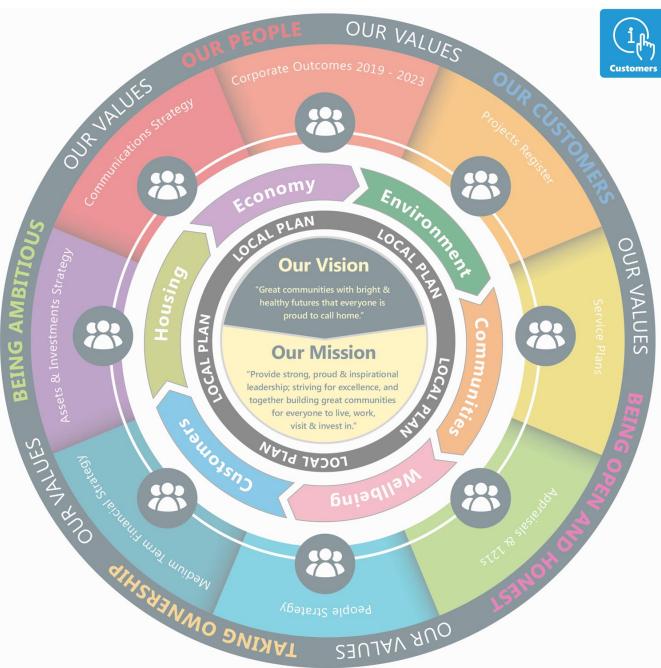


Quarter 2 Performance

Mid Suffolk District Council 5th December 2022 Cabinet





Mid Suffolk District Council Performance Quarter Four 2022/23 Working Together Image: Construction of the program of

This performance report has been developed in collaboration with Cabinet members, Senior Leadership Team and corporate managers. It covers the period from July to September 2022 (Quarter 2).

Please note:

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

Mid Suffolk Economy Headline Performance Indicators



What's Next for Stowmarket event held over 22nd – 24th Sept with approx. **340** visitors



new businesses supported by Innovate Local scheme in Stowmarket

60 businesses nominated across 9 categories for the Innovation Awards

Objective 1: Connected & Sustainable:

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

Progress:

- Project documentation completed and site design commenced for changing place facilities at Stradbroke Swimming Pool and Leisure Facilities.
- Stowmarket Health, Education, Leisure Facility (SHELF) various stakeholder work commenced and public engagement on scheme completed at the 'What's next for Stowmarket' event.

- Submit final critical actions for full business case for Freeport East by 14 Oct deadline.
- Submit EOI for Investment Zone designation.
- Complete planning application and draft full business case for SHELF. Continue to work with G14 to explore net zero proposals and development of Innovation & Skills Centre.
- Complete design for changing places facilities at Stradbroke Swimming Pool and Leisure Facilities.
- Development and Launch of new business grants scheme focused on sustainability and carbon reduction.
- Stowmarket Solar Carport launch with Councillors and New Anglia LEP ETA Nov 2022.
- Launch internal behaviour change campaign around sustainable commuting options.
- Continue work with Suffolk County Council and other relevant partners to seek opportunities for, and help to facilitate the delivery of Active Travel schemes.

Objective 2: Innovative & Creative

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

Progress:

- CT Consults appointed to develop Culture, Heritage and Visitor Economy Strategy and delivery plan.
- Tender issued for development of new Inward Investment website
- Phase one complete of the 'Skills and Innovation Hub research commission for Gateway 14.
- Virtual High Street sign up throughout the district ongoing throughout town centres, village high streets, business/retail parks and tourism areas.
- Marketing Campaign via Visit Suffolk (April 31 August 2022). The total reach of the campaign was 272,957.
- Innovate Local market stalls ongoing offering free market stall space to new businesses in Stowmarket.
- Project planning ongoing for 2nd Innovation Awards 22nd October 2022 at Wherstead Park.
- Tenders received and assessed for Stowmarket Wayfinding project

Objective 2: Innovative & Creative

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

- Appoint consultant to lead Stowmarket Wayfinding commission.
- Contract award and development of Inward Investment website.
- Phase 2 of Innovation & Skills centre commission, to identify skills gaps and potential delivery models will be
 progressed leading to initial business case coming to Cabinet in December.
- Support plans for unlocking key employment sites including G14 and Port One.
- Appoint Contractor and operator for Cross Street, Eye.
- Begin project planning for Local Energy Showcase in Spring 2023.
- Collate and review outcomes from "What's Next for Stowmarket" event.
- Work with CT Consults to deliver engagement plan to include stakeholder consultation events, activities, wider sector conversations, research and scoping for Culture, Heritage and Visitor Economy Strategy.
- Produce content for Visit Suffolk and promote additional locations for Screen Suffolk locations database.
- Continue to develop the Love Explore platform to include walks in the North of the District.
- Submission of Rural England Prosperity Fund Investment Plan (addendum to UK SPF) by 30 November 2022.
- Development of workspace strategy and delivery plan across the District to ensure we have sufficient workspace.

Objective 3: Skilled & Successful

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

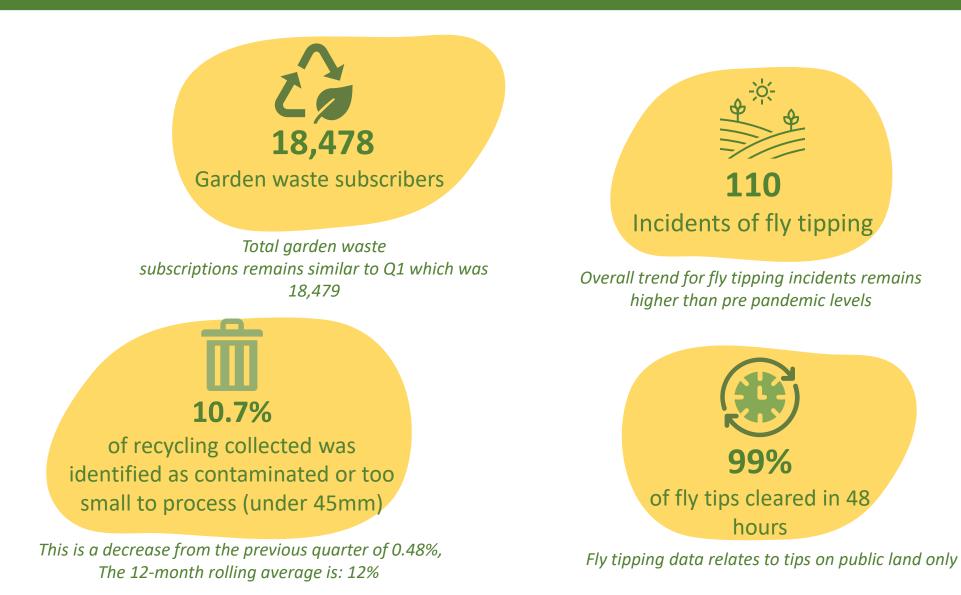
Progress:

- Final development of Knowledge Transfer Partnership (KTP) "Lite" programme with University of Essex.
- Two NHS focused Careeriosity events held in August at the John Peel Centre.
- Local Investment Plans for UK Shared Prosperity Fund Submitted in July 2022.
- Digital Skills for Businesses Programme is ongoing and approximately 40 businesses took part in training and mentoring
- Schools Enterprise challenge launched in September.

- Further Careeriosity sessions scheduled with online options being trialled for the first time.
- Launch KTP "Lite" for small businesses in October 2022.
- Further scoping of Schools Enterprise challenge following school engagement (deadline 24th October)
- Contract skills element of Shared Prosperity Fund

Mid Suffolk Environment Headline Performance Indicators





Environment

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

Progress:

- The councils' new climate change manager started in post on 16th September.
- The bid to the Office of Zero Emission Vehicles (OZEV) has been reduced to 60% of capital costs as has gone forward to bid round 2022/23 as opposed to original 21/22 planned submission date.

- Review current Carbon Reduction Management Plan, refreshed with progress since inception.
- Progress work on bid to OZEV for funding of EV charging points.
- Review possibility of further possible carbon reductions at Leisure Centres
- Establish property list of other emitting buildings for future retrofit consideration
- Deliver 21/22 Greenhouse Gas Report detailing progress on corporate emissions.

Environment

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

Progress:

- Trial changes to mowing regimes have resulted in significant new populations of orchids and other wildflowers being discovered. Sites are actively managed to ensure all residents are content.
- Following selection to become a trial organisation for Natural England's Green Infrastructure tool, officers have attended related training workshops.
- Parish tree, hedge and wildflower planting application form and guidance updated for publication.

- Working on mapping sites where changes in mowing regimes will enhance wildflower potential.
- Tree Canopy Report presented to Cabinets for approval. Start of Tree Planting Strategy development.
- Launch of Tree Canopy Survey web maps to provide the public with online access to ward by ward tree canopy data.
- Recruit a Geography Graduate to work on the tree strategy data project, using Natural England Green Infrastructure tools and tree data to identify land suitable for tree planting across the district.
- Launch of 2022/23 Tree, Hedge and Wildflower planting programme with all parishes.

Environment

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

Progress:

- The Food and Safety Team has cleared their backlog of higher risk food hygiene inspections after lockdown. Currently 89% of food business in Mid Suffolk have the highest food hygiene rating of 5.
- Environmental Protection team participated in a multi-agency 'Action Day' in August with partner agencies (VOSA, DVLA, Environment Agency, HMRC, Trading Standards, Home Office).
- Parking Strategy analysis of the phase 2 online survey complete.

- Parking Strategy taken to Cabinet for consideration on 3rd October.
- Ensure that food safety resources are targeted at higher risk inspections and those prioritised by the FSAs recovery plan.
- A new FSA delivery model is currently out to consultation to relevant stakeholders and will be ready for implementation in 2023/24 Food Law Code of Practice Consultation.



23% decrease from last quarter. Stricter cookie controls are masking a proportion of visits. We have also seen 31,661 online forms submitted by customers during Q2 (a decrease of 1% from Q1). Top 3 reasons for online forms were council tax, sundry debtors and housing rent.



12% call reduction from Q1. Total of 145 visits to the Stowmarket CAP (15% decrease from Q1)



An increase of 91% This was driven by an increase in electoral queries following the canvas and interest in What's next for Stowmarket event.



9% decrease from last quarter.



DISTRI

Working Together

OUTH SUFFOLK

Decrease of 8% from Q1 (or 4 compliments)

Customers Headline Performance Indicators Combined data for both councils



76% of customers rated 5/5 for our online form process (-1% from last quarter)



Wait time has increased (from 5 mins 03 seconds Q1).



2% increase from Q1. Whilst we have recruited, we are still not up to full headcount and new starters require training period. At this stage nearly 50% of our team are new starters and training takes approx. 12 weeks and impacts our experienced call handlers also.

3,100/1,769

chatbot and automated telephone sessions

Chatbot activity decreased by 65% and automated telephony down 40% from quarter one's launch of the searchbot and council tax line. However, it's an 84% increase from Q2 2021 on our chatbot and a 160% increase on our automated telephony



stage 1 complaints

194

Decrease of 5% from Q1:

The top 3 areas of complaint are 76 repairs, 15 asset compliance and 12 waste.

Customers

Objective 1: We will implement the technology capabilities that support and enhance customer and employee experience, invest in our people to give them confidence to use and promote digital services and tools, and underpin this with an ethos and culture of listening and engagement.

Progress:

- We have recruited our cost-of-living coordinator who started on the 3rd October. This role will help to drive the cost-of-living action plan.
- We have seen a slight dip, following the initial high use of the new searchbot function and will
 monitor and review opportunities for improving the use.
- We launched a digital mindsets survey for our internal customers to help understand how people feel about digital transformation, to help shape our digital projects.

- The cost of living plan will be refreshed following the 6 month review of our current 5 point action plan.
- We will analyse the results of the digital mindsets survey to help shape how we approach our digital transformation with our teams.
- We will be reviewing the searchbot top searched results to create further improvements.

Customers

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

Progress:

- Following on from providing support in the CAPs and understanding the potential digital needs of our customers, we have been developing how we can provide dedicated bookable digital skills sessions in locations across the Districts.
- The Digital Skills team have been supporting the Tea & Tech scheme with Communities Together East Anglia (formerly BSEVC) over the past few months, providing digital skills assistance to a range of individuals.
- We have continued to plan and create the sessions for our sheltered accommodation schemes.

- Launch bookable digital skills sessions across four locations in the Districts.
- Launch Digital Skills sessions in four sheltered accommodation locations, led by the Digital Skills team to pilot the initial approach in supporting tenants in going online.
- Commence the sheltered tenants digital skills sessions.
- Update the Suffolk Libraries iPad offer to help increase take up and increase feedback from the scheme to see how it can be improved.
- Review the recommendations from Suffolk County Council Cabinet with the Suffolk digital inclusion network, following the Policy Development Panel on Digital Inclusion, where Mid Suffolk presented the work of the District to ensure we are working across the system on digital inclusion.

Customers

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

Progress:

- We have awarded our digital platform contract to Placecube and have been working on a more detailed plan to share more widely to show when customers can start testing our new website.
- Our shared device with Citizen's advice has now been built, and we will begin testing over late October.
- We have launched our new business process reengineering (BPR) framework with our NVQ champions and through a lunch and learn session internally.

- Share our high-level plan more widely regarding our new websites and online forms.
- Begin testing our shared device with citizens advice.
- Commence our new BPR framework in line with our digital platform timeline, to help improve our top online processes for our customers for our new website.



Mid Suffolk Communities Headline Performance Indicators





a collaborative approach to finding a solution.

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

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

Progress:

- Connect & Catch up session held in July to promote and support the Welcome Home Scheme (supported discharge service from Ipswich Hospital), ensuring knowledge sharing across statutory and voluntary sector to improve services for our Communities.
- Suffolk Volunteering Strategy: Officers are attending working groups to help its development.
- Employee Supported Volunteering Policy and accompanying report has been fully drafted and is now being reviewed by HR for further comment.
- The Family Fun Day in Stowmarket was well attended and gained positive feedback. Many local services were in attendance, including information on health and wellbeing, as well as support with the cost of living.
 179 activity spaces were pre-booked by HAF children, with many more joining in on the day. Family picnics were also available for HAF eligible children which were well received.
- 3 Community Infrastructure Levy (CIL) bids taken to Cabinet in September for approval or noting, totalling £130,324 all approved.
- CIL expenditure framework review 4 was carried out and approved by full Council in Q2.
- The Redgrave Neighbourhood Plan (NP) was adopted in July. This brings the total number of adopted NPs to 15. Badwell Ash became the latest parish to be designated as a NP Area. Pre-submission consultation on the Wetheringsett NP ended in August.

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

- Connect & Catch Up session planned for October to promote awareness of the Wellbeing Programme being delivered across Suffolk Libraries supporting the Community.
- Youth Forum: Student Life were unable to gain support from young people locally to develop a forum, therefore the team are looking at alternative engagement routes.
- The Employer Supported Volunteering policy and accompanying report will be passed to trade unions for approval before then being taken to SLT.
- We are progressing with the procurement of a service provider for a Youth Social Prescribing offer with the tender to be released in November.
- Officers are in discussion with Everyone Active about providing a 'warm space' for the community to use in Stowmarket and Stradbroke Leisure Centres.
- CIL Neighbourhood parish payments for income received in the first two quarters to be paid to parishes in Q3.
- The Diss & District NP was submitted to South Norfolk Council and MSDC in July. The intention is that the submission consultation on this Plan will take place during Q3.

Objective 2: To effectively deliver our Community Safety Statutory responsibilities deliver on the priorities agreed within the Western Suffolk Community Safety Partnership (WSCSP) Action Plan

Progress:

- A WSCSP meeting was held to agree the updated action plan, including the new adopted priority, Fraud.
- Officers are working with the Learning and Development team to create a share point page on domestic violence, providing advice, guidance and information for employees, looking to publish to the organisation.
- A total of 12 new ASB cases were discussed at the Anti-Social Behaviour partnership panel in Q2 and further 39 lower risk ASB cases dealt with by our officers.
- Officers continue to attend the Prevent County Wide Delivery Group, updating actions against the local strands.
- Participation in Modern Day Slavery Awareness Raising week, including sharing information on how to #spotthesignsinSuffolk.
- Joint ASB awareness events in Stowmarket & Eye with Suffolk Police to promote our work in this field.

Objective 2: To effectively deliver our Community Safety Statutory responsibilities deliver on the priorities agreed within the Western Suffolk Community Safety Partnership (WSCSP) Action Plan

- Supporting the National Hate Crime Awareness week 8th 15th October, raising awareness
 of what hate crime is and how to report it. Activities are being planned including a lunch
 and learn session for employees, working with local businesses to raise the awareness and
 a co-ordinated partner wide communications plan.
- Planning has commenced for the White Ribbon Campaign scheduled for the 25th Nov -10th Dec 16 days of action.
- As part of the National Anti-Slavery Day 18th October, we will be launching a new elearning package developed by SCC to employees.
- Continue to support the WSCSP to drive forward the Action Plan.

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

Progress:

- Community Development Grant was established and opened to applications in Q2. £580,064.83 being applied for in Mid Suffolk from 48 applications.
- Capital grants: 5 projects were allocated funding in Q2 totalling £91,445.76, 52.6% of the budget has now been allocated.
- Minor grants: £1,000.00 allocated to one project in Q2, 52.5% of the budget has now been allocated.
- Locality Awards: 49 applications were processed in Q2 by Locality Officers, 23.6% of the budget has now been spent.
- S106: £8,127.56 allocated to three projects in Q2.

- Continue to progress pipeline projects.
- Offers will be made for the Community Development Grant in Q3.
- Administer the Winter Warmth Grant.



Mid Suffolk Wellbeing Headline Performance Indicators



43 Children attended Family Park Cooking in the Summer Holidays

Attendances between Stowmarket, Eye and Woolpit

94 Children attended Free Swimming sessions in the Summer in Stowmarket

92 Children attended Adventure Days in the Summer Holidays

Attendances between Stowmarket, Eye and Woolpit 56 Young people attended the Mix for activities during the Summer Holidays

Primary schools taking part in the Active Schools programme.



Mid Suffolk Wellbeing Headline Performance Indicators



34,774 Households supported with Council Tax Energy Rebate under the mandatory scheme

A total of £5,216,100 spent. The scheme closed on 30/9/22.



4,583

Households supported with Council Tax Energy Rebate under the discretionary scheme

A total of £162,794 spent. All funding distributed.

Wellbeing

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

Progress:

- Holiday Activity Fund Summer Programme: 22 venues were used across the district covering all days of the summer period, with 1,415 spaces booked. Activities included football skills, adventure days, family cooking, dance, boardgames, crafts, film making, mini-Olympics and so much more.
- Working with SPOT Wellbeing to deliver outreach wellbeing programme across four locations in the Mid Suffolk area. The first session has been delivered successfully in Debenham with 15 participants and the cohort continuing to meet as a group.
- MSDC provided funding and officer support for the Suffolk Community Games on the 9th July where school children and their families were invited to access a diverse range of activities including paddle-boarding, climbing, BMX, skateboarding, archery, football skills, dance and circus skills to name a few.
- Active Suffolk and The Active Schools Programme has progressed with 7 schools currently engaging in surveys and follow up consultations.
- Developing a programme of work to support those living with dementia across Mid Suffolk, with awareness training for all demographics, dementia provision for care homes and support for community groups.

Wellbeing

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

- Plans are underway for the Christmas Holiday Activity Fund programme, there will be a variety of activities for the children to take part in.
- We will be providing activities for children during October Half Term.
- The Ageing Well health & wellbeing programme will commence in Cotton, for the residents of Mendlesham and surrounding areas in October, with planning in motion for Fressingfield and Eye programmes to start in Spring 2023.
- Everyone Active are looking to replicate the Chair Based Exercise course and find suitable members of staff to attend.
- Activities Unlimited initial report received highlighting possible activities, barriers to access and training opportunities. Based on the report, we will be working with activities unlimited to develop an action plan and allocate necessary resources to those actions.
- Exploring options to provide community cuppa events in the Mid Suffolk area.

Wellbeing

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

- Silver Sunday Working with existing community groups and leisure providers to provide activities and refreshments to residents in Stowmarket in October to combat social isolation and loneliness.
- Exercise for Mental Health Building on the successful GP referral programmes at leisure centres, providing people with mental health issues, who are clients with The Greenlight Trust and The Blossom Charity with free fitness membership through the GP referral scheme at either Mid Suffolk Leisure Centre or Stradbroke Swim and Fitness Centre for a 3-month period, which will give them access to the gym, groups exercise classes and the swimming pool during public sessions. The clients would also receive support from a specially qualified GP referral instructor during this time to help them to establish a pattern of exercise
- Liaising with 5 primary schools to roll out a 1 year "The Archie" project aiming to start in Spring 2023, with school children developing understanding, tolerance and kindness in reference to older people and dementia, and building relationships between the school, communities and care homes.

Mid Suffolk Housing Headline Performance Indicators



Households placed into temporary accommodation

Demand for Temporary Accommodation has increased since Q1.



51 households have moved to accommodation to better meet their needs



New Affordable Homes Built or Acquired

There continue to be issues with the availability of materials and labour which is delaying handover of properties 56

cases where homelessness has successfully been prevented or relieved

We have supported more in Q2, and performance has remained steady

average number of days for standard VOID re-lets

VOID times are being reviewed and closely monitored.

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

Progress:

- Needham Project: four studio flats in Needham Market, a two-bed property in Stowmarket. Further seven properties in Needham Market and a House of Multiple Occupation in Needham Market – units available to homeless clients from end of April.
- Completion of the new five bed rough sleeper unit at Eric Jones House.
- There were 41 housing specific planning applications granted, which will deliver 93 homes.
- Completion of 27 new affordable homes for the Council including two buy backs of Right to Buy properties.
- Consultants completed RIBA 2 report for new exemplar market and affordable development scheme.
- Shared Ownership officer starting in post, and new contract in place for the sale and marketing of new shared ownership homes
- Stowmarket eco-futures group added some 'eco art' to the hoarding at the Stowmarket Middle School site.

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

- Phase 2 demolition works on a Council owned site at Paddock House, Eye to enable the delivery of 16 new affordable homes
- Continue demolition of Needham Market, Phase 2 site and MSDC Growth will appoint a contractor for the construction
- Elmswell Exemplar scheme is due to go to cabinet 7th November to enable the scheme to progress
- Develop the design of the Elmswell Exemplar scheme ahead of public engagement
- Marketing of 20 new shared ownership homes in the District
- End of Defects Liability Period on 1 new development that completed last year. Contact with
 residents and visits to residents to resolve any outstanding issues/defects.

Objective 2: Digital transformation to improve services to our residents

Progress:

- Built a Compliance Dashboard so Building Services staff can track health and safety compliancy measures including gas safety checks.
- We continue to stay on track with data migration from our Open Housing System to Capita One.
- We have relaunched our Remote Assist tool; enabling tenants and staff to video call where needed.
- A new electronic process for Disposals has been developed resulting in staff efficiency.
- Appointed Acuity Research and Practice Ltd to be carry out a range tenant satisfaction surveys including the collection of the Regulator's new Tenant Satisfaction Measures. Surveys will be conducted via the telephone and online.
- Tenant Engagement Strategy work has been undertaken with various teams within the councils to ensure that we are linking in with the wider Resident Engagement Strategy of the councils.
- Promotional videos for all our Sheltered Schemes have now been finished and will be uploaded to
 our website so residents can see more details about our schemes before bidding for a flat/unit.

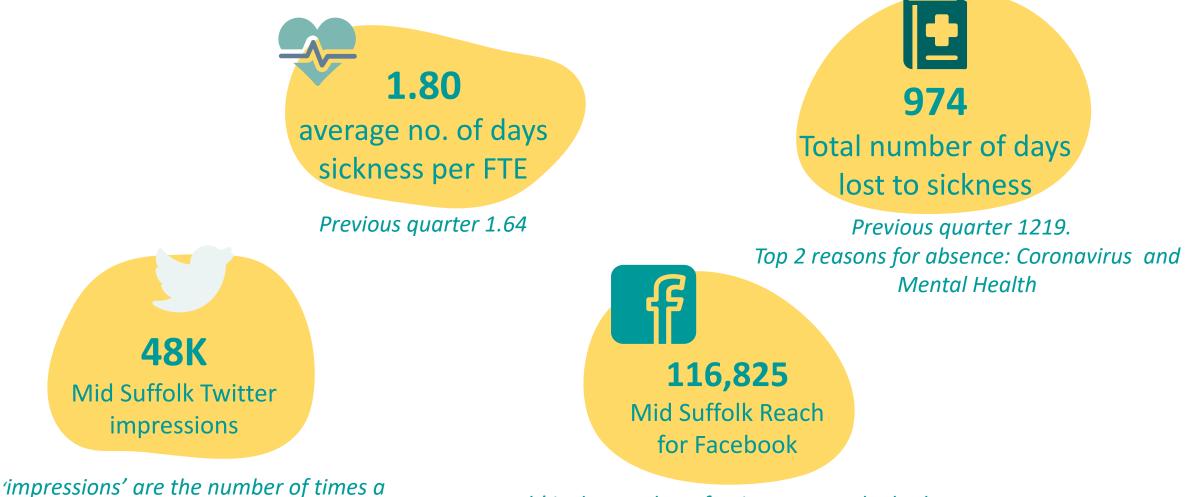
Objective 2: Digital transformation to improve services to our residents

- Roll out the new VOIDs software and reports on the 1st November, which will bring all our voids data and processes into the Open Housing system.
- Continue work on Capita One migration.
- Support the finance project with the moving to a new finance system.
- Start a new project on Dashboard reports, ensuring all teams have access to reports they need and can run reports via OH Insight Dashboard to monitor performance and compliancy.
- Tenant Engagement Strategy is due to go to cabinet for adoption on 7th November.

Mid Suffolk Health of the Organisation Headline Performance Indicators

Combined data for both Councils if not specified





Twitter user sees our Tweets

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

Health of the Organisation

Objective 1: Develop and implement a comprehensive 'People' Strategy that ensures we are a great organisation to work for, that our people are supported to learn and grow, energised and enabled to deliver our ambitions

Progress:

- Scoped our Equality, Diversity and Inclusion programme and commenced workshops
- Continued with the transition of data and key user testing and training for the new HR Information System due for go live in October
- Commenced the change readiness programme across the Councils which will continue in November and December and finalised content of the line manager support training
- Continued the work on our overall reward proposition
- Continued the work on our HR policy and process review

- Deliver all modules in the change readiness programme
- Continue the work on our Equality, Diversity and Inclusion Programme
- Review People Plan to ensure all organisational development and change requirements are captured
- Complete work on our new induction programme
- Go live with the new HR Information system and commence work on Line Manager reporting functionality

Health of the Organisation

Objective 2: Provide robust effective management of the Councils finances, including our capital projects and contracts. We will use our resources in a sustainable way and prioritise based upon our Corporate Plan.

Progress:

- 2021/22 General Fund and HRA Outturn to be presented to Cabinet
- 2023/23 General Fund and HRA Q1 Financial Monitoring report presented to Cabinet
- 2021/22 Treasury Management Outturn presented to Joint Audit & Standards Committee
- Onboarding with supplier of replacement Financial Management System.

- Publish the 2021/22 Draft Statement of Accounts (2020/21 audit to resume)
- 2022/23 General Fund and HRA Q2 Financial Monitoring report to be presented to Cabinet
- 2021/22 Treasury Management Outturn to be presented to Council

Health of the Organisation

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

Progress:

- Contract to reconfigure the Gold floorplate at Endeavour House is in place with decant into Lime floorplate October 2022 planned
- Project Teams to review Depot and touchdown requirements are in place.
- Council Owned Companies completed business plan process for approval
- Commencement of Infrastructure works at Gateway 14
- Reserved Matters planning application for the Range building at G14 submitted
- CIFCO continued to make full debt repayments to the Council and its rent collection continue to exceed KPI.

- Work at Endeavour House commence 1st November with completion January 2023 and move back to Gold February 2023.
- Develop options for the Depot and Touchdown Projects
- Continue programme of assets reviews, including energy audits, a compliance review and compiling an asset inventory for general fund held land and property
- Business Case for a new Land and Property database to be brought forward
- Determination of Planning Application and Tenders the contracts for the Range building at G14
- Commence demolition of Phase 2 Former Needham Market HQ Site and appoint a main contractor
- Continue design work for the Elmswell Exemplar scheme following cabinet in November