

East Suffolk Council

Annual Report 2023/24



East Suffolk Strategic Plan – Our Direction 2028

The East Suffolk Strategic Plan Our Direction 2028 provides the framework to deliver the vast range of vital services for our communities. The Annual Report 2023/24 shows how we are delivering against the Strategic Plan and the strategic themes set within it. The report is broken into four theme areas:



Delivering positive climate, nature, and environmental impacts through the decisions we make and actions we take.



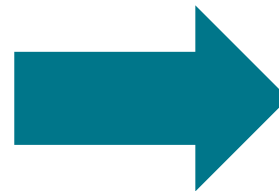
All homes in East Suffolk are safe, suitable, and sustainable, in communities where residents are proud to live.



Improving quality of life across the district by tackling financial, social and health inequalities.



Enabling residents to benefit from, and contribute to, a thriving economy.



In addition to the four themes of our Strategic Plan, we also measure performance against 'Our Foundations'



Recognising the importance of the solid foundations that are critically important to any successful authority.



Fewer Fly Tips
this year



Net zero

6064 tonnes of CO2
equivalent (tCO2e)
down 660 tCO2e –

9.9% decrease



Solar Together

1,803 solar
panels installed
in East Suffolk



787 New dwellings delivered
(519 market / 268 affordable)

6488 dwellings have planning permission
1,158 under construction



4 Neighbourhood Plans
(made) in 2023/24

*23 Neighbourhood Plans
made in total*

370

**Disabled
Facilities
Grant**

Cases completed

(58.8% increase from 2022/23)



**30 projects supported by
Community Partnerships**

£300k allocated through CP Board inc.
£146k for new Tackling Inequalities
programme

Enabling Communities Budget:
Over £400k allocated
Supported over **250 projects**

20 Warm Welcomes

8 Field to Fork Growing Spaces

1,400 grow your own kits

2 Communities Pantries

2 Uniform Banks

200

ASB cases
processed

0

Cyber
security
breaches



Planning Applications

88.6% major applications
(determined in 13 wks.)*

74.2% non-major planning
applications (determined in 8 wks.)*

84% of planning appeals were dismissed
**or agreed extension of time*

£181.4m

Council Tax
collected
in 2023/24

£90.86m

Business Rates
collected
in 2023/24

4.4 / 5

rating for
online services



First Light Festival



40,000 attended in
June 2023
(30% outside area)
14% increase to 2022

Food hygiene ratings



98.8%

Businesses rated
satisfactory or better

99.3%

FOIs and EIRs completed
within target



Balanced

General Fund
budget for
2024/25

UK Shared Prosperity

16 enterprises awarded grants

35 culture, arts & events applications approved

6 businesses received energy efficient grants

14 businesses supported with Suffolk Business Grants

Annual Report 2023/24

This Annual Report includes performance for the 2023/24 financial year, showing our key performance indicators (KPIs) and delivery of strategic projects to achieve our objectives set out in the Strategic Plan.

The Strategic Plan, **Our Direction 2028**, was adopted by Full Council mid-way through this year (end of November 2023) however this Annual Report shows progress against the themes in the new Strategic Plan across the whole of the financial year, showing our position on 31 March 2024.

Key Performance Indicators (KPIs)

Key Performance Indicators (KPIs) help us understand how well we are performing in relation to meeting the strategic goals and objectives set out in the East Suffolk Strategic Plan – Our Direction 2028. Having a set of agreed strategic-level KPIs helps to monitor whether we are on track in delivering our stated objectives and acts as a navigation tool across all themes of our strategic plan. KPIs reduce the complex nature of organisational performance to a manageable number of key indicators that provide evidence of our direction of travel and in turn can assist decision making, focus resources and drive performance.

Essentially KPIs enable performance to be measured accurately at a strategic level, which allows:

- ❖ Understanding of delivery against priorities within the Strategic Plan – our direction of travel.
- ❖ Targets for our aims and objectives.
- ❖ Learning from experience and improving outcomes going forward.
- ❖ Reporting our performance clearly, both internally and externally.
- ❖ Focused effort and monitored output – everyone pulling in the same direction throughout the organisation.
- ❖ Identification of arising issues that might necessitate further investigation.
- ❖ Insights for decision making based on data and factual evidence.

The KPIs are a mix of measuring what we deliver as business as usual/statutory service delivery as well as project delivery to meet our aims and objectives, demonstrating at the highest level our direction of travel, outcome based wherever possible.

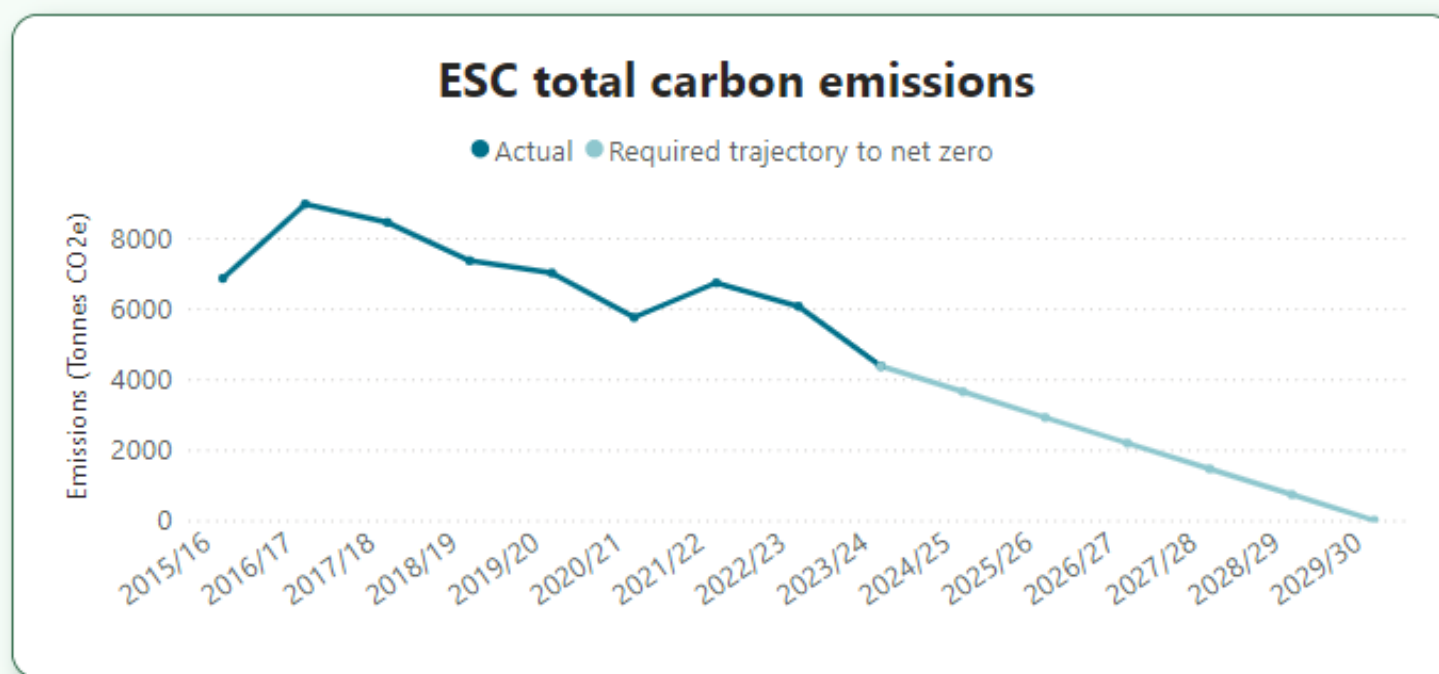
New KPI dashboards, published in PowerBI, will provide live data and ongoing performance narratives against our strategic objectives – the new set of KPI dashboards for Our Direction 2028 will be published in the 2024/25 financial year.



• Continued commitment to net zero by 2030	• Work in partnership to manage coastal adaptation and resilience
• Supporting sustainable transport	• Focus on reduction, re-use and recycling of materials
• Restoring ecosystems and biodiversity	• Support, promote and implement green tech
• Encourage food self-sufficiency	• Preserve and maintain the district's beauty

Key Performance Indicators summary (2023/24)

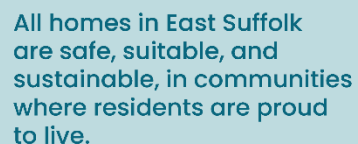
KPI	2023/24										Direction of travel	Commentary for Full Year
	Quarter 1		Quarter 2		Quarter 3		Quarter 4			Year		
	Actual	Status	Actual	Status	Actual	Status	Target	Actual	Status	Status		
East Suffolk Council total emissions	Annual figure		Annual figure		Annual figure		Net zero by 2030	On track		On track	➔	<p>In 2023/24 total emissions quantified, at 4369 tCO₂e (tonnes of Carbon Dioxide Equivalent), were down by 1695 tCO₂e, or a decrease of 28%, from the previous year.</p> <p>When compared to 2016/17, the Council's emissions have reduced by 51.3% during that period; key major factors that contribute to this trend include the general trend of decarbonisation of the National Grid which is reflected in lower emissions for the electricity the council purchases; the ongoing refurbishment of the council's leisure centres to reduce their consumption of energy; and particularly for the last year, the migration of the fleet from consuming diesel to consuming Hydrotreated Vegetable Oil (HVO).</p> <p>With the migration of the fleet from diesel to HVO, which commenced in 2022/23, accelerating rapidly in 2023/24, combined Scope 1 and Scope 3 emissions from the fleet were down 66.9% from the year previous.</p>



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												The fleet dropped from being the single largest source of the council's emissions quantified, to the second largest in 2023/24 accounting for 19.3% of the total, behind the leisure facilities which now account for 42.6% of the total.																																																																
Household waste collection																																																																												
• % sent for recycling and composting	45.4%		44.4%		40.9%		39.72%	34.20%			↓	In 2023/24, 41.4% of total household waste was sent for recycling and composting which was a slight improvement compared to 2022/23 (38.9%). Garden waste weights are dependent on the weather and subscriptions. Total collected this year 23471.85 compared to 18691.80 last year. Dry recycling tonnage was 16739.38 compared to last year which was 17612.80.																																																																
• Residual waste per household (kg)	118.8 kg		119.0 kg		114.7 kg		114.8 kg	121.1 kg			↓	Residual waste per household for 2023/24 was 473.6 below its target of 460.7. Staff issues and lack of sweeping have all contributed to overall performance.																																																																
Fly tipping incidents	432		439		358		n/a	598			↑	In total there were 1827 fly tips over the year. 66% of these were from domestic sources. This figure is still below the high figures seen in the years with Covid lock downs, as shown in appended graph.																																																																
<div>Number of incidents by month and financial year</div> <table><caption>Approximate data from the graph</caption><tr><th>Month</th><th>2020/21</th><th>2021/22</th><th>2022/23</th><th>2023/24</th></tr><tr><td>Apr</td><td>150</td><td>480</td><td>280</td><td>120</td></tr><tr><td>May</td><td>160</td><td>310</td><td>270</td><td>140</td></tr><tr><td>Jun</td><td>180</td><td>340</td><td>300</td><td>160</td></tr><tr><td>Jul</td><td>220</td><td>360</td><td>310</td><td>150</td></tr><tr><td>Aug</td><td>190</td><td>310</td><td>360</td><td>140</td></tr><tr><td>Sep</td><td>180</td><td>360</td><td>280</td><td>130</td></tr><tr><td>Oct</td><td>150</td><td>260</td><td>240</td><td>110</td></tr><tr><td>Nov</td><td>180</td><td>230</td><td>210</td><td>130</td></tr><tr><td>Dec</td><td>200</td><td>190</td><td>150</td><td>140</td></tr><tr><td>Jan</td><td>160</td><td>320</td><td>310</td><td>230</td></tr><tr><td>Feb</td><td>150</td><td>250</td><td>280</td><td>180</td></tr><tr><td>Mar</td><td>260</td><td>380</td><td>270</td><td>190</td></tr></table>												Month	2020/21	2021/22	2022/23	2023/24	Apr	150	480	280	120	May	160	310	270	140	Jun	180	340	300	160	Jul	220	360	310	150	Aug	190	310	360	140	Sep	180	360	280	130	Oct	150	260	240	110	Nov	180	230	210	130	Dec	200	190	150	140	Jan	160	320	310	230	Feb	150	250	280	180	Mar	260	380	270	190
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Environmental Impact – Key Achievements/Highlights in 2023/24:

- **Biodiversity and Recovery (Strategy)** - Mandatory Biodiversity Net Gain (BNG) for major developments came into force on 12th February 2024 and on 2nd April 2024 for minor developments. ESC is now determining planning applications including the requirement for all eligible developments to deliver a minimum of 10% Biodiversity Gain.
- **Our journey to net zero:** The ESC Annual Greenhouse Gas Report was published in January 2024. For the 2022/23 reporting period, ESC's total emissions, at 6064 tonnes of CO2 equivalent (tCO2e), were down by 660 tCO2e - a decrease of 9.9% from 2021/22.
- **Suffolk Solar Together:** ESC co-funds the Suffolk Solar Together Scheme as part of its membership in the Suffolk Climate Change Partnership. The scheme helps private homeowners and businesses install solar PV, batteries and electric vehicle chargers. Last year alone 5,711 solar panels were installed across the county, with 1,803 of those installed in East Suffolk. 1,184 people in East Suffolk have registered their interest in Solar PV installations to be delivered in 2024 – the highest number to date.
- **Waste Incinerator:** Environmental protection has permitted a small waste incinerator plant with robust conditions, including a new condition requiring the operator to demonstrate its operation does not contribute to climate change.
- **Simpler Recycling:** A decision has been taken to introduce a food waste collection service from 2026, and the team are working with members and the Suffolk waste system to agree the collection approach for recycle.
- **East Suffolk is Amazing:** Following a motion at Full Council, the East Suffolk's Amazing group has focused on community volunteering, street scene improvements and better coordination between District and County. The cross-party group has provided a focus to this activity, developed a campaign brand, and kicked off a publicity campaign that encourages community pride.



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|--|---|
| • Deliver housing based on our communities' need | • Reduce and prevent homelessness |
| • Tackle fuel poverty and support new heating technologies | • Promote Community pride in homes and neighbourhoods |
| • Utilise and improve existing housing stock | • Encourage more Self-build Housing in East Suffolk |
| • Promote housing developments which enhance wellbeing | |

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Net number of new dwellings delivered. (Local Plan housing requirement)	159		196		218		Yearly target of 916 completions	214		857 completions	↓	The provisional net housing completions figure for the full 2023/24 year is 857 dwellings, comprising 582 market dwellings and 275 affordable dwellings . The final figure is to be confirmed. The figure is higher than the total completions recorded in 2022/23, of 812 dwellings, however, it is still lower than the annual requirement of 916 dwellings. Challenges in the wider economy continue and will influence housing delivery, including the cost of materials and the increase in costs of living. There are also ongoing delivery challenges around												
<div><p>Actual by Year</p><table><thead><tr><th>Year</th><th>Actual</th></tr></thead><tbody><tr><td>2019/20</td><td>816</td></tr><tr><td>2020/21</td><td>712</td></tr><tr><td>2021/22</td><td>822</td></tr><tr><td>2022/23</td><td>812</td></tr><tr><td>2023/24</td><td>857</td></tr></tbody></table><p>Target 916</p></div> <div><p>The annual target of 916 is based on the addition of the adopted Local Plan housing requirement (374) for the former Waveney area and the adopted Local Plan housing requirement (542) for the former Suffolk Coastal area.</p><p>Quarterly targets are not set as they can be volatile and almost impossible to influence over such a short period. Quarterly figures reported 'in-year' are provisional.</p><p>For further information: Housing Action Plan » East Suffolk Council and Open data, monitoring and housing supply » East Suffolk Council</p></div>													Year	Actual	2019/20	816	2020/21	712	2021/22	822	2022/23	812	2023/24	857
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EPC rating of C or above on our own Housing stock	36.2%		36.2%		36.2%		100%	36.2%																																																																																					
	Understanding our stock at core data level will help us to deliver works to our homes. This project is well underway working with Pennington Choices. To enable this we have rebuilt our database and created KGI loaders to bulk load information. 70% of the stock to be surveyed is due to be completed in circa 14 months. This information is now being used to drive forward retrofit projects. Working with EDF to deliver works from an educated position enables us to target homes in need and deliver to a planned and programmed timeline.																																																																																												
Long Term Empty Homes (figures represent a snapshot taken at the end of each quarter)																																																																																													
• Empty between 2-5 years	293		313		329			334			↓	334 homes were empty at the end of Q4 between 2-5 years.																																																																																	
• Empty between 5-10 years	85		81		83			99			↓	99 homes were empty in at the end of Q4 between 5-10 years.																																																																																	
• Empty between 10+ years	63		64		89			153			↓	153 homes were empty in at the end of Q4 over 10 years.																																																																																	
<div><div>Length of time empty</div><div>● 2-5 years ● 5-10 years ● 10 years +</div><table><caption>Length of time empty data</caption><thead><tr><th>Date</th><th>2-5 years</th><th>5-10 years</th><th>10 years +</th><th>Total</th></tr></thead><tbody><tr><td>01 January ...</td><td>456</td><td></td><td></td><td>456</td></tr><tr><td>01 February 2023</td><td>548</td><td></td><td></td><td>548</td></tr><tr><td>01 March 2023</td><td>522</td><td></td><td></td><td>522</td></tr><tr><td>01 April 2023</td><td>425</td><td></td><td></td><td>425</td></tr><tr><td>01 May 2023</td><td>430</td><td></td><td></td><td>430</td></tr><tr><td>01 June 2023</td><td>441</td><td></td><td></td><td>441</td></tr><tr><td>01 July 2023</td><td>450</td><td></td><td></td><td>450</td></tr><tr><td>01 August 2023</td><td>469</td><td></td><td></td><td>469</td></tr><tr><td>01 September ...</td><td>458</td><td></td><td></td><td>458</td></tr><tr><td>01 October 2023</td><td>445</td><td></td><td></td><td>445</td></tr><tr><td>01 November 2...</td><td>478</td><td></td><td></td><td>478</td></tr><tr><td>01 December 2...</td><td>482</td><td></td><td></td><td>482</td></tr><tr><td>01 January 2024</td><td>501</td><td></td><td></td><td>501</td></tr><tr><td>01 February 2024</td><td>590</td><td></td><td></td><td>590</td></tr><tr><td>01 March 2024</td><td>586</td><td></td><td></td><td>586</td></tr></tbody></table></div>													Date	2-5 years	5-10 years	10 years +	Total	01 January ...	456			456	01 February 2023	548			548	01 March 2023	522			522	01 April 2023	425			425	01 May 2023	430			430	01 June 2023	441			441	01 July 2023	450			450	01 August 2023	469			469	01 September ...	458			458	01 October 2023	445			445	01 November 2...	478			478	01 December 2...	482			482	01 January 2024	501			501	01 February 2024	590			590	01 March 2024	586			586	At the end of 2023/24 there were 586 empty homes in the district (for more than 2 years), 153 have been empty for over 10 years There were around 90 properties investigated as part of a Holiday Estate. The majority of these properties ticked over into the 10 years plus empty bracket in January, and all had exemption G applied (prohibited by law). The majority of units on the site gained planning permission to have 10 or 12-month holiday residency (but prohibited for full time residential use). Council Tax now list these properties as 'second homes' and from April will no longer show in long-term empty figures, so in 2024/25 will show a lower number.
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	Actual	Status	Actual	Status	Actual	Status	Target	Actual	Status	Status		
Community Pride	3.5/5 rating		3.35/5 rating		-			-			n/a	
	Resident survey taken offline from Q3 due to adoption of the new Strategic Plan therefore figures not available. This will be reinstated in new financial year aligned to Our Direction 2028.											

Sustainable Housing - Achievements/Highlights in 2023/24:

Support to Neighbourhood Plan groups

- Four Neighbourhood Plans were 'made' in 2023/24 (Rushmere St Andrew; Shadingfield, Sotterley, Willingham and Ellough; Saxmundham; and Wickham Market), bringing the total number of made plans to 23.
- Progress was made with a number of other Neighbourhood Plans – Carlton Colville, Easton and Playford went through Examination, and Lowestoft, Westerfield, Otley and Ufford have progressed with consultation on draft plans during 2023/24. A number of others are in the early stages of preparation, and several groups with made plans are now doing work in connection with reviewing their plans.

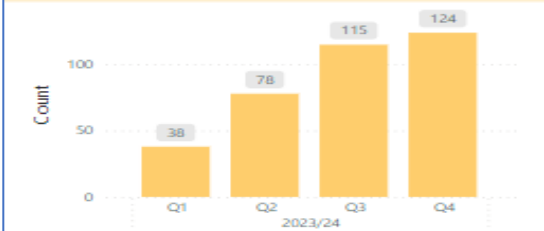
Housing

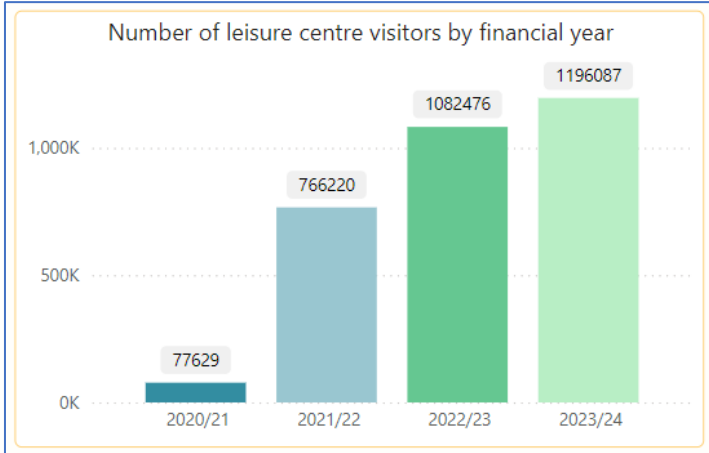
- East Suffolk Lettings was launched following Cabinet approval in July 2023. This new letting partnership will increase residents access to the private rented sector, encouraging landlords to work with the Council by charging a lower rent, at Local Housing Allowance plus 10%. The scheme offers a no fee letting service that takes into consideration the landlord and tenant needs to ensure long term sustainability. In addition, we offer financial incentives – deposit bond, facilitate viewings, inventories, and inspections, and can offer support to tenants to ensure tenancies are managed appropriately. This support may include managing claims and utilities, access to services and income maximization.
- Disabled Facilities Grant (DFG): Following a review of the Disabled Facilities Grants policy and changes to increase those who can access funding without a means test, a record number of residents were supported with home adaptations to enable independent living. In 2023/24, there were 370 completed cases compared to 233 last year.
- Empty Homes: 63 properties investigated, 18 of these Long-Term Empty Homes were returned to occupation during the year, with 5 others going through the renovation/probate process and 5 on the market/going to auction for reoccupation. Of the remaining properties, 10 potential fraudulent claims for single person discount were referred to ARP for investigation and 2 designated second homes that were actually empty, were identified for redesignation. This was alongside 2 other properties investigated for other potentially fraudulent discounts or not being listed correctly.
- Implementation of Keystone Servicing and Inspections (KSI) for housing safety compliance: A new module for managing data about equipment in homes and cycles of servicing and inspections, for health and safety compliance.

- Review and external validation of the 30-year HRA Business Plan: Population of a bespoke financial planning tool with ESC Housing data, with scenario modelling and stress-testing to generate robust financial plans for the short, medium and long-term. Outputs used for budget-setting from April 2024/25 and decisions about house building, net-zero investments and organisational change.
- Housing Regulation: Rents Standard: Correction of historical errors in Rent charges and a service charge for heating systems. All errors were corrected on 3rd April 2023, Housing Benefit overpayments were returned to the DWP in January 2024 and a programme of tenant refunds is in progress.
- Development of Tenant Satisfaction Measures (TSM's): A new requirement for satisfaction KPI's imposed by the Social Housing (Regulation) Act. There are 12 'perception' measures and 10 'management' measures (total KPI's is 22), this work includes the recruitment of a Tenant Engagement Officer and early work to develop an Engagement Strategy and Action Plan.
- St Peter's Court Lowestoft: In October 2023, Cabinet made the decision that St Peter's Court, East Suffolk's only high-rise residential building, comprising 90 flats, should be decanted and demolished. This is a significant piece of work expected to take 12-18 months. However, in less than 9 months every resident has been offered an alternative home.



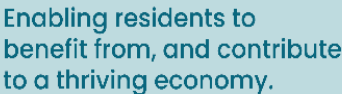
- | | |
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| • Use local data to design and deliver services | • Efficiently deliver benefits and grants to residents |
| • Work with partners to better understand need | • Further develop Community Partnership model |
| • Prioritise early help to support residents | • Reduce health inequality and improve wellbeing |
| • Digitally enable our communities to help residents in need | • Take action to improve Community Safety & reduce ASB |

KPI	2023/24										Direction of travel	Commentary for Full Year								
	Quarter 1		Quarter 2		Quarter 3		Target	Quarter 4		Year										
	Actual	Status	Actual	Status	Actual	Status		Actual	Status	Status										
Funding Delivered for Communities Enabling Communities Budgets	9 ECB applications Total: £22,638		40 ECB applications Total: £40,833		67 ECB applications Total: £99,590		Qtly targets not set	136 ECB applications Total: £249,438			↑	Overall for 2023/24, there were 252 successful ECB applications totalling the full ECB contribution of £412,500 which have provided funding to various groups across East Suffolk.								
Reduce financial inequalities. Note: it is recognised that this is not the appropriate measure for this KPI - we are developing a KPI using data to measure the impact of the work we are undertaking	38 (Total no. of customers engaged)		78 (Total no. of customers engaged)		115 (Total no. of customers engaged)		Qtly targets not set	124 (Total no. of customers engaged)			↑	In 2023/24, 355 customers were supported to help to reduce financial inequalities.								
<div>Customers referred in to our Financial Inclusion Team via our cost of living programme or professional partners are offered 1-1 support around income maximisation, budgeting, benefits, grants and more</div> <div><table><tr><th>Quarter</th><th>Count</th></tr><tr><td>Q1</td><td>38</td></tr><tr><td>Q2</td><td>78</td></tr><tr><td>Q3</td><td>115</td></tr><tr><td>Q4</td><td>124</td></tr></table><div>Financial: total number of customers engaged</div><div>355</div></div>											Quarter		Count	Q1	38	Q2	78	Q3	115	Q4
Quarter	Count																			
Q1	38																			
Q2	78																			
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Q4	124																			

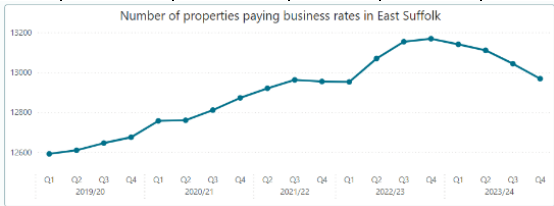
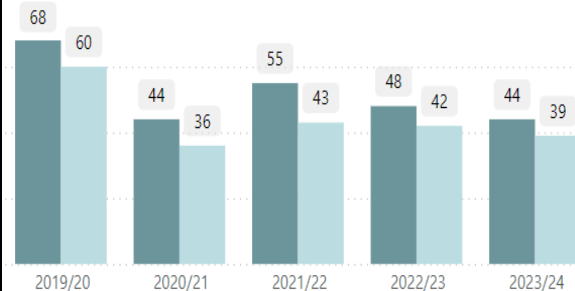
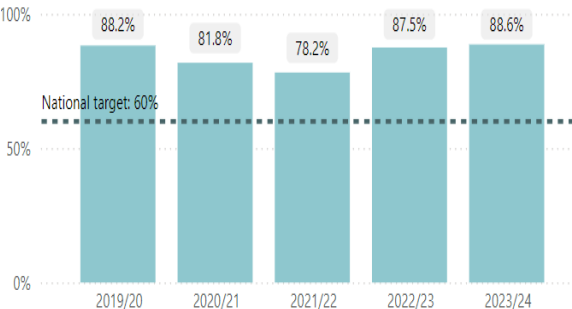
KPI	2023/24										Direction of travel	Commentary for Full Year										
	Quarter 1		Quarter 2		Quarter 3		Target	Quarter 4		Year												
	Actual	Status	Actual	Status	Actual	Status		Actual	Status	Status												
Increasing participation in leisure activities Based on number of visitors to our leisure centres	285,315		326,495		275,381		% increase	308,896			↑	In 2023/24, total number of visits to ESC's leisure centres was 1,196,087, an upward trajectory compared to the previous year. Utility costs are steady, although still higher than pre the Ukraine conflict. Memberships across all leisure centres increased meaning for the first time ever in the Places Leisure contract in over performance financially, resulting in the Council receiving an additional contract payment of just over £30,000.										
<div>Number of leisure centre visitors by financial year</div>  <table><caption>Number of leisure centre visitors by financial year</caption><thead><tr><th>Financial Year</th><th>Visitors</th></tr></thead><tbody><tr><td>2020/21</td><td>77,629</td></tr><tr><td>2021/22</td><td>766,220</td></tr><tr><td>2022/23</td><td>1,082,476</td></tr><tr><td>2023/24</td><td>1,196,087</td></tr></tbody></table>													Financial Year	Visitors	2020/21	77,629	2021/22	766,220	2022/23	1,082,476	2023/24	1,196,087
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Reduce health & wellbeing inequalities. Note: it is recognised that this is not the appropriate measure for this KPI, we will develop further to measure outcomes and impact – it is anticipated this will be through the Feel Good Suffolk work.	153 projects		189 projects		195 Projects		Rolling total for year	195 Projects			↑	195 projects were supported in 2023/24. The Community Help Hub model has matured, and significant work undertaken to support vulnerable residents. Feel Good Suffolk is providing stop smoking, healthy weight and physical activity advice to growing numbers of people. The cost-of-living programme supported hundreds and provided direct help through a network of warm welcomes, new uniform banks and food pantries. The Food Network, currently being built in partnership with Community Action Suffolk and SCC (and to supplement the Lowestoft Food Network), has potential to improve flow of affordable and healthy food to those who need it most. The Field to Fork project helped people grow their own food and its network of new community growing spaces will increase supply of food into communities. Cost-of-living community grants were successful in funding local initiatives to reduce impact of rising costs on families. The new Health and Wellbeing strategy will assist us to be even more focused in 2024 and beyond.										
Reduce community safety inequalities. Note: it is recognised that this is not the appropriate measure for this KPI, and we will develop a measure to demonstrate outcomes and impact, which may be linked to the number of ASB cases and whether it is decreasing.	256		3860		8804		n/a	1956			↑	(Figures represent total number of customers engaged) In 2023/24, 14,876 customers were engaged with through various activities and events. Nearly 200 ASB cases were processed, and processes and procedures continued to improve. Through the CSP a range of projects were delivered including leading on and securing £300,000 through the Safer Streets programme to reduce ASB in Lowestoft. The HAF programme attracted over 10,000 attendees and played a significant role in offering diversionary activity (as well as health and wellbeing benefits).										

Tackling Inequalities - Achievements/Highlights in 2023/24:

- Full £25k spend achieved by each of the eight Community Partnerships on more than 30 creative projects. £300k allocated through the Community Partnership Board including £146k for a new Tackling Inequalities programme.
- Over £400k allocated by the 55 East Suffolk Councillors through their Enabling Communities Budgets, supporting over 250 projects.
- £40k allocated to community led projects to tackle the high cost of living (SCC funding) ranging from providing food to keeping people active.
- Funded five projects through the 21st Century Business and Community Hubs programme (Rural England Development Programme).
- Ease the Squeeze funding used to enable more than 20 Warm Welcomes, a further 8 Field to Fork Growing Spaces and 1,400 more grow-your-own kits, a further 2 Community Pantries and 2 Uniform Banks.
- Community Help Hub took over 1,000 referrals for help - ranging from help with money to support accessing food, social care needs and practical support, including outreach into communities.
- Delivered a wide-ranging Holiday Activities and Food (HAF) programme aimed at children on Free School Meals in the Easter, Summer and Christmas holidays supporting over 11,096 young people and their families (Easter 2023 – 2392, Summer 2023 – 7857, Christmas 2023 – 847).
- New Feel Good Suffolk programme in East Suffolk set-up, in partnership with SCC and other District/Borough Councils, to deliver support around weight management, smoking cessation and being physically active. Between October and March, received 1,615 referrals.
- Delivered a range of projects to support mental and physical health and wellbeing, including Well Minds East Suffolk booklet, work around Inclusive Communities, delivery of the Mental Health grants in four towns, work with partners on Active NoW (north) and Strength and Balance (south).
- Worked with partners to establish the Leiston Live Well Hub and secured over £100k of funding for a new Lowestoft Healthy Hearts programme.
- New Equality, Diversity and Inclusion Action Plan developed with three key themes – Inclusive Employer of Choice, Community Leader, Thinking Equalities in All We Do – and a range of projects and ambitions.
- Model District Council for Youth – Successful event held in February 2024. Full Council agreed, at its meeting in March 2024, to set up a permanent ESC Youth Council, ensuring the voice of young people is heard and their views sought and taken into consideration in ESC decision making.
- Lowestoft Safer Streets funding has allowed us to introduce a new digital control room for Lowestoft CCTV installed bringing significantly enhanced functionality and a range of ASB-reduction interventions delivered in Ormiston Deans, East Point Academy and the community.
- Delivered key projects to make communities safer through the East Suffolk Community Safety Partnership, including input into the Serious Violence Duty, delivery of Impact Days and ASB Awareness Week events, amplification of national communication campaigns, delivery of Prevent and Criminal Exploitation training and the creation of a focused Sizewell C Community Safety Action Plan which will be delivered by two new Community Safety Officer posts.
- Following adoption of the Play Strategy in 2023, funding was agreed to replace play areas identified as the ‘most in need’. Consultation for replacement play areas in several areas including Trimley and Beccles was undertaken in order to build them for 2024.
- The rugby aspect of the Felixstowe Sports Hub project was completed at Coronation Recreation Ground with the club having a lease for the ground and responsible for grass cutting and pitch maintenance. ESC supported the Club with part funding towards floodlights to support its growth and development.
- Work to improve our relationship with serving and veteran communities and to become a forces friendly employer continues. The Defence Employer Recognition Scheme encompasses bronze, silver and gold awards for employers who pledge, demonstrate or advocate support to the armed forces community, and align their values with the Armed Forces Covenant. We are working towards the bronze award before moving on to achieve silver. We have created a new forces friendly HR policy and are currently updating our Armed Forces Covenant Pledges.



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| • Empower residents to build the right career skills | • Community wealth building by working with local companies |
| • Encourage creativity and enterprise, and support start ups | • Ensure our residents can benefit from national infrastructure projects |
| • Support businesses to eliminate waste and recycle more | |
| • Ensure Local Plans work for local people | • Encourage Investment in East Suffolk's key sectors |
| • Increase the economic viability of our towns | • Support Responsible Tourism & Visitor Economy |

KPI		2023/24										Direction of travel	Commentary for Full Year																														
	Quarter 1		Quarter 2		Quarter 3			Quarter 4		Year																																	
	Actual	Status	Actual	Status	Actual	Status	Target	Actual	Status	Status																																	
Number of businesses in East Suffolk Note: KPI to be developed further – currently measuring number of properties paying business rates in East Suffolk per quarter, to demonstrate direction of travel	13,140		13,110		13,043		n/a	12,968				↓	The number of properties paying business rates in East Suffolk has steadily declined in 2023/24. There had been a 1.4% decrease in quarter 4 compared to same quarter of 2022/23. The full five-year trend is shown on the graph appended.																														
																																											
Planning applications • Major apps determined within 13 weeks	100% (8 of 8)		82% (9 of 11)		87.5% (14 of 16)		60%	88.9% (8 of 9)				↑	Overall in 2023/24, 39 out of 44 major planning applications had been determined within 13 weeks (88.6%), above the 60% target. Overall figures remain on target to meet the 2-year Government Monitoring Period Targets (current period to end 31 Sept 24).																														
<div><div><p>Number of major planning applications</p><p>● Total ● Determined within 13 weeks or within agreed extension of time</p><table><tr><th>Year</th><th>Total</th><th>Determined within 13 weeks or within agreed extension of time</th></tr><tr><td>2019/20</td><td>68</td><td>60</td></tr><tr><td>2020/21</td><td>44</td><td>36</td></tr><tr><td>2021/22</td><td>55</td><td>43</td></tr><tr><td>2022/23</td><td>48</td><td>42</td></tr><tr><td>2023/24</td><td>44</td><td>39</td></tr></table></div><div><p>Major planning applications determined within 13 weeks or within agreed extension of time</p><table><tr><th>Year</th><th>Percentage</th></tr><tr><td>2019/20</td><td>88.2%</td></tr><tr><td>2020/21</td><td>81.8%</td></tr><tr><td>2021/22</td><td>78.2%</td></tr><tr><td>2022/23</td><td>87.5%</td></tr><tr><td>2023/24</td><td>88.6%</td></tr></table></div></div>														Year	Total	Determined within 13 weeks or within agreed extension of time	2019/20	68	60	2020/21	44	36	2021/22	55	43	2022/23	48	42	2023/24	44	39	Year	Percentage	2019/20	88.2%	2020/21	81.8%	2021/22	78.2%	2022/23	87.5%	2023/24	88.6%
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KPI	2023/24										Direction of travel	Commentary for Full Year
	Quarter 1		Quarter 2		Quarter 3		Target	Quarter 4		Year		
	Actual	Status	Actual	Status	Actual	Status		Actual	Status	Status		
<ul style="list-style-type: none"> Non-major apps determined within 8 weeks (minor and other) 	77.41%		77.37%		72.6%		70%	67.8%			➔	Overall current 2 year monitoring period figure remains above the 70% target at 76.26%. Performance for 2023/24 was 74.2% (1261 of 1699) non-major planning applications determined within 8 weeks.
	(353 of 456)		(376 of 486)		(281 of 387)			(251 of 370)				

Thriving Economy - Achievements/Highlights in 2023/24:

First Light Festival

- Represents UK's largest free festival on a beach. Third full festival hosted in June 2023, which 40,000 people attended, a 14% increase on 2022. 30% of attendees came from outside the local area – important as increasing the catchment area for Lowestoft is a key objective of the festival. 28% of attendees were new to the festival in Lowestoft. Over 190 free events.
- 100% local hotels were booked over the festival weekend. 150 volunteers and 79 local organisations involved.

Tour of Britain

- Stage Five of the Tour of Britain hosted, with the start and finish of the race in Felixstowe.
- Over 113,000 spectators of the event, 60 local businesses engaged in a bike trail, and estimated to be over £1m economic benefit to the regional economy.

Leiston Masterplan

- Established the Leiston Place Board of local stakeholders to oversee masterplan delivery and co-ordinate activity of all Place Board organisations in the town.
- Established town centre working group to take forward design and feasibility study for Markey Square.
- Secured £250k from Sizewell C (outside of Deed of Obligation) to fund above design and feasibility work.

Felixstowe Development Programme

- Completed and successfully opened Seashore Village and the Beach Activity Area on Felixstowe South Seafront.
- Agreed a new Vision for Felixstowe until 2040 which sets out short, medium and long-term development ambitions for the town and covers: North Felixstowe Garden Neighbourhood, town centre, seafront and Landguard peninsula, providing basis for master planning work and delivery of future projects.

Freeport East

- Business cases approved for Capital Seed Funding for the Felixstowe and Gateway 14 Tax Sites. This allows ESC, as Accountable Body, to draw down £18m of Capital Seed Funding from DLUHC for investment in site development works at the Felixstowe Tax Site ultimately allowing it to take new business investment and part fund the Skills and Innovation Centre on the Gateway 14 site.
- Retained Business Rates Strategy agreed. This sets out how up to £300m of retained rates over 25 years will be invested to support the following Freeport East objectives: site development for inward investment, skills, Net Zero, innovation, trade & investment and local growth & infrastructure.

Sizewell C Economic Programme

- Leads for the SZC tourism mitigation and Economic Programme managers appointed.
- Tourism Working Group established with relevant partners to ensure local impacts of the development mitigated/minimised via £12m tourism mitigation fund– chaired by SZC Tourism Programme Manager.
- Employment, skills and education/Supply chain working groups established ensuring East Suffolk benefits from business, skills and employment opportunities.
- Economic Programme Manager leading development of ES Business Support programme to ensure local businesses not impacted by employment displacement and can take advantage of additional ES business support funding (£5m in total during construction phase).

UK Shared Prosperity (3-year programme)

The primary goal of the £2.75m allocated fund is to support three investment priorities: Communities and Place, Supporting Local Business and People and Skills. The following projects/scheme contributed to delivering the priority outcomes at the end of year 2 Economic outputs:

- High Street Improvement grants – grants awarded to 16 enterprises across 7 East Suffolk towns. To date £165,719.20 has been allocated in grants.
- Culture, Arts and Events grants: Total grant request - £570,711.48
 - Total grant applications received – 74 / Total grant applications approved – 35 / Total grant funding awarded - £167,233.88
- Energy Efficiency audits and decarbonisation plans: 42 businesses, 24 decarbonisation plans developed.
- Energy Efficiency Grant Scheme: 6 businesses received grants totalling £75,426.80
- Suffolk Business Grants: 14 businesses supported with grants totalling £67,270.00
- Suffolk wide business support: the Suffolk Growth Hub (contract with YKTO) 83 businesses in East Suffolk received non-financial support from YKTO.
- East Suffolk Start-Up programme – Contract awarded to MENTA/NWES - 254 enrolments for 2023/24, 107 workshops delivered which 197 individuals attended
- Youth Enterprise Grant given to Support East Coast College and Suffolk New college to support their youth enterprise programme.

Projects developed and ready to launch 1st April 2024:

- Local Skills Programme: Development of local skills programme contracts; Youth Employment Service and Business Support for Career Development & Training
- County Skills Programme: Development of the county skills programme; Youth Theme Contract – 1-to-1 coaching for hard to reach (Personal Development Service model), Adult Theme Contract – 1-to-1 support into EET outcomes with a focus on key sectors and training, Apprenticeship Suffolk - direct grant award
- Capital Investment for Skills grant programme Investment grants for capital projects that support skills development.

Rural Business Investment Fund

Rural England Prosperity Fund - £1.129m (2023/24 and 2024/25). Providing grants throughout 2023/24 and 2024/25 to rural businesses for between £15,000 - £30,000 per application. 2023/24 Budget £192,470.25

- 9 grants were awarded totalling £181,582.88 spent.
- 8 businesses have adopted new to firm technology, with 122 jobs safeguarded.
- 8 businesses are expecting a growth rate average of 35%
- Youth Employment Service - 2400+ hours of support, 260+ young people engaged, 160+ young people supported into an EET outcome.
- Personal Development Service (UKSPF Funded) - 32 young people engaged and 27 supported into an EET outcome.
- East Suffolk (North) Careers Leader Group - Established a bi-termly secondary school career leader group, 12 schools represented.

Lowestoft Towns Deal Programme

- Cultural Quarter – project achieved all milestones to date, RIBA 3 design works to Battery Green were completed and planning application submitted. Design feasibility completed for works to Marina Theatre with planning application granted.
- Station Quarter – Post office RIBA 3 Design completed, and planning permission approved.
- Historic Quarter – Town Hall grant agreement completed, with first 2 payments processed.
- Seafront Vision – Project has secured planning approval.
- Port Gateway – Project target with funding agreement approved.

Lowestoft Investment Plan

- Priority projects detailed within the Lowestoft Investment Plan are being delivered through the Towns Deal, including Cultural Quarter, Station Quarter, Historic Quarter, Seafront Vision and Port gateway projects. These projects have moved into delivery phase with planning permission secured across the programme.
- Also included within the Investment Plan was the Gull Wing River Crossing and Lowestoft Full Fibre project which are both near to completion.
- During 2023/24 the First Light Festival Cultural programme was secured through the First Light festival becoming a National Portfolio Organisation (NPO) with the Arts Council. Further developments are also taking place within the power park.
- A full review and update of the Lowestoft Investment Plan will take place during 2024/25.

Leiston Town Centre Masterplan

- Leiston Town Centre Masterplan completed; document sets out high-level aspiration to town centre over next 25 years with recommendations for key sites.

Enterprise Zones

- Enterprise Zones continue to generate a revenue of over £400,000 through retained business rates. 40% of the funds go towards wider projects within Suffolk which are administrated by NALEP (soon to be transferred to SCC).

Heritage Action Zones

South High Street Heritage Action Zone was completed in March 2024, the project delivered the following:

- Cultural Programme – 23 Public events attracting 3,000 visitors, 60 volunteers involved providing 515 hours, over 600 local school children involved.
- Small shop fronts scheme - 90,000 of funding provided, 17 commercial shop fronts improved.
- Conservation repairs to the Post office – 2 conservation awards won for the project.
- Conservation grants - funding of Cooks and Tuttle Buildings repairs.

Kirkley Waterfront

- £4.3M secured through the Browns Field Release fund to decontaminate the site and prepare the site for development.

Market Towns Revitalisation Programme

- Events programme (UKSPF) - Total grant applications approved – 35 / Total grant funding awarded - £167,233.88
- Town Development Grants Awarded - £24,726.55 to support the development of towns weekly markets, business association coordination and displays in empty shop windows.
- *Capacity Building* - Funding and support to secure dedicated resources for town councils and business groups. The common areas of support focused on business engagement, communications, town marketing and event development and delivery. 9 projects supported.
- *Communication/Collaboration* - Supporting a joined-up approach in each town to guide and develop locally led improvements between public bodies, private businesses and community groups.

- *Skills Development* - providing targeted and relevant training to local groups, including Town Councils, BIDS and community groups, is a good example of the enabling ethos of the TDP. To date training has included areas such as:
- Traffic management for community events - 3 sessions held, helped 28 people achieve qualification, benefited 11 towns/communities and 20 organisations.
- Support for groups on writing funding applications and business cases via EELGA – 7 virtual workshops delivered, 21 participants, 10 towns and 20 organisations represented, 5 one to one sessions held.

Business Development

- Southwold Enterprise Hub – Support for Southwold Town Council to deliver the hub in line with Coastal Community Fund grant. Hub due to open in May 2024.

Key Sector Support

- Energy – Generate support events attended/achievements and outcomes; 8 events attended and supported – promoting East Suffolk sector opportunities; Energy supply chain matrix under development; Generate service offer under development; Local event business event supported – Revive and Thrive Lowestoft.
- Manufacturing & Engineering – ESC jointly co-ordinates the East Coast Manufacturing Group (ECMG); 2023-24 ECMG partner Outputs - The first Engineering; Skills Bootcamp was delivered during July and through to September 2023: Student Participants: 9 Student Progression: 5 Employed, 2 Full Time Education, 2 Unrelated Employment; The second Engineering Skills Bootcamp was delivered January through to March 2024: Student Participants: 14
- Food and Drink – Financial support provided towards the establishment of a Food Producers network which will channel business support and additional funding into east Suffolk businesses; Contributed to a Food & Drink Conference that supports the sector.
- Screen Suffolk – work on behalf of the Suffolk's public sector to provide a Suffolk 'film officer'; The number of filming days across Suffolk from April 2023 through to December 2023 was 110 with Q4 data being available in early April. Productions in east Suffolk has been diverse and included a movie, food and drink television shows, nature and historical documentaries, drama productions, and news reporting.
- Tourism - Financial agreement to support the Suffolk Coast DMO for a further 3 years; Sponsorship of The Suffolk Coast Tourism Conference – 120 people attended; Funding support for Visit Suffolk Campaigns.
- Space East is the UK's newest space cluster. Brings together leaders from across industry, research, and Government in the East of England to develop and champion exciting new opportunities in space technology. ESC provided financial support to develop the lab at Adastral Park.
- Over 100 new volunteers have been recruited for the arts, culture and heritage sector through the Cultural Connections Volunteering initiative.

Beach Huts

- Successfully delivered the 'Seashore Village' scheme in Felixstowe. This development provides additional, accessible beach hut accommodation and includes a Changing Places facility. It is intended to provide improved access for all users, deliver an income stream to the council, and support the visitor economy.

Our Foundations (including Governance)

KPI	2023/24										Direction of travel	Commentary for Full Year										
	Quarter 1		Quarter 2		Quarter 3		Target	Quarter 4		Year Status												
	Actual	Status	Actual	Status	Actual	Status		Actual	Status													
Treasury Management	On track		On track		On track		Overall, the investment return has exceeded the expectation mainly due to the Bank of England maintaining the base rate level. The Council has therefore increased the return on investment for the year.															
Food Hygiene – • Satisfactory Rating (3 to 5)	98%		99.1%		98.9%		95%	98.8%			↑	The 95% target was exceeded throughout 2023/24 and at the end of Quarter 4 98.8% of businesses rated generally satisfactory or better. Officers have worked very hard to ensure that as many food businesses as possible have received a food safety inspection at the relevant risk-based interval. The team continues to work hard with the small number of food businesses that have not attained the general satisfactory or better rating with a view to them becoming broadly compliant.										
	<p>% of businesses achieving 3-5 food hygiene rating by financial year</p> <table><caption>% of businesses achieving 3-5 food hygiene rating by financial year</caption><thead><tr><th>Financial Year</th><th>Percentage</th></tr></thead><tbody><tr><td>2019/20</td><td>98.6%</td></tr><tr><td>2020/21</td><td>98.8%</td></tr><tr><td>2021/22</td><td>98.6%</td></tr><tr><td>2022/23</td><td>98.5%</td></tr><tr><td>2023/24</td><td>98.8%</td></tr></tbody></table> <p>Target: 95%</p>												Financial Year	Percentage	2019/20	98.6%	2020/21	98.8%	2021/22	98.6%	2022/23	98.5%
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Business Rates collection	£22.4m		£49.9m		£73.78m		£89.6m	£90.86m			↑	Collection at Year End is £90,865,462. This is around £1.2 million ahead of target. Collection rates successfully remained above target throughout the year.										
Council Tax collection	£51.6m		£101.2m		£151.08m		£182.4m	£181.4m			→	Collection at year end is £181,371,437 which is £1,004,640 behind target - under a 1% tolerance. The shortfall can be attributed to increased cost of living pressures and is replicated across other Local Authorities in East Anglia. Council Tax collection overall despite the economic pressures finished within 1% of target.										
General Fund asset performance ratio	1:0.72		1:0.72		1:0.72		1:1	1:0.71			→	This ratio considers all categories of asset and is based on a ratio of overall expenditure: income.										

KPI		2023/24										Direction of travel	Commentary for Full Year																													
	Quarter 1		Quarter 2		Quarter 3			Quarter 4		Year																																
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	<div><div><p>General Fund Asset Performance</p><p>● Expenditure ● Income</p></div><div><p>General Fund Asset Performance breakdown by type</p><table><tr><th>Year</th><th>Expenditure</th><th>Income</th><th>Difference</th><th>Ratio (expenditure income)</th></tr><tr><td>23/24</td><td>£12.38M</td><td>£8.83M</td><td>-£3.55M</td><td>1:0.72</td></tr><tr><td>Community Benefit</td><td>£5.08M</td><td>£0.85M</td><td>-£4.23M</td><td>1:0.17</td></tr><tr><td>Investment</td><td>£4.82M</td><td>£7.56M</td><td>£2.73M</td><td>1:1.57</td></tr><tr><td>Operational</td><td>£2.26M</td><td>£0.37M</td><td>-£1.88M</td><td>1:0.17</td></tr><tr><td>Surplus</td><td>£0.22M</td><td>£0.05M</td><td>-£0.17M</td><td>1:0.23</td></tr></table></div></div>											Year	Expenditure	Income	Difference	Ratio (expenditure income)	23/24	£12.38M	£8.83M	-£3.55M	1:0.72	Community Benefit	£5.08M	£0.85M	-£4.23M	1:0.17	Investment	£4.82M	£7.56M	£2.73M	1:1.57	Operational	£2.26M	£0.37M	-£1.88M	1:0.17	Surplus	£0.22M	£0.05M	-£0.17M	1:0.23	
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Cyber security breaches	0		0		0		0		0		➔	There were no cyber security data breaches in 2023/24.																														
IT incident resolution																																										
• Resolved within 9 working hours	76.9%		81.8%		81%		70%	81%			⬆	The overall average for the year was 81.2% of incidents resolved within 9 working hours which exceeded the 70% target. This represented a 3.1% improvement compared to last year..																														
• Resolved within 1 working week	89.6%		93.0%		93%		85%	96.2%			⬆		The overall average for the year was 93% of incidents resolved within 1 working week which exceeded the 85% target. This represented a 2.9% improvement compared to last year.																													
Customer satisfaction with online services	4.39/5		4.35/5		4.38/5		4-star rating	4.44/5			⬆	In 2023/24, the average customer rating of online eforms was 4.39 (out of 5).																														
20,611 ratings received from customers over the course of the year																																										
FOI and EIR	99.5%		99.41%		99.7%		95%	99.3%			⬆																															

Our Foundations - Achievements/Highlights in 2023/24:

- Administration of Government funding to support residents and businesses affected by Storm Babet.
- Delivered a balance General Fund budget for 2024/25, which was approved by Full Council on 21 February 2024.
- General Fund revenue outturn for 2023/24 was a surplus position of £1.9m and in line with the original budget (£2.4m surplus).
- The transition from the Norse contract coming to an end and ESSL becoming operational from 1 July 2023 – a major achievement including TUPE, Digital and service transition.
- New People Strategy (2024-2028) launched in February 2024 which guides all aspects of the Council's relationship with its people, ensuring it attracts, develops and retains talented people, to deliver the best outcomes for its communities and stakeholders.
- Environmental Protection - New stray dog contract with a new provider and comprehensive advice, collection and rehoming programme. Renewed and redesigned signage for control of dogs on beaches. Ensured safe water supplies for the Latitude festival.
- Charter Plus Award - In January 2024, ESC's Member Development was reassessed, and SC was reaccredited with the coveted 'gold standard' Councillor Development Charter Plus Award.
- Review of ESC's Constitution - Constitution Review Working Group (CRWG) was created to carry out a wholesale review of the Constitution adopted in 2019. Functions and Responsibilities, Council Procedure Rules, Cabinet Procedure Rules and Committee Procedure Rules were reviewed and proposed changes agreed by Full Council. The CRWG has a rolling work programme including reviewing Contract Procedure Rules, Finance Procedure Rules and Officer Code of Conduct.
- Production of the Local Validation list – To ensure applications received contain the correct detail and information for good quality environmental outcomes.
- Planning - Newsletters and Parish/Town Council and Developers Forums re-started in summer 2023 and have been very successful.
- Planning - Major Sites – Master planning progressing positively with North Felixstowe Garden Neighbourhood, Beccles and Worlingham Garden Neighbourhood and North of Lowestoft Garden Village. Brightwell Lakes is underway with major road infrastructure constructed and the first homes built and sold.
- Planning Application decision making statistics remained good, above government requirements. Planning Appeal success was high, with a record proportion of appeals being dismissed.
- Community Infrastructure Levy (CIL) collection was high with £6.78m collected in 2023/24, raising the total amount of District CIL available to £18.65m. This has been accompanied by good spending levels on essential infrastructure and local projects with £3.64m committed in 2023/24 (a total spend of CIL to date on infrastructure at £14.24m). A total of £6.68m has been distributed in Neighbourhood CIL to Towns and Parishes in the past 10 years.
- Improvement in Estate Management processes have led to an improved financial outturn for 2023/24 against budget.
- Significant improvements in compliance testing and reporting including identifying and addressing high-risk land asset issues.
- Parking income up against the same period last year.
- The Nexus project is on track and currently on budget.
- The seamless migration of around 4 million essential and historic case documents to a new document management system by the Digital Team, to enable teams delivering statutory services - such as Planning, Building Control and Environmental Health - to work more efficiently and enable better mobile and on-site working opportunities, and to provide a better online experience for customers accessing planning application information and history online.
- Work to implement the new Shire system for the management of council assets is underway, led by the Digital Team. This will give improved visibility of asset condition, compliance and maintenance.
- Successful Cyber360 peer review and self-assessment undertaken.

- Completion of the Digital Towns installations and creation of a data dashboard to baseline all towns in footfall data.
- The asset management team has been implementing improvements to the process of managing rent reviews and lease renewals. In addition, we have been improving our processes for ensuring the compliance of our assets. Rent review programme has delivered an improved budget position for the Council for 2023/24, and the compliance process has seen compliance improve significantly.

