

Customers



Communities



Wellbeing



Environment



Housing



Economy



Health of the Organisation

Quarter 1 Performance

Mid Suffolk District Council

September 2022 Cabinet





This performance report has been developed in collaboration with Cabinet members, Senior Leadership Team and corporate managers. It covers the period from April to June 2022 (Quarter 1).

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.

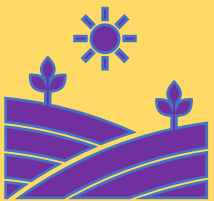
Mid Suffolk Economy

Headline Performance Indicators

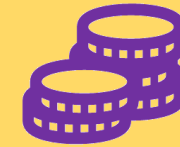


All Covid business support grant programmes closed with auditing and reporting ongoing.

**Total Covid Business
Grant Support = £39,092,465**



**Needham Lake
Visitor Centre & Cafe
Opened**



24 applications received to the Business Innovation Support Scheme. **13** grant offers made.

Economy

Objective 1: To be one of the best-connected places in the East of England and be a testbed for new innovation in clean growth industries

Progress:

- Full Business Case and associated investment, business rates and skills strategies submitted to Government to support Freeport East designation.
- Work started on tendering packs for changing place facilities at Stradbroke Swimming Pool and Leisure Facilities.
- Local Cycling and Walking Infrastructure is published and receiving feedback.
- Needham Lake Cafe/visitors centre officially launched.
- Solar Carports project in Stowmarket 80% completed.
- Ongoing research regarding best use and delivery of funding for 2 x electric minibuses in Mid Suffolk.
- Stowmarket Health, Education, Leisure Facility (SHELF) – funding secured to progress project to the next stage.
- C-Care Towns Fund awarded from NALP for Creative Wayfinding and Placemaking in Stowmarket.

What we plan to do next quarter:

- Develop intelligence to inform investment and business support in Clean Growth.
- Develop costed pipeline of projects in conjunction with the Local Enterprise Partnership.
- Complete construction works and appoint an operator for the new innovation hub at Cross Street.
- Work with SCC on next steps for Bus Back Better initiatives.
- Develop a Demand Responsive Transport/Community transport plan with partners for Mid Suffolk electric minibus funding.
- Continue to work with G14 to explore net zero proposals.
- Public engagement and further design work on the SHELF

Economy

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

Progress:

- Phase one complete of the 'Skills and Innovation Hub at Gateway 14'.
- Virtual High Street post pilot agreement and MOU finalised for continued collaboration. Now 391 across the 2 districts. Sales of licenses with South Staffordshire and Bury Greater Manchester confirmed with MSDC gaining small income on investment.
- Brief developed for our first 'Cultural Strategy' encompassing visitor economy and heritage sectors.
- Marketing campaign promoting attractions and holidays within MSDC. Over 7500 competition entries and 3200 opt-ins to receive additional information about holidays.
- Innovate Local market stalls running again free to new businesses in Stowmarket.
- Project planning commenced for 2nd Innovation Awards – 22/10/2022 at Wherstead Park.
- Expansion of the Love Explore digital platform to include additional trails across Stowmarket, Needham Market and Eye
- "What's Next" event planned for Stowmarket

Economy

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

What we plan to do next quarter:

- Commence development of new Economic Strategy to sit alongside the Economic Recovery Plan.
- Develop an Inward Investment website to ensure the District is promoted to investors as a place to locate.
- Phase 2 of Innovation & Skills centre, to identify skills gaps and potential delivery models.
- Support plans for unlocking key employment sites including G14 and Port One.
- Begin project planning for Local Energy Showcase in Spring 2023.
- Appoint consultants to develop Cultural Strategy, including stakeholder engagement exercises and wider consultation.
- 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

Economy

Objective 3: We will raise levels of aspiration and ambition in our districts and recognise and celebrate our success

Progress:

- Innovate Local – Market stall scheme relaunched in Stowmarket supporting new businesses in the District.
- Final claims and moderating of Welcome Back funding across the two districts, MSDC claims paid.
- Future Careeriosity sessions planned for the District.
- Internal and Suffolk-wide working groups set up to develop Local Investment Plan for the new Shared Prosperity Fund.

What we plan to do next quarter:

- Launch a “trade local” scheme to celebrate the innovation from our businesses during Covid-19 and maintain ongoing local business to business trade.
- Scope an innovation futures pilot with a local school.
- Development of workspace strategy and delivery plan across the District to ensure we have sufficient workspace.
- Launch the Innovation Hub in Eye.
- Further Careeriosity sessions held in the Summer.
- Launch KTP Lite for small businesses
- Local Investment Plan for Shared Prosperity Fund submitted
- Full reconciliation of Welcome Back Fund and receipt of all outstanding payments

Mid Suffolk Environment Headline Performance Indicators



18,479

Garden waste subscribers

Garden waste subscriptions continue to increase, with an additional 252 subscriptions this quarter



140

Standard trees planted as part of the Queen's Green Canopy

40 trees planted at Greens Meadow and 100 at Needham Lake.



110

Incidents of fly tipping

Overall trend for fly tipping incidents remains higher than pre pandemic levels



11.18%

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

This is an decrease from the previous quarter of 3.49%, trend data shows a very similar pattern to last year.



99%

of fly tips cleared in 48 hours

Fly tipping data relates to tips on public land only

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 main construction work on solar car ports at MSDC Stowmarket Leisure Centre has been completed, with project completion scheduled for Q1 2022/23.
- A preliminary bid has been submitted to the Office of Zero Emission Vehicles (OZEV) for 75% of the capital funding for electric vehicle charging points in 6 Mid Suffolk carparks.
- The new Air Source Heat Pump and cooling unit at the Stowmarket leisure centre was commissioned and is generating 'renewable' energy.
- Progress work on the feasibility of further potential decarbonisation works at leisure centres.
- The process of converting fleet vehicles from diesel to HVO fuel is a rolling programme. To date we have converted a total of 23 vehicles from waste and public realm.

What we plan to do next quarter:

- Recruitment underway for the Climate Change Manager role with interviews in early July 2022
- Commission the solar car ports at the Mid Suffolk leisure centre.
- Progress work on bid to OZEV for funding of EV charging points (6-week response time)

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 ready for publication in July.

What we plan to do next quarter:

- 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:

- We are ahead of schedule with the Food Standards Agency's (FSA) Recovery Plan, to tackle interventions and food registrations.
- Parking Strategy – roadshow events took place between 21st–28th June with engagement from apx 200 people. The online survey closed on 31st July and received over 2,000 responses.
- Working alongside the Suffolk Waste Partnership, we are developing a workplan as well as an educational and promotional campaign to reduce contamination in recycling and to increase glass recycling performance.
- Working on a new model for Waste Services to implement the requirements of the Resource and Waste Strategy
- Clean Air Day promoted on 16th June, running sessions for local primary school children to design air quality superheroes and learn about the issue.

What we plan to do next quarter:

- Parking Strategy – analyse the outputs of the online survey and take the draft strategy to Cabinet in October 2022
- Climate change and biodiversity annual report – to be published on the Councils website
- Inspections to be carried out following the FSA's recovery plan and resume at a frequency that is not less than that determined by the Food Safety Act Code of Practice

Customers

Headline Performance Indicators

Combined data for both councils



1,750
daily
web visits (av.)

43% decrease from last quarter. Stricter cookie controls are masking a proportion of visits. We have also seen 31,978 online forms submitted during Q1 (an increase of 27% from Q4).



630/685
calls per day (av.) total
visits to the CAP

6% call increase from Q4. Total of 170 customers attended the Stowmarket CAP (increase due to energy rebate). We have offered staff overtime to try and support with the increase in demand.



150
Social media responses
issued

Decrease of 51% from Q4



81
email responded to
per day (av.)

6% decrease from last quarter. We look to prioritise e-mails in quieter periods or outside of working hours.



50
compliments

Decrease of 11% from Q4 (or 6 compliments)

Customers

Headline Performance Indicators

Combined data for both councils



4.56
out of 5

77% of customers rated 5/5 for our online form process (no change from Q3)



26%
abandon rate

4% increase from Q4. We have seen a higher than usual level of staff successful in secondment positions (particularly in housing) and are currently recruiting to backfill these positions to improve abandon rates.



210
stage 1 complaints

Increase of 3% from Q4. Of these, 43% were closed as service requests (90) the top 3 areas of complaints were: Repairs, public realm (grass cutting schedules, littering and waste services (missed collections)



5 min & 03 sec
wait time (av.)

Wait time has increased (from 3 mins 55 Q4). This is due to energy rebate activity and CT billing.



8,781/2,950
chatbot and automated telephone sessions

Chatbot activity increased by 91% from Q4 and automated telephony up 12% from Q4.

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 launched and published our complaints policies on the website, and we have implemented a new satisfaction survey at the end of our complaints process, which we will monitor customer satisfaction to drive improvements to our service.
- Our chatbot use has increased by 91% since the navigation bot implementation with waste and recycling, Council tax and garden waste in the top 3 customer enquiries.
- We developed the cost-of-living action plan which was agreed at cabinet.

What we plan to do next quarter:

- Monitor feedback from our new complaints survey to drive further improvements.
- Continue to monitor the use of the navigation bot and continue to make improvements, given the bot learns through being asked more questions.
- Once the cost-of-living coordinator has joined, we will commence the work as agreed in the plan with pace and urgency.

Customers

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

Progress:

- We selected 2 sheltered schemes to commence our digital tenants skills work and attended a site visit to check the feasibility of running sessions at these locations.
- We attended and provided digital skills support to those attending the Communities Together East Anglia Tea and Tech Sessions in Stowmarket Library.
- We presented at the SCC Policy Development Panel, providing information on the Digital Journey and our work in the digital inclusion space, which will feed into their review of digital inclusion work across Suffolk.
- We are providing support in the Customer Access Points, assisting our customers in uploading evidence via iPads and using this opportunity to further understand the digital skills support required by our customers.

What we plan to do next quarter:

- Digital Skills pilot at sheltered accommodation sites to be further developed, with a view to have pilot sessions
- Our Digital Journey webpages will include an events page, listing digital skills events taking place across the Districts.
- Support the Stowmarket Tea & Tech sessions, helping customers to go online and explore extension opportunities across the Districts.
- Finalise our Digital Journey framework, compile information on all elements of the offer, including digital heatmap data summary and a compilation of best practice in the digital skills space from across the country.

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 created a Business Process Reengineering (BPR) Framework to help deliver efficiencies and improved customer satisfaction.
- SCC is in the final stages of building a shared device for BMSDC and Citizens advice, to be replicated for our digital hubs approach.
- We commenced the early stages of our digital platform project (replacement of the websites and online forms) with the successful supplier to be selected by the end of July.

What we plan to do next quarter:

- Roll out the BPR framework and start delivering projects focused on the key online processes to support our digital platform work.
- Test the SCC device late August, within an existing hub location for wider roll out thereafter.
- Create a more detailed plan regarding our digital platform roll out and explore opportunities for customers to test some of the new processes to capture feedback.



Mid Suffolk Communities Headline Performance Indicators



Community Grants

Q1 allocations



£207,872.30

Capital Grant Allocation

£234,500

S106 Funds Allocated

£14,749.50

Minor Grants Awarded

20

VCSE organisations supported through Revenue Grants

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



Community Safety

Anti-Social Behaviour cases reviewed by the ASB partnership in Q1;

7

ASB cases reviewed

14%

of ASB cases open more than 6 months

1

ASB community triggers called for

The Anti-Social Behaviour (ASB), Crime and Policing Act 2014 introduced the Community Trigger.

The trigger is designed to give victims of ongoing ASB the right to request a review of their case, and bring agencies together to take a collaborative approach to finding a solution.

Communities

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

Progress:

- Connect & Catch up sessions continue to be held monthly with a variety of learning topics across statutory and voluntary services.
- The Women's Tour came to Mid Suffolk 6th June. Banners were exposed and Activity Packs were distributed to schools on the route.
- Torch relay took place Friday, 13th May – 1st June and parishes were supported to participate along the route.
- Results from the Youth Forum survey were collected and work around the survey's outcomes will commence.
- Partnership Management of Leisure Providers: Government funding for a 'Changing Space' facility was awarded at Stradbroke and we will work with Everyone Active to procure the build.
- Suffolk Volunteering Strategy: Officers are attending working groups to help its development.

Communities

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

What we plan to do next quarter:

- Virtual "Connect & Catch Up" sessions to be held 2-3 times a month for statutory and voluntary organisations.
- Complete scoping on the Community Awards.
- Continue work with Student Life and commence work around the outcomes of the Youth Forum survey.
- A draft of the Employer Supported Volunteering policy is under development for the Councils with an accompanying paper outlining any key decisions to be made.
- Meetings with Partnership Management of Leisure Providers, with agenda items including asset management and energy costs.
- Consider future proposal for a social action challenge with schools to address Year 6 transiting into Secondary Schools.
- Develop a Family Fun event in Stowmarket to offer an informal place where families can enjoy activities and access information from agencies addressing various life issues.

Communities

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

Progress:

- A WSCSP meeting was held to understand how the CSPs Strategic Assessment is completed, to agree the partnerships' strategic priorities for 2022/23, and to contribute to ideas to help formulate the annual Action Plan.
- Officers continue to represent MSDC at the Suffolk Violence and Abuse Partnership, partner discussions held around the new VAWG Strategy, and the actions required to drive the strategy.
- A total of 7 ASB cases were reviewed by the Anti-Social Behaviour partnership in Q1 and further 26 lower risk ASB cases by our officers.
- A 'Situational Risk Assessment' has now been completed, in collaboration with the Prevent Delivery Group.
- Regular representation from officers at the Modern Slavery Network. Current work includes consulting with CSPs and wider partners, to develop a Suffolk Strategy and Action Plan. A Modern Slavery Awareness Week took place at the end of June with the focus of the campaign around raising awareness of Modern Slavery, spotting the signs, and signposting

What we plan to do next quarter:

- Officers will participate in the ASB Awareness Week at the end of July in Stowmarket and Eye.
- Further Ecins (case management system) training to be delivered to new and existing users. 3 sessions to be delivered throughout July.
- Continue to support the WSCSP to drive forward the Action Plan.

Communities

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

Progress:

- Capital grants: 36.4% allocated to 18 projects.
- Minor grants: 49.1% allocated to 16 projects. Of this, £6,800 spent towards 7 Jubilee projects.
- Revenue grants: £312,063.00 awarded to 20 organisations. Includes the Mid Suffolk Millions uplift. All offer letters have been returned by applicants and Q1 uplift spent.
- Community Restart Funding: remains fully allocated and closed for new applications.
- Locality Awards: 39 applications processed and 9.5% of total funding spent. Training was provided to the Locality Officers.
- S106: Needham Market Pavilion allocated £220,000 and Beyton Village Green allocated £14,500

What we plan to do next quarter:

- Continue to progress pipeline projects.
- Locality Awards to be administered by Locality Officers instead of the Grants Team.



Mid Suffolk Wellbeing

Headline Performance Indicators



17

Children attended Family Park Cooking in Stowmarket, Eye & Woolpit during Easter



35

Children attended Adventure Days in Stowmarket, Eye & Woolpit during Easter



3

Families Supported in Needham Market through Chill, Chat and Play.



61

Children attended Free Swimming sessions during Easter in Stowmarket



7

Primary schools taking part in the Active Schools programme.



5

Mums took part in Chill, Chat and Play buggy walks.



Mid Suffolk Wellbeing

Headline Performance Indicators



34,418

Households supported
with Council Tax Energy
Rebate under the
mandatory scheme

A total of £5,162,700 spent



108

Households supported
with Council Tax Energy
Rebate under the
discretionary scheme

A total of £16,200 spent

Wellbeing

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

Progress:

- Holiday Activity Fund (HAF) Easter Half Term: 30 activities across the districts, 1,904 free spaces available, 1,734 places were booked.
- HAF May Half Term: 32 children attended science-based activities at Kinetic Science, 31 young people attended drop-in sessions at The Mix and 7 children Attended Family Park Cooking.
- Chill, Chat and Play programme: 7 mothers attended the Needham Market group and home visits offered to 3 mothers. Five families are regularly attending Buggy walks.
- "Living Well" was delivered in Eye over a six-week period. Positive feedback was given and an evaluation is underway.
- Chair Based Exercise (CBE) training completed to support residents within our Sheltered Housing Schemes.
- Active Suffolk held a virtual launch of the Active Schools Programme in June with 7 schools attending.
- Suffolk Walking Festival: 12 walks in Mid Suffolk with 83% of the walks sold out.
- Virtual Dementia Tour training was delivered at the Michael Burke Centre in Eye for professionals across the Northwest INT.

Wellbeing

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

What we plan to do next quarter:

- The Summer HAF Programme will be launched with a wide range of free activities and food for children across schools.
- Evaluation of the Living Well programme will be developed to understand its benefits.
- The roll out of Ageing Well sessions is planned in 5 locations across the Northwest INT area, with the intention to start the first sessions in Debenham in August.
- SHELF – recruit a dedicated Sports Development Officer to develop community sport pathways and lead on the 'Partnerships' to consider future operating models for the site(s).
- Work with Stowmarket Dementia Action Alliance and SNEE Dementia Forum to further understand the dementia support needed across the district and funding required.
- To continue to explore options for providing Chair Based exercise training opportunities.
- Work with Activities Unlimited to establish a baseline of activities and the best way to support disabled children to access activities, utilising the allocation of £150,000.
- Work with Ipswich & East Suffolk Alliance to encourage better community & personalised care usage of the Michael Burke Centre in Eye.

Mid Suffolk Housing

Headline Performance Indicators



31

Households placed into temporary accommodation

Demand for Temporary Accommodation has increased since Q4.



4

New Affordable Homes Built or Acquired

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



31

cases where homelessness has successfully been prevented or relieved

Performance has remained steady



54

Properties relet (not temporary accommodation)

There continues to be a good supply of properties available for reletting



46

average number of days for standard VOID re-lets

Void times continue to be affected by supply and COVID issues.

Housing

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 14 housing specific planning applications granted, which will deliver 44 homes.
- Completion of 4 new homes for the Council on a developer led site in Haughley.
- Consultants completed RIBA 2 report for new exemplar market and affordable development scheme.
- Initial garage review undertaken with sites identified 'green' having potential for housing delivery.
- Start on site at the former Stowmarket middle school site with demolition works and the construction of 42 new council homes.

Housing

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

What we plan to do next quarter:

- Award of demolition contract on the former Paddock House site, Eye to enable delivery of 16 new Council homes.
- Commence engagement for exemplar market and affordable development scheme.
- Bring a paper to Cabinet to progress an exemplar scheme at Elmswell.
- Appointment of shared ownership officer and sales and marketing agent to oversee delivery of new build shared ownership.
- Completion of the first phase at Needham Market, Former HQ building and handover of the market homes and 7 affordable flats to the Council (Chambers Green).

Housing

Objective 2: Digital transformation to improve services to our residents

Progress:

- An online reporting form for damp, mould and processes for direct referral have been developed.
- Issued our first targeted e-bulletin to those on universal credit to encourage tenants to update their gov.uk accounts.
- Voids and Workflow module in Open Housing went live and rolled out the first vans with the van stock module.
- The Customer Relationship Management Open Housing module is built and ready to launch in April 2023 with new Housing system.
- Remote Assist (video call with tenants) rolled out to teams. The service was promoted to tenants via our My Home Bulletin.
- Designed a notification form for relatives to use to inform of a tenant's death. To go live Q2.
- Started a pilot of digital skills training for sheltered housing residents.

What we plan to do next quarter:

- Complete procurement exercise to bring on board a company to support us for five years in delivery satisfaction survey with tenants – using a mixture of digital and telephone.
- Analyse results from the recent Tenant Engagement survey to write Strategy for adoption in October 2022.

Mid Suffolk Health of the Organisation

Headline Performance Indicators

Combined data for both Councils if not specified



7.80

average no. of days
sickness per FTE

*Numbers were slightly
down from Q4*



1219

Total number of days
lost to sickness

*Top 2 reasons for absence: Coronavirus and
Musculo Skeletal – same as Q4*



47K

Mid Suffolk Twitter
impressions

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



98,267

Mid Suffolk Reach
for Facebook

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

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:

- The 2nd employee pulse survey was launched. Results available in July.
- All employee wellbeing modules to support employees with mental health were launched in June.
- Our internship programme started in June and we welcomed 4 interns to work across departments.
- Our annual organisation development proposition was agreed at People Board and work commenced on scoping out modules relating to change.
- Delivered sessions to our people from our Employee Assistance Provider and the Money and Pension Service relating to financial support and wellbeing.

What we plan to do next quarter:

- Pull together action plans based on feedback from our 2nd pulse survey.
- Scope the overall programme around Equality, Diversity and Inclusion and commence equality, diversity and inclusion workshops.
- Continue to work through our overall reward proposition.
- Continue with our review of all HR policy and processes.
- Start the transition of data over to our new HR Information system ready to go live in October.

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:

- Tender evaluation completed for the replacement Financial Management System and bidders notified of the intention to award the contract to the successful bidder.
- Information prepared for the General Fund and HRA Outturn and presented to SLT.
- Work started on the 2021/22 Statement of Accounts.
- Final COVID impact returns completed for the Department for Levelling Up, Housing and Communities.

What we plan to do next quarter:

- Publish the 2021/22 Draft Statement of Accounts (2020/21 audit to resume)
- 2021/22 General Fund and HRA Outturn to be presented to Cabinet
- 2021/22 Treasury Management Outturn to be presented to Joint Audit & Standards Committee
- Onboarding with supplier of replacement Financial Management System and further communication with SLT & ELT

Health of the Organisation

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

Progress:

- Technical Plans and specification to reconfigure the Gold floorplate at Endeavour House have been progressed to next gateway.
- Council Owned Companies completed business plan process for approval
- Commencement of Infrastructure works at Gateway 14
- CIFCO continued to make full debt repayments to the Council and its rent collection continue to exceed KPI.

What we plan to do next quarter:

- Plan decant of Gold floorplate in preparation for reconfiguration works to commence. Develop detailed programme.
- Develop options for the Depot and Touchdown Projects
- Continue programme of assets reviews, including a compliance review and compiling an asset inventory for general fund held land and property
- Commence demolition of Phase 2 Former Needham Market HQ Site.