



# Performance Report

## 2023-24 Quarter Two

Babergh District Council



Customers



Communities



Wellbeing



Environment



Housing



Economy



Health of the  
Organisation



This performance report covers the period from July to September 2023 (Quarter 2).

This report sets out how the council is performing against its six key priorities from the current Corporate Plan. 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 Q3 (October to December 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 Two

# Customers

**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**

- 13 customers attended our digital skills sessions across Hadleigh and Sudbury libraries.
- We were successful in the databank project (offering free mobile data) and are working with our temporary accommodation team to deliver the sim cards to tenants over the next few months.
- From our quarter two Tenant Satisfaction Measure Survey 172 tenants were surveyed and 75% of those tenants said they have internet access.

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

- We have implemented live chat, with 341 chats completed since the launch in early August.
- We have launched a call back service on our general telephone line, which 206 customers have utilised in the last 2 months.

# Customers

**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**

- Cost of living communications campaigns have continued this quarter with a joint campaign with Citizen's advice to promote support available to our residents.
- Our cost-of-living phase 3 action plan was considered by overview and scrutiny committee and cabinet over August and September and work will commence over the next few months to develop a longer-term approach.
- 4,848 tenants across both districts are subscribed to the digital tenant newsletter; My Home Bulletin which goes out monthly to subscribed tenants. The last edition was the Tenant Annual Report and had an open rate of 60%.

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

- Engagement with residents carried out around play park refurbishments asking people to identify what they would like to improve about the play equipment available.

## **Customers are engaged in testing and piloting new ideas**

- We completed a web testing forum with customers from ACE Anglia ahead of the launch of our beta websites.

# Customers

## Outcome 3: Residents are satisfied with Council services

### **Residents are satisfied that council services meet their needs**

- 71% of 554 customers who completed our automated satisfaction survey were either satisfied or highly satisfied with the service they received on the telephone.
- From the quarter two Tenant Satisfaction Measure Survey 74% of those who are online were satisfied with our on-line services.

### **Residents say the council listens and acts on feedback**

- We have reduced the length of time of our Council telephone option message by 20 seconds.
- We have been working with the housing ombudsman to gain feedback on our complaints policy to ensure we iterate our policy in line with best practice.
- Quarter two Tenant Satisfaction Measure Survey results for 'Listen and Acts' is 51% satisfied

# Wellbeing

## Outcome 4: Inequalities are reduced for all groups

### **Residents age well with the best quality of life, having equal access to high-quality health and care services**

- Work is continuing with Ipswich Borough Council and East Suffolk Council to develop a strength and balance physical wellbeing programme with Ipswich and East Suffolk Alliance across our districts. The programme has been delivered by Hadleigh Leisure Centre and community group ActivLives, and has seen an increase in referrals.

### **Every child has the best start in life**

- The Family Fun Days in Shotley, Hadleigh and Sudbury were a success as providers offered a variety of activities to over 100 children each day including a climbing wall, archery and circus skills.
- The Porch Project delivered 30 outreach sessions over the summer holidays within 7 communities in Babergh with 51 young people in attendance. Positive feedback was received.

### **Older people have a good quality of life**

- Orchestra's Live workshops, a musical wellbeing project, was successfully held in 3 local communities during July.
- Sudbury Sporting Memories group, in partnership with Abbeycroft Leisure, welcomed a second Dementia Friends session for its members and staff on 2<sup>nd</sup> August.

# Wellbeing

**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 visited the Sudbury Sporting Memories group at Kingfisher Gym and gathered feedback on the outcomes of the Voluntary, Community, Faith and Social Enterprise (VCFSE) Resilience Funding. Around 40 participants attended the group and testimonials detailed significant improvements to mental health.
- Work has continued in collaboration with The Mix and 4YP (For Young People) on the Youth Social Prescribing Project. A youth link worker has now been embedded in Holbrook Academy. Meetings are in place with the Primary Schools to discuss the programme and support for the transition to high schools.

## **Residents have improved physical health, with opportunities to participate in leisure and sport to improve their health and tackle obesity**

- The strength and balance programme and Healthy Behaviours has improved our relationships with Health partners. Healthy Behaviours is scheduled to launch on 1<sup>st</sup> October.
- Officers have been working with several organisations to support guests in the Best Western Hotel, Copdock. This has resulted in agreement to fund cycling proficiency, cycle safety equipment and shopping trolleys.

## **Residents live longer and healthier lives**

- Officers are working with Community Action Suffolk to support Hadleigh Men's Shed to look for a premises.
- Men's Shed Suffolk conference took place in September and discussed best practice.



# Wellbeing

## 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**

- Healthy Behaviours is scheduled to launch as a county-wide strategy to improve people's health and wellbeing in Suffolk in partnership with other districts. A Healthy Behaviours Project Manager and Feel Good Suffolk Advisor has been appointed.

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

- 2,183 spaces for eligible children were made available in Babergh's Holiday Activities and Food (HAF), of which 1,463 spaces were attended, and positive feedback was received. 86.1% of guardians reported an improvement in the young person's confidence, 63.9% reported an increase in physical health, and 58% reported an increase in the young person's mental health.

### **Residents are safeguarded and protected from harm**

- A new intranet page is being developed to help inform and give further information around Safeguarding for the organisation.
- The Prevent Week of Action took place on w/c 18<sup>th</sup> September with an aim to raise awareness and share information to allow a greater understanding of Prevent duty.

### **Residents and visitors are and feel safe in the districts**

- The Home Office Safer Streets Fund round 5 bid has been submitted to the Police Crime Commissioner, which forms part of the government's action to tackle crime.

# Environment

## Outcome 7: Biodiversity is enhanced and protected

### **Biodiversity on council owned land is enhanced**

- Revision of Biodiversity Action Plan currently taking place, identifying priorities
- Working with stakeholders such as Woodland Trust, Suffolk Wildlife Trust & Suffolk Tree Warden Network
- Communications around 'Call for Land' to be published during national tree planting week to identify land within the districts that can be used to increase biodiversity

### **Babergh increasing tree and hedgerow canopy cover contributes to biodiversity gain**

- Successful bid for Local Authority Treescapes Fund (LATF) to create scattered orchards
- 9 trees added in Hadleigh

### **Wild flower planting enhances the landscape in our districts**

- Free trees, hedging and wildflower scheme open with many applications already received
- 11 applications for 41 trees

### **Biodiversity gain is optimised in new developments**

- Work ongoing on Biodiversity Supplementary Planning Document

# Environment

## Outcome 8: Babergh has a low carbon footprint

The refresh of the Carbon Reduction Management Plan has now commenced and a Task and Finish Member group has been established to complete this work.

### **Everyone in Babergh can access and use sustainable, net zero, transport options**

- Secured Community Infrastructure Levy (CIL) funding for two Local Cycling and Walking Infrastructure Plans (LCWIP) schemes
- Community consultation underway for Capel to Copdock cycle route scheme that secured Automotive Transformation Fund Programme (ATFS) funding for design and feasibility works
- Delivered a programme of activity around 'Cycle to Work Day' in August
- Phase 1 of On-Street Residential Chargepoint Scheme (ORCS) funding has delivered 26 EV chargers in council owned car parks
- Delivered a joint councils' electric vehicle (EV) Infrastructure Implementation Plan for the councils

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

- Work is underway planning the first Local Climate Action Roadshows which will take place in Sudbury and Hadleigh in October
- Through the Suffolk Climate Change Partnership, Community Energy South have been commissioned to work with local communities to support them to consider localised energy solutions
- The councils Net Zero grants continue to be promoted to local businesses

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

- New Homes 'Design Guide & Technical Specification that incorporates carbon saving solutions launched alongside the 30-year Housing Business Plan in progress and will seek to improve energy efficient standards.
- The 2022/23 Greenhouse Gas report is being developed which reviews the impact of new measures on the Councils assets.

# Environment

## Outcome 9: Babergh is a healthier, safer and sustainable place

### **Our communities reduce, reuse and recycle by default**

- Three community events during this period: Sudbury and Shotley Family Fun Days and ElmFest in Elmswell. Our stand promoted recycling, food waste reduction and home composting.
- Delivered an assembly on recycling to the staff and pupils at Ipswich High School.

### **Local businesses are safe and healthy for residents and visitors**

- Babergh have 88% of food businesses scoring a food hygiene rating of 5 (very good).
- Public Protection has migrated nearly all of its data processing from a legacy system to new case management software. The project is well on course for completion by the end of the year.

### **Green and open spaces are safe and accessible, providing formal and informal activity and opportunities for all residents**

- Green spaces are inspected daily whilst core duties are carried out, e.g. bin emptying and litter removal.
- Play areas are inspected weekly to ensure that they are safe and there are a number of play areas that have been identified for improvements.

### **Residents and visitors feel safe in our places and communities**

- Three trainee Environmental Health Officers started their Apprenticeships in Public Protection and Private Sector Housing (2 new recruits and an existing technical officer) to secure succession planning and additional staffing resource.
- Environmental Protection Officers participated in Anti-Social Behaviour (ASB) Awareness Week in July with public engagement events in Hadleigh and Sudbury to promote the Council's cross-service approach to tackling anti-social behaviour and help raise awareness of victims' rights and the Anti-Social Behaviour (ASB) Case Review process.

# Economy

## Outcome 10: Babergh'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**

- Continue to support plans for redevelopment of key employment sites including Vanners, Delphi, Brantham, Wherstead and Sproughton.
- Project Memorandum of Understanding (MOU) signed for Sproughton as part of Enterprise Zone programme.
- Construction commenced at Sproughton for "Access at Eastern Gateway" development
- Detailed design work for Hadleigh Employment site continuing

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

- Innovation Labs in Sudbury has expanded its offer to further engage with local schools and Department for Work and Pensions to help local people currently out of work.
- Innovate to Elevate programme with University of Essex delivery continuing with 2 projects now completed
- New Inward Investment Website launched to provide a "single front door" for all business enquiries and a range of information for businesses who are looking for support
- Work has commenced on review of Economic Evidence Base which will inform development of a new Economic Strategy for the Districts
- Review of Innovation Award winning businesses 1 year post event ongoing

# Economy

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

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

- Belle Vue Park, Sudbury - Completed design stage for modular café and toilet block including Changing Place. Submitted Community Infrastructure Levy (CIL) bid. Planning application now submitted.
- Commissioning underway for new wayfinding and welcome signs for Sudbury linked to the recommendations contained within Wayfinding Study, working with Sudbury Town Council and using Community Infrastructure Levy (CIL) and Shared Prosperity Fund (SPF).
- Finalising plans for pop-up cinema to be provided in Sudbury in October – early indications show strong ticket sales

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

- Ongoing partner, stakeholder and cross-party member engagement in the development of an action plan for our recently adopted Culture, Heritage & Visitor Economy Strategy
- Love Exploring Social media campaign launched with 974 users and 17 routes throughout both districts.

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

- The Town Vision Partnership work continuing throughout district with active cultural sub-group in Sudbury to focus on key cultural projects for the town
- Innovation Board continues to meet to drive investment in innovation and economic growth
- Engagement with a range of local, regional and national partners including Suffolk Culture Network, Suffolk Chamber, Growth Hub, Visit East of England, New Anglia Local Enterprise Partnership, Freeport East, Department for Levelling Up, Housing and Communities (DLUHC) and Arts Council England to ensure appropriate support is available for our districts

# Economy

## 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**

- Presentation by City Fibre to Babergh and Mid Suffolk District Councils (BMSDC) Senior Leadership Team and the Innovation Board regarding Project Gigabit Suffolk
- Supporting the Suffolk County Council submission to the 5G Innovation Regions bid.
- Member and BMSDC Chief Executive Officer (CEO) attendance at the Suffolk Chamber of Commerce 5G summit to identify and overcome barriers to 5G deployment and subsequent activity to create 5G champions to promote 5G across Suffolk.
- Meeting with City Fibre to identify how fibre infrastructure could support town centre Wi-Fi.

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

- Hadleigh Workspace - Third party planning app for Starbucks drive through approved at Planning Committee on 18th October. Site cleared by Persimmon in August. Dealing with Anglian Water and other site investigations ready to submit council application
- UK Shared Prosperity Fund (SPF) Delivery ongoing with start up support, net zero consultancy and growth hub contracts launched
- Suffolk Business Grants Scheme launched – funded via UK SPF
- Rural England Prosperity Funded grants programme (3 programmes of support) launched
- Working with Sudbury Town Council, and landlords in Sudbury to identify a suitable location for Hypha studios “ArtSpace” project that is fully funded

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

- Secured funding from Community Infrastructure Levy (CIL) for 2 Local Cycling and Walking Infrastructure Plans (LCWIP) Schemes
- Community consultation underway for Capel to Copdock cycle route scheme
- Delivered a programme of activity around ‘Cycle to Work day’ in August for our staff

# Economy

## Outcome 12: Babergh 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 Shared Prosperity Fund (SPF) year 2 and 3 funds.
- Working with Suffolk County Council (SCC) and other Local Authority partners to finalise tender pack for Shared Prosperity Fund (SPF) skills and employability programmes for Youth, Adults and Apprenticeship programmes for year 3.
- Lapwing programme that was commissioned to support young people who are not in education, employment or training (NEET) – 16 supported so far this year
- Supported expression of interest (EOI) coordinated by Suffolk New College to apply for Freeport East funds to provide specialist adult education and training linked to business needs
- Work coach service in Hadleigh has been secured for 6 months through project working with Department for Work and Pensions (DWP) and Porch Project

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

- Food & Drink Sector analysis work ongoing and progressing
- Information gathering and initial conversations held around development of a programme of food, drink & makers engagement events
- Promotion of available grants and support available to businesses to support growth and development

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

- Access Able – surveys carried out at 20 businesses throughout both districts with streetscapes assessed in Sudbury
- Flatford Mill Changing Places – proposed plan approved by funders and financial agreement sent to National Trust



# Communities

## 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**

- Community Infrastructure Levy (CIL) Parish Briefings and CIL Project Development Training sessions for Members and Parish Clerks were held in July and August. The sessions were attended by 15 Babergh Members and 18 Babergh Parishes were represented.
- Community Infrastructure Levy (CIL) Exacom Database training sessions were held for Members during September.
- Eight infrastructure projects were approved by Babergh's Cabinet for District Community Infrastructure Levy (CIL) expenditure in September 2023. A total of £205,813.68 was awarded for a range of infrastructure projects including footpath resurfacing, improvements to community buildings, a contribution towards a changing places facility and play equipment. These projects occurred in the parishes of Acton, Flatford, Lavenham, Boxford, Cockfield, Stanstead and Sudbury. The resurfacing of Bun Meadow footpath in Acton for a cost of £4,590 represents the first footpath and cycling expenditure from District Community Infrastructure Levy (CIL) for Babergh.
- 1 project was awarded £3,009.60 of Section 106 funding (Section 106 of the Town and Country Planning Act 1990; contributions can be sought from developers towards the costs of providing community and social infrastructure); the refurbishment of Boxford Pavilion.
- 10 projects totalling £4,375.00 were supported through Locality Awards. This included the refurbishment of squash courts at Ormiston Academy in Sudbury and the installation of a defibrillator in Holbrook.

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

- In partnership with Community Action Suffolk, a stand advertising volunteer opportunities available across the districts was held in Endeavour House on 26<sup>th</sup> July.
- The Babergh Mid Suffolk District Councils (BMSDC) Valuable Volunteers campaign has recently launched, allowing staff to nominate a charity they volunteer for in the districts. Each charity nominated will receive a donation as a direct result of the volunteer giving their time.

### **Communities are digitally connected with the right infrastructure and skills to minimise digital exclusion**

- 13 customers attended digital skills sessions across Hadleigh and Sudbury libraries.
- We were successful in the databank project (offering free mobile data) and are working with our temporary accommodation team to deliver the sim cards to tenants over the next few months.

# Communities

## 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**

- 26 delegates completed the Mental Health First Aid Training Course. 100% of respondents agreed they have noticed an impact of this training on how they can support their team and wellbeing at work.
- Anti-Social Behaviour (ASB) Awareness Week took place in July with public engagement events in Hadleigh and Sudbury. These events promoted the work of Community Safety officers and helped raise awareness of victims' rights and ASB Case Review. 63% of survey respondents reported an increased knowledge around rights as a victim of crime and ASB as a result of attending these events.

### **Residents have positive relationships across communities**

- Ukrainian children were supported to access Holiday Activities and Food (HAF) through sending out promotion directly.

### **Our communities are vibrant and well connected**

- Officers are working with Community Action Suffolk, Suffolk University and other Stakeholders to develop a Social Economy Strategy for the next two years to enhance the support for social enterprises.

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

- Work continues with People and Place Plan to support Parish Councils to capture the priorities in their community.

### **Residents and visitors feel safe in our places and communities**

- A multi-agency meeting was held in Dedham with participation of the public to establish further impact details of various Anti-Social Behaviour (ASB) issues caused by the large influx of tourists in the summer season. The Dedham Parish Council were given recommendations for next steps.
- The Home Office Safer Streets Fund round 5 bid has been submitted to the Police Crime Commissioner, which forms part of the government's action to tackle crime.
- The Prevent Week of Action took place on w/c 18<sup>th</sup> September with an aim to raise awareness and share information to allow a greater understanding of Prevent duty. Officers attended a Freshers Fair and engaged with students.

# Communities

## 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**

- Officers undertook a training course by Norfolk and Suffolk Victim Care on 25<sup>th</sup> September to outline the support that exists to signpost victims of crime, Anti-Social Behaviour (ASB), hate crime and/or fraud.
- Work continues to support the new Serious Violence Duty, a strategy which aims to reduce serious violence. Officers attended a strategy development workshop to help inform the new strategy.
- Work continues on delivery of the Local Cycling and Walking Infrastructure Plans (LCWIP) to ensure existing sustainable travel routes are safe and accessible

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

- The UK's leading cycle race, The Tour of Britain (TOB), successfully returned to Suffolk on 7<sup>th</sup> September. Work is ongoing with schools in the district to encourage them to sign up to The Tour of Britain (TOB) school's challenge.

### **Communities are green and environmentally attractive**

- Our teams ensure that there is sufficient green space within local communities providing a variety of functions, such as informal green space for walking, play area and more formal parks.

# 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**

- 2 new homes, both bungalows, have been delivered by the Affordable Housing Delivery Team. These homes are for rent.
- An initial resident and neighbour consultation carried out in Sudbury. 14 new homes in the future.
- 1 new Shared Ownership property has completed, and the resident has moved in

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

- 71 households were successfully prevented from being homeless
- 32 households have been able to remain in their existing homes
- 39 households were found new homes elsewhere
- This is a 42% increase on quarter one successful preventions.

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

- 125 applications have been made, this an increase of 20 applications since quarter one
- 94 prevention duties have been accepted, meaning residents are approaching at an earlier stage.
- 31 relief duties were accepted, and this is where temporary accommodation can be offered if there is a priority need.
- Central Suffolk Lettings has increased its portfolio of properties by 10%

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

- 21 Minor Adaptation Grants Completed (this will be stairlifts, level access shower)
- 4 Category 2 hazards identified (these might include issues like inadequate lighting, or minor electrical faults)
- 18 Empty Homes have been brought back into use

### **Residents live in high quality and safe homes**

- Quarter two Tenant Satisfaction Measures results for providing a Safe Home is 76% satisfied. Results for providing a Well-Maintained Home is 64% satisfied

# Housing

## 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 conducted a Community Action Day at 1st and 2nd Avenue in Sudbury to improve the area and gain feedback from 34 residents about future improvements for Greater Places spending.
- Tenant Satisfaction for Quarter two for 'contribution for neighbourhood' is 62% satisfied

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

- We have increased our tenant board membership by 5 new tenants and have held 3 tenant board meetings
- We assisted the Public Realm team with consultations at Poplar, Uplands and Hawkins to look at play equipment improvements and had 219 responses

### **Tenants and leaseholders receive high quality services from our councils**

- Overall Satisfaction for tenants from the quarter two Tenant Satisfaction Measure survey is 66% satisfied

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

The refresh of the Carbon Reduction Management Plan is still underway, which sets out the improvements needed to deliver climate resilience and adaptation including in our housing stock. The first cross party Task and Finish group has now met to move this forward.

# Health of the Organisation

**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

## **Pay and Reward Project**

- Concluded Organisational moderation
- Commenced pay modelling and benefits provision

## **Equality, Diversity and Inclusion**

- Contracted Equality, Diversity and Inclusion Programme supplier and commenced training provision with 155 people trained to end of quarter two
- Continued work on the Anti-Racism charter (signed with UNISON) action plan
- Recruited Equality, Diversity and Inclusion champions across the organisation and trained those individuals as champions and agreed Champion meetings for up and coming 12 months

## **Leadership and Management Development**

- Contracted Leadership and Management Development Provider and agreed content for November commencement of Aspiring Managers Programme and Emerging Leaders Programme

## **Engagement and Wellbeing**

- Recruited Menopause champions across the organisation to support our wellbeing and inclusion strategy

## **Internships**

- 5 interns completed their placements over the summer

# Health of the Organisation

**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

- Monitoring reports for quarter one presented to Cabinet covering both revenue and capital for the General Fund and Housing Revenue Account
- Led on cross-Suffolk joint procurement for Healthy Behaviours
- Reported to Joint Audit and Standards Committee (JASC) on the Environmental, Social and Governance (ESG) credentials of the Council's investments.
- Treasury Management Outturn for 2022/23 reported to Council
- Integrated systems testing and user acceptance testing and training completed on the new finance system



# Our Direction of Travel



Quarterly Performance Indicators		Outcomes Framework						Trend	Direction of Travel
		2022/23				2023/24			
		Q1	Q2	Q3	Q4	Q1	Q2		
Outcome 1 Customer Access	Recorded chatbot sessions	8781	3100	2026	2679	2472	2964		down 4.4% on previous year down 66.7% on previous year
	Automated telephone sessions	2950	1769	912	973	394	589		down 11% on previous year reduced 55% from previous year
	Calls per day	630	556	542	619	556	495		reducing
	Average wait time in seconds	303	341	224	179	151	153		improving
	Abandon rate	26	28	18	14	13	12		
	Failure rate on waste collections (Babergh)	0.07%	0.07%	0.06%	0.09%	0.07%	0.05%		
Outcome 2 Engaged Residents	Average daily web visits	1750	1356	942	1550	1651	1224		declining
	Facebook reach (Babergh)	61,202	84,245	126,647	117,574	89,614	72,715		down 13.6% on previous year up 6.17% on previous year
	X (formerly Twitter) impressions (Babergh)	50,000	47,000	53,000	68,500	131,900	49,900		increasing
	Tenant Survey (quarterly) on feeling informed about decision-making				58%	63%	65%		
Outcome 3 Resident Satisfaction	Compliments	50	46	53	40	52	43		declining
	(Stage 1) Complaints	210	194	193	261	242	238		declining
	Tenant Survey (quarterly) on whether the Council (as landlord) treats tenants fairly and with respect				63%	65%	67%		New for 23/24 increasing
	Tenant Survey (quarterly) on whether the Council (as landlord) listens and acts on feedback				44%	45%	51%		New for 23/24 increasing
Resident Wellbeing	Access to sport and leisure facilities in Babergh (Abbeycroft)		424,497 visits in 22/23			106,206	160,943		New for 23/24 data only
	Total visits to the CAP (Sudbury, Shotley and Hadleigh)	515	506	520	596	512	536		data only

Quarterly Performance Indicators		Outcomes Framework						Trend	Direction of Travel
		Q1	2022/23			2023/24			
			Q2	Q3	Q4	Q1	Q2		
Outcome 7 Biodiversity	Trees planted as part of green canopy (Babergh)				79			Annual	data only
	Hedgerows planted through the planting scheme (Babergh)				1,695			Annual	data only
	Number of tree preservation orders (TPOs) determined (Babergh)	20	23	15	19	17	23		data only
	Square metres of wildflower seeds distributed (Babergh)				1,200			Annual	data only
	Meadow Management Areas sqm (Babergh)				41,231			Annual	data only
	Biodiversity metric 3.0 measuring biodiversity change from development (Babergh)							New for 23/24	
Outcome 8 Climate Change	Number of EV charge points installed by Babergh (cumulative)			New	11	24	53	New for 23/24	data only
	Percentage of BMSDC owned houses that meet the EPPC standard or above (all to achieve by 2030)						57.4%	New for 23/24	data only
	Number of BMSDC owned houses that meet the EPPC standard or above (all to achieve by 2030)						4,147	New for 23/24	data only
Outcome 9 Healthy, Safe and Sustainable	Total garden waste subscribers (Babergh)	16,991	17,042	16,971	17,077	17,475	17,680		up 3.7% on previous year
	No. of business waste customers (Babergh)	910	909	900	896	896	897		data only
	Contaminated recycling (Babergh)	13.23	13.40	13.40	15.40	13.56	14.19		increasing
	Food safety hygiene ratings (Babergh)						88.21%	New for 23/24	
	Incidents of flytipping (Babergh)	67	90	74	112	79	71		down 21.1% on previous year

Quarterly Performance Indicators		Outcomes Framework						Trend	Direction of Travel
		2022/23				2023/24			
		Q1	Q2	Q3	Q4	Q1	Q2		
Outcome 10 Support for Places and Economy	Town Centre Vacancy Rates 1 - Hadleigh (BDC)	11.00%	10.00%	11.40%	14.00%	13.00%	14.90%		data only
	Town Centre Vacancy Rates 2 - Sudbury (BDC)	10.00%	10.00%	7.40%	7.00%	7.00%	9.00%		data only
Outcome 13 Community Capacity	Capital grant spent or allocated (Babergh cumulative)	£25,000	£44,454	£96,317	£31,092	£27,662	£37,662		data only
	Minor grant spent or allocated (Babergh cumulative)	£12,055	£1,000	£1,802	£0	£0	£5,000		data only
	£106 funds spent or allocated (Babergh)	£48,368	£53,735	£2,948	£136,563	£67,458	£3,010		data only
Outcome 15 Inclusive, safe and accessible	ASB cases reviewed by the ASB partnership (Babergh)	9	29	9	6	17	9		data only
	New ASB cases received separate to those discussed with the ASB partnership panels (Babergh)			47	36	66	68		data only
	Number of ASB triggers called for (Babergh)	0	0	0	0	0	0		data only
Outcomes 16 / 18 Affordable and High Quality and Sustainable Homes	Affordable homes built or acquired for HRA (Babergh)	9	8	0	29	11	2		data only
	Households placed into temporary accommodation (Babergh)	39	35	39	47	51	61		data only
	Cases where homelessness has been prevented or relieved (Babergh)	40	55	53	40	65	86		data only
	Gas safety compliance (Babergh) - backlog number			72	52	34	35		data only
	Electrical safety compliance (Babergh) - backlog number			130	98	62	47		data only
	Average number of days for VOID relets (Babergh)	42	44	61	61	63	83		target 60 days
	Number of properties relet (Babergh)	63	50	44	63	49	55		data only
Outcome 17 Engaged Residents and Tenants	Number of residents (and staff) engaged in community action days					22	97	New for 23/24	increasing
	Number of tenants involved in codesign of services					122	204	New for 23/24	increasing
	Improvement in Overall Tenant Satisfaction Survey results (Combined for both Councils)				59%	68%	64%	New for 23/24	slight decline



Quarterly Performance Indicators		Outcomes Framework						Trend	Direction of Travel
		2022/23				2023/24			
		Q1	Q2	Q3	Q4	Q1	Q2		
Health of the Organisation	Average number of days sickness per FTE (Cumulative)	1.64	3.44	5.67	8.05	1.96	4.14		data only
	Average number of days sickness per FTE (Actual for Quarter)	1.64	1.80	2.23	2.38	1.96	2.18		increasing
	% of major applications processed 'in time' (13 wks., 16 wks. or within agreed Extension of Time/ Planning Performance Agreement) (Babergh)	80.00%	75.00%	92.90%	100.00%	100.00%	100.00%		60% target
	% of non major applications processed 'in time' (8 wks, or within agreed Extension of Time/ Planning Performance Agreement) (Babergh)	96.30%	95.30%	98.50%	94.40%	90.50%	91.80%		70% target
	Average time taken to process new claims and changes to claims (Babergh)	6.88	7.63	3.09	3.74	4.93	6.26		target 10 days
	Average time taken to process new claims (Babergh)	25.18	16.41	13.82	18.50	18.50	18.73		target 24 days
	Average time taken to process changes to claims (Babergh)	6.09	6.77	2.75	2.92	4.22	4.52		target 7 days
	The level of Local Authority Error overpayments as a % of all housing benefit paid (Babergh)	0.39	0.25	0.22	0.22	0.11	0.09		target 0.48
	HBOP Amount recovered in year to date as a % of HBOP Amount created in year to date (Babergh)	118.84%	108.80%	106.77%	116.80%	189.12%	147.62%		target 80%
	Council Tax % of total raised collected in year (Babergh cumulative)	29.42%	56.82%	84.03%	98.12%	29.19%	56.39%		
	Business Rates % of total raised collected in year (Babergh cumulative)	29.38%	63.75%	84.20%	97.65%	27.60%	57.15%		
	% of rent due collected (12 month rolling) (excluding current arrears brought forward) - BDC					99.48%	99.09%		data only
	Current tenant arrears as a % of the rent debit - BDC					2.90%	2.98%		data only
	% of occupied garages - BDC					81%	81%		data only
Garage Current Tenant Arrears - BDC					£2,817	£5,268		data only	



# Our Plans for Quarter Three

# Customers

- Our new Council websites will be launched over the next few months.
- Our new complaints and freedom of information system will be developed and launched over the coming quarter.
- We will be looking to provide additional training and support to all service areas who handle complaints to ensure they are confident using the new system and also have been provided with refreshed best practice.
- We will be extending our call back service to all lines by the end of quarter three.
- We have implemented an automated missed collection service.
- Tenant Satisfaction Measure survey for quarter three will be carried out on 150 tenants per district. We will report the results in the quarter three performance report.
- Our engagement will commence on the refreshed strategic priorities as part of the new corporate plan work.
- Our complaint policy will be refreshed following our work with the housing ombudsman.
- Our cost of living campaigns will continue throughout quarter three, raising awareness of the support available to help households heat their homes, and working with local publications to reach those who aren't online.
- Our Databank Pilot with The Good Things Foundation will launch in quarter three, which will support households in temporary accommodation to get online and reduce digital exclusion.
- We will be holding an event for Talk Money Week to promote the support available to residents to improve different aspects of financial wellbeing partners to include Citizens Advice, Barclays, Trading Standards, Digital Skills and Financial Inclusion Officers.
- We will be looking to launch our Anglian Water referral pilot which looks to improve uptake of social water tariffs for low income households.
- We are implementing a new compliments, comments and complaints and freedom of information system in quarter three and have used feedback to help shape this.

# Wellbeing

- Safeguarding Policy agreed by Cabinet.
- A Dementia Friends session for staff is scheduled to take place in October.
- Preparations for Silver Sunday are well underway to celebrate a national older people's awareness day.
- Healthy Behaviours is scheduled to launch as a county-wide strategy to improve people's health and wellbeing in Suffolk in partnership with other districts.
- Hadleigh Memories Café are hosting an intergenerational Rock 'n' Roll themed disco on 5<sup>th</sup> October to celebrate Silver Sunday, a national older people's awareness day.

# Environment

- We will attend a Community Energy Event at Hadleigh in October, promoting recycling, food waste reduction and home composting.
- In November we will attend Sudbury's Christmas Fair, promoting recycling and food waste reduction.
- We continue to support schools by offering education sessions to pupils and waste management guidance to staff/leadership, including Wells Hall Primary School in Great Cornard.
- Host 3 Community Climate Action Roadshows throughout October in Sudbury, Hadleigh and Holbrook.
- Support and offer guidance to local communities seeking to develop energy schemes, e.g. East Bergholt.
- Continued work with Suffolk County Council (SCC) Highways & Rights of way teams, planning directorate, Community Infrastructure Levy (CIL) team, Milestone Infrastructure, ISPA group and all other relevant partners to seek opportunities for, and help facilitate the delivery of Local Cycling and Walking Infrastructure Plans (LCWIP) schemes.
- Complete the last site for Phase 1 of On-Street Residential Chargepoint Scheme (ORCS) at Girling Street
- Assist more parish councils in setting up taxi bus schemes
- Deliver resident engagement around On-Street Residential Chargepoint Scheme (ORCS) and Electric Vehicle Charge Point Installations (EVCP)
- Finalise and publish the Electric Vehicle (EV) Infrastructure Implementation Plan
- Planting to commence in late November 2023 using volunteer groups (e.g. HEAT) in partnership with Public Realm



# Economy

- Ongoing delivery of Suffolk-wide business support schemes funded via UK Shared Prosperity Fund (SPF). (start-up, net zero, Growth Hub)
- Ongoing delivery of Innovate to Elevate programme including case study development
- Completion of refresh of Economic Evidence Base
- Completion of mid-year reporting to government on UK Shared Prosperity Fund (SPF) and Rural England Prosperity Fund
- Continuation of receiving and reviewing of grant applications under Basic Income Support for Sustainability (BISS), Rural England Prosperity Fund (REPF) and Shared Prosperity Fund (SPF)
- Planning and development of a programme of food, drink & makers events
- Final Sign off of Food and Drink Sector Report
- Commence work on site at Flatford – Changing Places
- Love Exploring promotional window stickers with Quick Response (QR) code downloads distributed to businesses along the walking routes
- Launch of AccessAble scheme at The Hold on November 16th promoting Suffolk as an accessible destination. 5 more businesses surveyed and Disability Essentials roll training to be delivered to 100+ Tourism and Virtual Enterprise (VE) businesses across Suffolk.
- Begin work with visitor attractions and the Good Journey Scheme – promoting car free travel to visitor attractions to include discounted rates for visitors.
- Delivery of ‘The Incredible Moving Cinema’ in Sudbury
- Delivery of recruitment fair in partnership with Jobcentre Plus in Sudbury
- Working with Hadleigh Town Council to support Christmas Activity in the High Street via Welcome Back Funding.
- Begin planning for Sudbury Light Festival for early January 2024 using external funds.
- Belle Vue – working to be progressed on opening up the frontage of the park, modular café planning app being prepared. Awaiting outcome of Community Infrastructure Levy (CIL) bid.
- Hadleigh Workspace – freeze layout scheme ready for planning process. Progress with marketing for wider scheme.
- Planning underway for jobs fair in Sudbury in November

# Communities

- Community Infrastructure Levy (CIL) Bid Round 12 opens on the 1st October and closes on the 31st October 2023 for acceptance of Community Infrastructure Levy (CIL) Bid applications.
- The fifteenth round of Community Infrastructure Levy (CIL) parish payments will be made in October 2023 for Community Infrastructure Levy (CIL) income collected from April 2023 to September 2023.
- The sixth review of the Community Infrastructure Levy (CIL) Expenditure Framework is to be held in November/December 2023.
- Production of the Infrastructure Funding Statement which details the amounts of Community Infrastructure Levy (CIL) collected and the infrastructure projects that have been funded through the Levy. The report also details S106 (Section 106 of the Town and Country Planning Act 1990; contributions can be sought from developers towards the costs of providing community and social infrastructure) monies collected and spent on infrastructure and community projects.
- The second application window for Capital Grants will close on 1<sup>st</sup> October and applications will be reviewed and scored.
- Babergh Mid Suffolk District Councils will be supporting the National Hate Crime Awareness Week which commences 16<sup>th</sup> October.
- Anti-Slavery Awareness Day is scheduled for 18<sup>th</sup> October.
- Town and Parish Liaison meeting is being held on 30<sup>th</sup> October at the Stevenson Centre in Great Cornard.
- A Volunteer Management training course for Voluntary, Community, Faith and Social Enterprise (VCFSE) groups in Babergh is scheduled to take place in November.
- Grant Officers will be preparing a video of tips to support applications for grant funding.
- The third round of capital grant funding opens on 4 December.

# Housing

- Engaging with tenants who are telling us they are dissatisfied with our complaint handling to understand why – results of this will be fed into the Housing Complaints Task Force to identify improvement actions.
- Housing Improvement Day to take place on 1st November 2023 to look at how we can identify the main themes of the tenant satisfaction measures survey.
- Further consultation with tenants in Blackfriars to identify neighbourhood improvements.
- Community Action day in Cavendish and Minden on 27th October focusing on Anti-Social Behaviour (ASB), working with partners such as the police.
- Deliver the next stage of 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.
- Legal completion of Shared Ownership sales with residents moving into their new homes.
- Embedding the Early Intervention Team working in partnership with internal and external stakeholders to support households before they are risk using an early intervention model.
- Creating a in person service through surgeries and pop-up sessions across the districts and this will include co-location with third sector and others.
- Health Check of Gateway to Home Choice.

# Health of the Organisation

- Part 1 of the Joint Local Plan was adopted by Babergh District Council's Full Council meeting on 21st November 2023.
- Produce comprehensive and fully updated procurement pipeline
- 2024/25 budget work for both the General Fund and the Housing Revenue account
- Quarter two financial monitoring to Cabinet
- Update the Contract Standing Orders
- Complete Treasury Management half year report
- Data migration work, Excelerator training and regression testing on the new finance system

## **Pay and Reward Project**

- Complete pay modelling and finalise proposals to ensure 'go live' with the Pay and Reward review delivery in November
- Complete the procurement of the benefits included in our proposal to ensure these are available for all employees for the new financial year
- Complete payroll to ensure the respective back-pay is completed in December 2023 payroll
- Pay and Reward Review to be completed in quarter three

## **Equality, Diversity and Inclusion**

- Contracted Equality, Diversity and Inclusion Programme supplier and commenced training provision with 155 people trained to end of Q2 and 360 people booked in for training in quarter three
- Continue the Equality, Diversity and Inclusion programme training planned for quarter three
- Commence work on the inclusion of Equality and Diversity into all policies and processes

## **Leadership and Management Development**

- Commence roll-out of Aspiring Managers Programme in late October
- Commence roll out of Emerging Leaders Programme early November

## **Policy and Process**

- Continue the work on our policy and process review



# Our Performance Journey

# 2023-24 Performance Report Journey



- Report layout developed into three sections – 1) Our Achievements, 2) Our Direction of Travel and 3) Our Plans
- Tier 3 headings included
- A selection of KPI's presented for each Outcome with associated trend line
- Outcomes focused updates provided

**Q1** (April – June)

- Information provided in plain English
- A selection of SMART KPI's presented with associated targets and RAG statuses
- Reduce the number of slides where appropriate
- Include some KPI's for statutory targets

**Q2** (July – September)

- Additional selection of KPI's presented with associated targets and RAG statuses
- Additional KPI's for statutory targets – are we fit for purpose
- Pentana configuration complete
- Pentana onboarding to commence (phased approach)

**Q3** (October – December)

- Additional selection of KPI's presented with associated targets and RAG statuses
- Pentana onboarding complete
- Sample Pentana performance report

**Q4** (January – March)