the management and improvement of their housing services

- We have completed our Quarter 1 Tenant Satisfaction Survey. Of the 146 Babergh tenants surveyed, 61% were satisfied that we listen to views and act, 68% were satisfied that we kept them informed and 72% were satisfied that we treated them fairly and with respect. Tenants who answered that they were dissatisfied in this area were contacted so that we could further understand their answer, and this is helping to shape our Tenant Stigma Campaign, which will be launching shortly.

Tenants and leaseholders receive high quality services from our councils.

- Our new Tenant Engagement Co-Ordinator has started, and we now have two full-time officers working on Tenant Engagement and delivering the actions set out within our Tenant Engagement Strategy.
- We have launched our new Tenant Performance Dashboards. The dashboards were designed with tenants and contain performance information around our repairs, tenant satisfaction and compliance. Dashboards are published monthly on our websites and linked through our monthly email Bulletin.

Housing – Q1 Achievements

Outcome 18: Homes are sustainable, with reducing carbon emissions, that are future proofed to meet resident needs

Babergh and Mid Suffolk's homes have improved energy efficiency

The refresh of the Carbon Reduction Management Plan is still underway, which sets out the improvements needed to deliver climate resilience.

Health of the Organisation

Quarter One Achievements:

Outcome 19: 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

- Concluded the 300+ job evaluation interviews in this phase of the Pay and Reward Review Project
- Continue the work on our people data provision
- Selection of potential providers for our Equality, Diversity and Inclusion programme, following the tendering process
- Selection of potential providers for our Leadership and Aspiring Leaders Programme following the tendering process
- Delivered updated Mental Health First Aider training and supported Mental Health Awareness at Work week in May
- Created new content for the Onboarding and Induction pages on our internal site for new starters and line managers
- Delivered 121 Person Centred training to a further cohort of line managers
- First meeting of our Equality, Diversity and Inclusion Champions across the organisation
- Onboarded our group of 5 summer interns working in Public Protection, Communities and Wellbeing, Economic Growth and Climate Change, Democratic Services, and Housing Solutions

Health of the Organisation

Quarter One Achievements:

Outcome 20: 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

- Responded to outstanding queries on partially completed 2020/21 audit and began dialogue to agree date to recommence.
- Published draft outturns for both General Fund and Housing Revenue Account.
- Worked with colleagues across the Councils to update and enhance the forward procurement plan.
- Produced updated drafts of Contract Standings Orders and the Procurement Manual.
- Completed Super User testing of new Financial Management System and recruited systems champions from service areas.

Outcome 21: Effective and efficient management of our property portfolio to make the best use of our assets

- Touchdown accommodation project engagement and data gathering is in progress via staff working group and all staff survey to identify end user requirements.
- Compliance, condition and energy data gathering is in progress and on track for general fund owned buildings.
- Recruited two new Estates Surveyors who will join Strategic Property in August.
- Prepare Company Business Plans for approval.



Our Direction of Travel

Customers KPIs		Outcomes Framework						Trend	
		2021/22 Q4	Q1	2022/23 Q2 Q3		Q4	2023/24 Q1		
Outcome 1 Customer Access	Calls per day	592	630	556	542	619	556		
	Average wait time in seconds	235	303	341	224	179	151		
	Abandon rate	22	26	28	18	14	13		
	Successful collections for domestic refuse, recycling and garden waste (Babergh)	99.91%	99.93%	99.93%	99.94%	99.91%	99.93%		
Outcome 2 Engaged Residents	Average daily web visits	3758	1750	1356	942	1550	1651		
	X (formally Twitter) impressions (Babergh)	64,600	50,000	47,000	53,000	68,500	131,900		
	Tenant Survey (quarterly) on feeling informed about decision-making						58%	63%	New KPI for 23/24
	Numbers of customers and communities involved in service design and improvement								Establishing baseline
	Numbers of customers engaged in testing new ideas and services by priority								Establishing baseline
Outcome 3 Resident Satisfaction	Compliments	56	50	46	53	40	52		
	(Stage 1) Complaints	203	210	194	193	261	242		
	Tenant Survey (quarterly) on whether Council (as landlord) treats tenants fairly and with respect						63%	65%	New KPI for 23/24
	Tenant Survey (quarterly) on whether the Council (as landlord) listens and acts on feedback						44%	45%	New KPI for 23/24

Housing KPIs		Outcomes Framework						Trend
		2021/22 Q4	2022/23 Q1	2022/23 Q2	2022/23 Q3	2022/23 Q4	2023/24 Q1	
Outcome 16 Affordable and High Quality Homes	Affordable homes built or acquired for HRA (Babergh)	13	9	8	0	29	11	
	Households placed into temporary accommodation (Babergh)	29	39	35	39	47	51	
	Cases where homelessness has been prevented or relieved (Babergh)	13	40	55	53	40	65	
	Gas safety compliance (Babergh) - backlog number				72	52	34	
	Electrical safety compliance (Babergh) - backlog number				130	98	62	
Outcome 17 Engaged Residents and Tenants	Number of residents engaged in community action days						22	New KPI for 23/24
	Number of tenants involved in codesign of services						122	New KPI for 23/24
	Improvement in Overall Tenant Satisfaction Survey results (Combined for both Councils, can be split)						68%	New KPI for 23/24
	Average number of days for VOID relets (Babergh)	40	42	44	61	61	63	
	Number of properties relet (Babergh)	52	63	50	44	63	49	

Environment KPIs		Outcomes Framework						Trend	
		2021/22 Q4	Q1	2022/23		Q4	2023/24 Q1		
Outcome 7 Biodiversity	Trees planted as part of green canopy (Babergh)	34	Tree and hedgerow planting (3.23) are annual figures to be reported in Q4				79	Annual	
	Hedgerows planted through the planting scheme (Babergh)	1,545					1,695	Annual	
	Number of tree preservation orders (TPOs) determined (Babergh)						17	New KPI for 23/24	
	Square metres of wildflower seeds distributed (Babergh)		Wildflower seed and meadow management (3.24) are annual figures to be reported in Q4				1,200	Annual	
	Meadow Management Areas sqm (Babergh)	1,570					41,231	Annual	
Outcome 8 Climate Change	Number of EV charge points installed by Babergh (cumulative)						11	24	New for 23/24
	Percentage of BMSDC owned houses that meet the EPPC standard or above (all to achieve by 2030)								Data to follow
	Carbon emissions from council owned buildings								Data to follow
Outcome 9 Healthy, Safe and Sustainable	Total garden waste subscribers (Babergh)	16,769	16,991	17,042	16,971	17,077	17,475		
	No. of business waste customers (Babergh)	910	910	909	900	896	896		
	Contaminated recycling (Babergh)	17.80	13.23	13.40	13.40	15.40	13.56		
	Incidents of flytipping (Babergh)	90	67	90	74	112	79		
	Number of ASB triggers called for (Babergh)	3	0	0	0	0	0		

Wellbeing, Economy, Community KPIs		Outcomes Framework					2023/24 Q1	Trend
		2021/22 Q4	2022/23 Q1	2022/23 Q2	2022/23 Q3	2022/23 Q4		
Outcome 5	Access to sport and leisure facilities in Babergh (Abbeycroft)						106,206	New KPI for 23/24
Outcome 10	Town Centre Vacancy Rates 1 - Hadleigh (BDC)		11.00%	10.00%	11.40%	14.00%	13.00%	New KPI for 23/24
Support for Places and Economy	Town Centre Vacancy Rates 2 - Sudbury (BDC)		10.00%	10.00%	7.40%	7.00%	7.00%	New KPI for 23/24
Outcome 13 Community Capacity	Total visits to the CAP (Sudbury, Shotley and Hadleigh)	315	515	506	520	596	427	
	Capital grant spend (Babergh)		£25,000	£44,454	£96,317	£31,092	£27,662	
	Minor grant spend (Babergh)		£12,055	£1,000	£1,802	£0	£0.00	
	S106 funds spent or allocated (Babergh)		£48,368	£53,735	£2,948	£136,563	£67,458	
Outcome 15 Inclusive, safe and accessible	ASB cases reviewed by the ASB partnership (Babergh)		9	29	9	6	17	
	New ASB cases received separate to those discussed with the ASB partnership panels (Babergh)				47	36	66	
	Percentage of ASB cases open more than 6 months (Babergh)	0.0%	0.0%	2.4%	1.0%	1.0%	3.0%	
	Number of ASB triggers called for (Babergh)	3	0	0	0	0	0	



Our Plans for Quarter Two

Customers – Our Plans for Q2

- 15,000 randomly sampled households (7,500 per district) to take part in the 2023 Residents Survey during July. Results will help to inform priorities in our refreshed Corporate Plan.
- Following on from the Residents Survey, a more detailed Institute of Customer Service satisfaction survey will be launched, benchmarking our customer satisfaction nationally against both Local Government and the private sector.
- Complaints training will be delivered to housing colleagues. We are also reviewing opportunities to deliver complaints refresher training across the organisation.
- Customer journey mapping to be carried out to redesign forms based on customer experience.
- Testing of new website ahead of go live, expected end of Q2, plus further development based on customer feedback.
- Upgrade to the 'planning application and search' webpage and launch of online measuring tool to allow customers to easily measure the distance on plans.
- Customer call back pilot, providing customer choice if they wish to stay on hold or receive a call back that day. Full launch of live chat service.
- Launch of new Instagram channels to supplement other social media platforms (Twitter, Facebook etc) and continued traditional comms.
- 'Refreshed Cost of Living Action Plan, ensuring our approach remains responsive and we identify further opportunities to support our communities.
- Continued work with Anglian Water to develop a social water tariff referral pilot.
- Continued work with the Independent Food Aid Network to raise awareness of the support available.
- Tenant engagement open day' in early August to support the delivery of our tenant engagement strategy.
- Two new apprentices with focus on business improvement to be embedded into the Customer Services team.

Wellbeing – Our Plans for Q2

- Further engagement with businesses, schools and communities to promote the Tour of Britain cycle race.
- Information to go to all parish councils highlighting the opportunity to host 'Dementia Friends' awareness sessions and promote the services and support available to residents.
- Work continues for dementia audits across community, council-owned and leased buildings across the district.
- Working with West Suffolk Alliance on a consultation event with key stakeholders in September to assist with priority-setting and understanding local needs and challenges.
- Sports, Leisure, Health and Wellbeing team presence at Suffolk and North East Essex's (SNEE) Integrated Care Board (ICB) Health Exposition Event in July, showcasing work and building relationships with other organisations, networks and VCFSEs.
- Delivery of £2,500 fund to support Holiday Activity Fund providers with equipment. Applications sent to all summer HAF providers to be reviewed by a panel and funding awarded, or feedback and support provided to find funding elsewhere.
- Planning for Babergh's October holiday activities programme, with new county-wide booking system to improve the process for activity providers and families. The system will also streamline the data returns process which will aid the production of key performance indicators for this programme.
- Planning for 'Silver Sunday', a national day in October aimed at tackling social isolation and loneliness in older populations.

Environment – Our Plans for Q2

- Continue assessing applications for the 2023-24 tree, hedges and wildflower scheme and re-publicise scheme once new webpage is live.
- Finalise and publish Grassland Management Strategy.
- Issue Tree Planting Strategy for consultation.
- Continue work on Biodiversity Strategy and the Biodiversity Action Plan.
- Cut and clear meadow management trial areas and assess outcome of the trials. Alter locations and extend as required. Add suitable wildflower seed to areas that will benefit.
- Continue preparing for Biodiversity Net Gain implementation and Local Nature Recovery Strategy.
- Continue to increase volunteer activities on conservation work across both districts.
- Following joint data and mapping work, Strategic Property and Public Realm to develop Asset Action Plans linked to Biodiversity Action Plan.
- ORCS phase 1 installation to be complete and phase 2 to start
- Publish EV infrastructure implementation plan
- Continue to support local communities' renewable energy ambitions through the SCCP
- Continue to work across councils to bring forward LCWIP schemes
- Drive forwards the development of the Capel to Copdock cycle route scheme with secured ATF5 funding for design and feasibility works
- Deliver a programme of activity for 'Cycle to Work day' in August **DUPLICATED IN ECONOMY**
- Attendance at Family Fun Days at Shotley and Sudbury to promote recycling, food waste reduction and home composting.
- Continuing education sessions to pupils and waste management guidance to staff/leadership at local schools.
- Review options for Local Energy Showcase event.

Economy – Our Plans for Q2

- Deliver a programme of jobs fairs in association with DWP to support businesses to recruit locally. Review skills and employability programmes including Careeriosity and the Enterprise Challenge.
- Review end of second quarter of Lapwing programme delivery
- Finalise scope and complete tender process for pan Suffolk skills & employability programmes for Shared Prosperity Fund (SPF). Review options of district specific skills programmes for Year 3 and continue delivery of Year 2 programmes.
- Conclude transfers in and out on Hadleigh Workspace development ready for planning process. Secure anchor tenant and commence marketing for remaining commercial units.
- Belle Vue site – progress working group with Sudbury Town Council, freeze layout scheme for supplier tender and governance cycle scheduled for September 2023.
- Instalment of changing place facilities – Flatford
- Launch of new Inward Investment website.
- Publish Culture, Heritage & Visitor Economy Strategy action plan.
- Develop capital grant funding pack for Rural Prosperity Fund grants and SPF small Grants Scheme. Launch in August.
- Complete food & drink sector analysis and identify next steps.
- Progress options for delivery of pop-up arts space and potential mobile leisure opportunity in Sudbury.
- Love Exploring info presence at Family Fun days
- Investigation into AI trails in Shotley Peninsula and Flatford.
- Ongoing work to refresh Economic Evidence Base and develop new Economic Strategy.
- Refresh and relaunch of existing business grants scheme
- Promotion of Innovate to Elevate scheme including press release, LinkedIn and telemarketing campaigns to drive enquiries.

Communities – Our Plans for Q2

- Anti-Social Behaviour (ASB) Awareness Week during July with public engagement events in Hadleigh and Sudbury to promote the work of Community Safety officers and raise awareness of victims' rights and ASB Case Review.
- Promotion of volunteer opportunities to council staff during July.
- Our third mental health first aid course for VCFSE groups in July.
- Community Infrastructure Levy (CIL) Parish Briefings and CIL Project Development Training sessions for members and parish clerks
- Valid CIL bids to September Cabinet for approval or noting.
- CIL Exacom Database training for members during September.
- Contribution and attendance at Suffolk Funders Network. Full Cost Recovery training is to be made available for VCFSE groups and funders across the County. A bursary will be provided for organisations to enable them to attend.
- Volunteer Management training course for VCFSE groups in Babergh in October.
- Tendering for a provider to deliver a food network coordinator role to support community food projects as part of our Cost of Living action plan.
- Development of training sessions against the various priorities including Modern Slavery workshops and Safeguarding and Corporate Parenting Training sessions.
- Continue to support the Western Suffolk Community Safety Partnership and our ongoing multi-agency work around the Serious Violence Duty.

Housing – Our Plans for Q2

- Identifying areas to benefit from the Greater Places, Better Spaces Fund, particularly projects which are sustainable or eco-friendly in nature.
- Developing action plan to help increase tenant satisfaction and carrying out next Tenant Satisfaction Survey
- Reviewing the provision of play facilities in Sudbury council housing areas.
- Beginning resident engagement on a potential new housing site that the Council would deliver as a fully affordable scheme – reflecting the Councils' new Design Guide and Specification for sustainable homes.
- Completion of 8 Shared Ownership sales with residents moving into their new homes
- Applying for wave 3 of the Decarbonisation of Social Housing funding.
- Delivering training to tackle council tenant stigma to those handling complaints, following feedback from the Tenant Satisfaction Measures Survey, plus a lunch and learn session on the history of social housing for all staff.
- Initial consultation on the Older Persons Strategy to gain an understanding of residents' thoughts around the topic of older persons housing.
- First tenant engagement meet and greet event in August to provide more information on the various tenant engagement activities we can offer, as well as how the service operates.

Health of the Organisation – Our Plans for Q2

- Go live with the line manager support webinars on 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)
- Deliver phase 2 of the Pay and Reward Project which includes benchmarking roles and pay across various organisations and sectors and researching and proposing a range of benefits including salary sacrifice schemes, leisure schemes and others – currently in research phase
- Go live with Equality, Diversity and Inclusion training for out Equality, Diversity and Inclusion Champions and develop and start to scope out and deliver training in other areas of the Councils
- Commence work on the Employee Lifecycle review to ensure all our policies and processes are as inclusive as possible
- Work with our new suppliers on the Aspiring and Future Leaders programmes and agree communication and dates to recruit participants to the programmes
- Undertake data reconciliation of land and property ownership data between Uniform, GIS and the fixed asset register
- Reduce backlog of Capital Pooling Return audits.
- Publish draft accounts for 2022/23.
- Source tailored training on procurement for senior managers, to help achieve cultural change.
- Recommence the Procurement Board and reduce the number of exemptions from contract standing orders.
- Complete User Acceptance Testing of new Financial Management System.