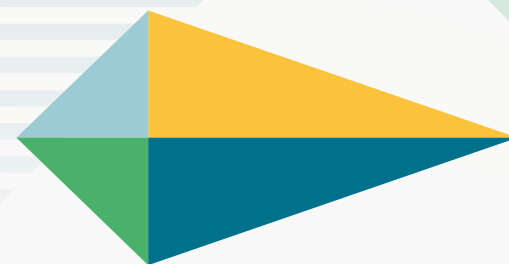


# Strategic Action Plan – Our Direction 2028

Including Key Performance Indicators



**EASTSUFFOLK**  
COUNCIL

# Introduction

This is a summary of how we are delivering to Our Direction 2028, presented as a Theme per page, including the development of new KPI dashboards to measure our delivery against each Theme.

All information to inform the Action Plans has been taken from Portfolio Holder aspirations within the delivery of objectives of Our Direction 2028 and Service Planning exercises, pulling through the strategic delivery of key projects against objectives. There will also be other business as usual tasks, initiatives and lower-level projects contributing to the overall delivery of the objectives. This action plan is at a strategic level.

Some projects on Action Plans will span multiple years, the initial focus for this plan is the current financial year but includes projects through to 2028. This plan will evolve as new opportunities and initiatives develop.

Themes will be monitored by a mixture of Key Performance Indicators and delivery of projects on the Action Plan.

Our Foundations (including Governance) has also been developed as the fifth underlying theme, underpinning all areas of the organisation.



## Theme Key


**(EI)** Environmental Impact

**(SH)** Sustainable Housing

**(TI)** Tackling Inequalities

**(TE)** Thriving Economy

**(OF)** Our Foundations

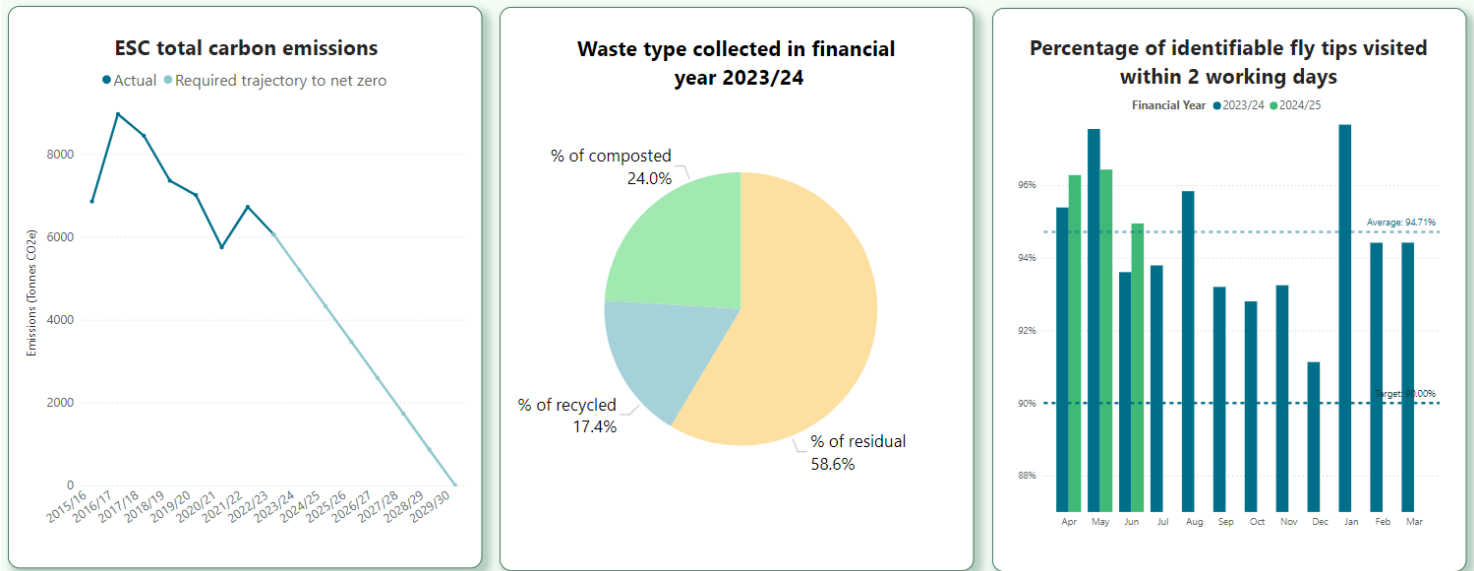


**ENVIRONMENTAL  
IMPACT**

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

**Objectives**

EI01	Continued commitment to net zero by 2030
EI02	Supporting sustainable transport
EI03	Restoring ecosystems and biodiversity
EI04	Support, promote and implement green tech
EI05	Work in partnership to manage coastal adaptation and resilience
EI06	Focus on reduction, re-use, and recycling of materials
EI07	Encourage food self-sufficiency
EI08	Preserve and maintain the districts beauty and heritage



Key Performance Indicators	
ESC total carbon emissions progress to net zero	Annually
Recycling and composting percentage	Quarterly
Residual waste per household	Quarterly
Fly tipping Percentage of identifiable fly tips responded to within 2 days	Monthly
Fly tipping total actions and incidents by ward	Monthly
Additional KPIs in development	
Waste Contamination rates	Quarterly
Biodiversity Net Gain metrics from Planning perspective	
Planning functions such as Conservation Area, Listed Buildings, TPOs	
Litter and Street Cleansing	
Community Transport take up	Monthly

**Strategic Action Plan**

Enable a programme of **Leisure Centre de-carbonisation** to reduce environmental impacts of leisure centres by 2027

Deliver the **ESSL Improvement Plan** to achieve benefits in how we deliver waste services including waste rounds re-routing 2024-2027 <sup>(OF)</sup>

Deliver the **Cycling & Walking Strategy** 2025 and funding to achieve best impact

Lead the **Buzzabout & Katch community transport pilots** and deliver options for community transport during 2024/25 <sup>(TI)</sup>

Embed the delivery of **Biodiversity Net Gain through the Planning process** during 2024/25

**Review and rebrand the ‘Pardon the Weeds’ campaign** and identify additional land and projects during 2024/25

Continue to ensure that we work in the interest of all communities to mitigate the impacts and maximise the benefits of **Energy Related NSIPs**

Supporting local communities to **adapt and thrive in the face of a changing climate**

Implement **Simpler Recycling strategy** including initiatives to support behaviour change and influence enhanced recycling rates by March 2026

Deliver the **field to fork** programme including growing spaces and growing kits during 2024/25 <sup>(TI)</sup>


Deliver initiatives to improve cleanliness and environmental enhancement across the district, stimulate and support community activity and improve civic pride under the **East Suffolk’s Amazing** initiative

Work with partners to develop approaches to **improving water quality and water management**

**Empowering local organisations** to deliver environmental initiatives

Deliver **Recreational Disturbance Avoidance and Mitigation Strategy (RAMS)** to implement agreed initiatives

Please note there are projects featuring in other Theme Action Plans which also contribute to the Environmental Impact theme due to its cross-cutting nature, these will be referenced <sup>(EI)</sup>.

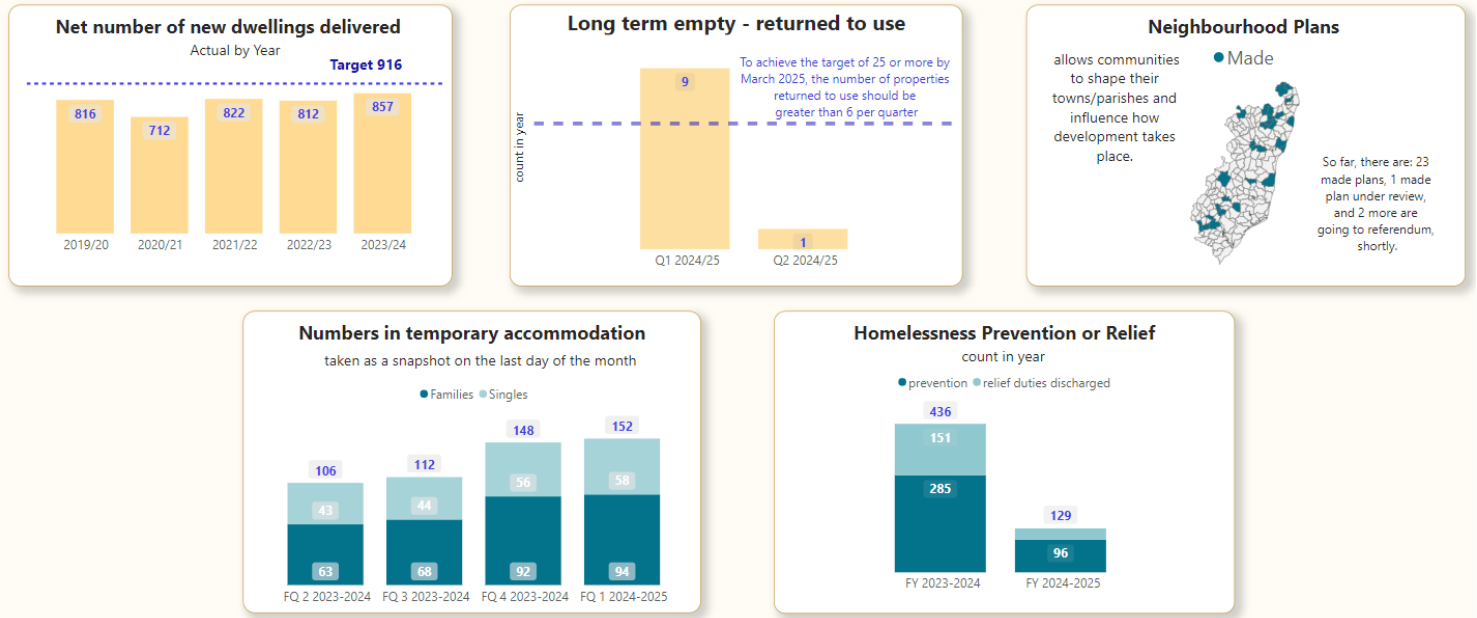


**SUSTAINABLE  
HOUSING**

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

**Objectives**

SH01	Deliver the right housing based on our communities need
SH02	Tackle fuel poverty and support new heating technologies
SH03	Add to, improve, and make better use of our housing stock
SH04	Promote housing developments which enhance wellbeing and protect the environment
SH05	Reduce and prevent homelessness
SH06	Promote community pride in homes and neighbourhoods
SH07	Encourage more self-build housing in East Suffolk




Key Performance Indicators	
Net number of new dwellings completed (including affordable homes)	Annually
Number of Long-Term Empty homes	Monthly
Neighbourhood Plans completed, under preparation or in review	Annually
Number of households in temporary accommodation	Monthly
Homelessness Prevention or Relief (including Housing Register data)	Quarterly
Additional KPIs in development	
Household Support Fund delivery	
Properties where Housing Conditions improved (HHSRS, Grants, EPC)	Quarterly
Properties secured under East Suffolk Lettings via PRS	
Number of rough sleepers	
HRA financial data	
HRA tenant satisfaction	Quarterly

Strategic Action Plan
Approval of business case and business plan for <b>East Suffolk Property Investments Ltd (ESPIL)</b> Deliver ESPIL by April 2025 and ensure commercial viability by 2028
Adopt <b>North Felixstowe Garden Neighbourhood masterplan</b> in 2025
Adopt <b>Planning Position Statement for Kirkley Waterfront</b> in 2024/25
Develop <b>Rural Affordable Exception Housing Joint Working Group</b> by Autumn 2024 and deliver on agreement priorities by 2028 <sup>(TI)</sup>
Conduct a <b>review of retired living service and develop an older persons Housing strategy</b> by Autumn 2026 <sup>(TI)</sup>
Complete a programme of <b>HRA Stock Condition including retrofit investigations</b> by 2026 <sup>(EI)</sup>
Complete a full review of the future use of <b>HRA Garages</b> by Autumn 2027
Complete full asset review / options appraisal for <b>Orchard Green and Beech Close housing investments</b> by Winter 2025/26
Create <b>Housing Developers Charter</b> / position statement during 2024/25
Develop the business case for a <b>long-term empty homes</b> scheme by Autumn 2025 when current funding ends
Carry out the <b>Safe Suffolk Renters (Pathfinder)</b> project and secure additional funding by Spring 2025 <sup>(TI)</sup>
Complete and seek approval for <b>Sizewell Accommodation Strategy</b> by September 2024 and implement programme <sup>(TE)</sup>
Implement the <b>East Suffolk Housing pathway</b> by Summer 2025 <sup>(TI)</sup>
<b>St Peters Court decant and decommissioning</b> by Autumn 2025 and demolition by December 2026
Carry out a 12-month review of <b>Housing First (Rough Sleeping Initiative)</b> and understand the success by December 2025 <sup>(TI)</sup>
Deliver the <b>Avenue Mansion refurbishment for Temporary Accommodation</b> by January 2026
Build a new <b>Logistics Hub</b> for the HRA and exit Rotterdam Road by Spring 2026
Complete first Passivhaus delivery at <b>Deben Fields (new build)</b> by March 2026 <sup>(EI)</sup>
Support and enable communities to develop, consult on and deliver <b>Neighbourhood Plans</b> <sup>(TE)</sup>
Create a <b>Custom and Self Build Action Plan</b> during 2024/25

Please note there are projects featuring in other Theme Action Plans which also contribute to the Sustainable Housing theme due to its cross-cutting nature, these will be referenced **(SH)**.

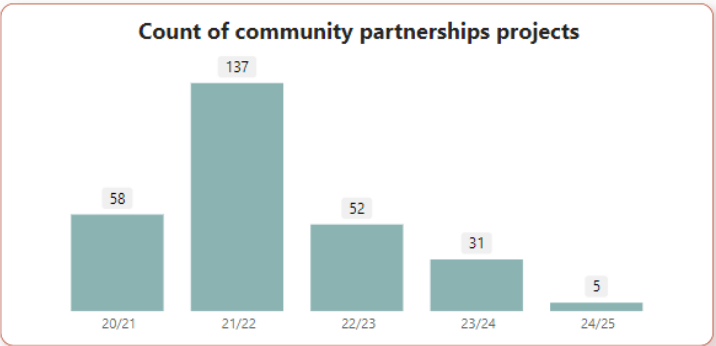
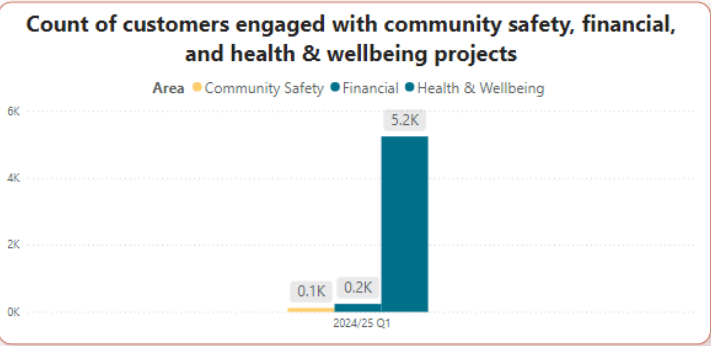
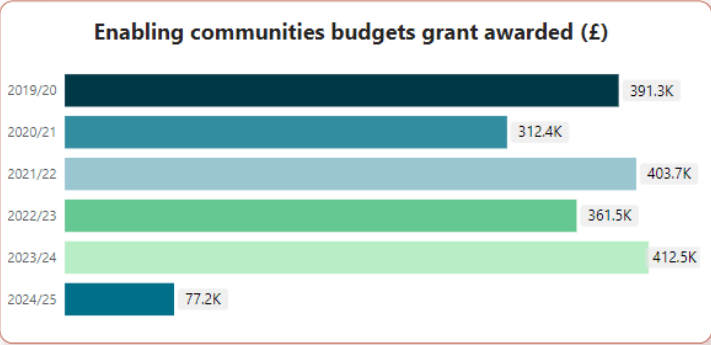




Improving quality of life across the district by tackling financial, social and health inequalities

Objectives

TI01	Use local data to design and deliver services
TI02	Work with partners to better understand need
TI03	Prioritise early help to support residents
TI04	Digitally enable our communities to help residents in need
TI05	Efficiently deliver benefits and grants to residents
TI06	Further develop Community Partnership Model
TI07	Reduce health inequality and improve wellbeing
TI08	Take action to improve community safety and reduce ASB



Key Performance Indicators	
Enabling Community Budgets allocation	Annually
Users of Leisure Centres	Quarterly
Customer engaged with Community projects	Quarterly
Customers reached by Community Partnership projects	Annual
Additional KPIs in development	
LIFT (Low Income family tracker) data trends	Quarterly
Customers supported by Community Help Hub	
Customer supported by health inequality & wellbeing projects	
Feel Good Suffolk data trends	
Number of ASB cases	

Strategic Action Plan

Deliver a range of **data-led service initiatives**, including using **LIFT** to identify where early help may maximise people’s income <sup>(OF)</sup>

Understand the specific needs of rural communities in the district, including by undertaking **rural and poverty proofing through Community Partnerships**

Work with partners across the district to develop the East Suffolk **Inclusive, Caring Communities Framework**

Support the development of community-led **Community and mobile hubs, including Health and Wellbeing Hubs**, with the aim of increasing ESC presence in communities

Deliver the **ESC Community Help Hub** to provide **practical help with money and community-based outreach** for our most vulnerable residents

Support the development of the **Ease the Squeeze programme including community and mobile pantries** and advice hub, for rural communities in the middle of the district

Continue to evolve the **Holiday Activities and Food (HAF) programme**, providing wrap-around support for vulnerable families

Support Councillors in allocating **Enabling Communities budgets**, ensuring impact and value for money

Work with Suffolk Community Foundation to develop the **Sizewell C Community Fund**, ensure that ESC plays an active role in grant giving and support community groups to make high quality applications with the best chance of success <sup>(TE)</sup>

Develop and deliver **Community Grant Schemes** that are easy to apply for

Review of **Community Partnerships and Board including community-led projects** to ensure maximum impact


Develop a new **Health and Wellbeing Strategy** by April 2025 that sets out our role and priorities, including tackling health inequalities and encouraging a shift of investment into prevention and early intervention activities, and becoming a Marmot Place

Manage the **performance of our Leisure providers including annual Health and Wellbeing Plans** that show how they contribute towards addressing inequalities across the district

Lead **Feel Good Suffolk**, working in partnership with others, to enable access to smoking cessation, healthy weight, and physical activity support

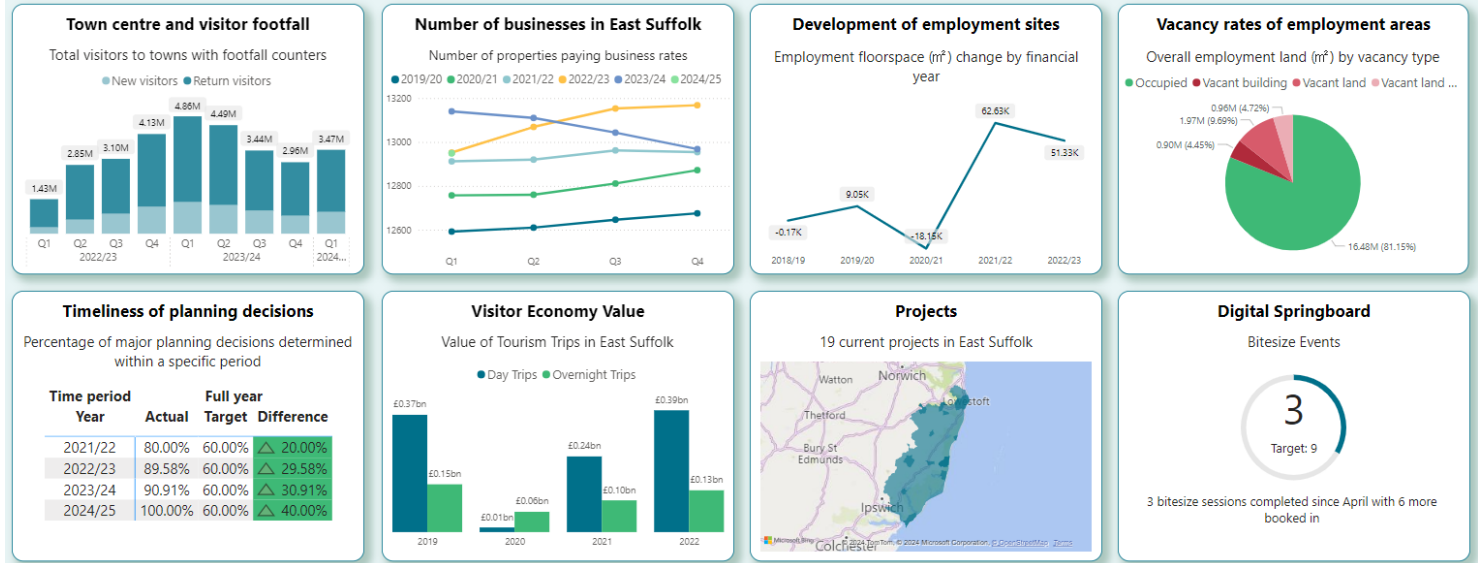
Transform the way we deal with **Anti-social behaviour**

Please note there are projects featuring in other Theme Action Plans which also contribute to the Tackling Inequalities theme due to its cross-cutting nature, these will be referenced **(TI)**.



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

Objectives	
TE01	Empower residents to build the right career skills
TE02	Encourage creativity and enterprise, and support start ups
TE03	Support businesses to eliminate waste and recycle more
TE04	Ensure local plans work for local people
TE05	Encourage investment in East Suffolk’s key sectors
TE06	Increase the economic viability of our towns
TE07	Community wealth building by working with local companies
TE08	Ensure our residents can benefit from national infrastructure projects
TE09	Support responsible tourism and visitor economy



Key Performance Indicators	
Town centre and visitor footfall	Monthly
Number of businesses in East Suffolk	Quarterly
Development of employment sites	Annual
Vacancy rate of employment areas	Annual
Timeliness of planning applications	Quarterly
Visitor Economy Value	Annual
Digital Springboard	Quarterly
Additional KPIs in development	
Workforce skills	
ES Spend with local businesses	
NSIPs Sizewell C measures	

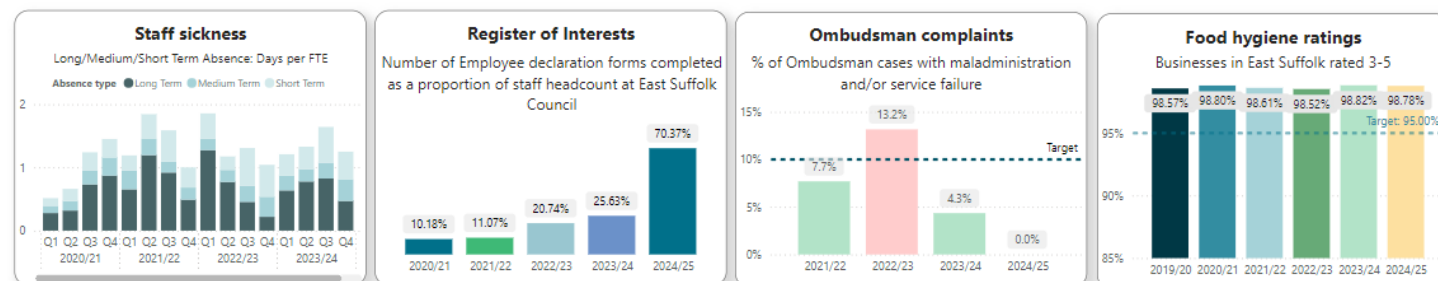
Strategic Action Plan
Delivery of year 3 <b>UK Shared Prosperity Fund Investment Plan</b> to enable workforce skills development by March 2025
Delivery of local support programme and contribution to the <b>countywide Growth Hub</b> business support programme by March 2025
Promote, develop and <b>accelerate developments at Enterprise Zones</b> through to 2036
Commence and prepare <b>future local plan</b> , including robust evidence base <sup>(SH)</sup>
<b>Completion of Nexus development on Lowestoft’s Power Park</b> in January 2025 and occupation by clean energy tenants by December 2025
Delivery of action plans to provide <b>key sector support: Tourism &amp; Culture; Ports &amp; Logistics; Clean Energy; ICT; Food and Drink</b>
Deliver the <b>Cultural Programme strategy</b> through to March 2028
Enable objectives of clean <b>Hydrogen Strategy Delivery</b> through to 2028
Develop and deliver new <b>Market Towns Revitalisation Programme</b> during 2024/25
Roll out delivery of extended coverage in the <b>Digital Towns Phase 2</b> project including realising additional benefits of the infrastructure in place up to September 2026
Progress design and viability of <b>Leiston Market Square Scheme</b> by December 2024
Delivery of <b>Lowestoft Towns fund</b> including <b>Cultural Quarter, Station building, Post Office, Town Hall, Seafront Vision</b> by March 2026 <sup>(TI)</sup>
Ensure terms of Deed of Obligation are delivered to the benefit of the district, and deliver <b>Sizewell C programme including economic and tourism mitigation</b> <sup>(EI)</sup>
<b>Felixstowe Regeneration Programme</b> , masterplan, and delivery of Felixstowe South Seafront development programme <sup>(EI)</sup>
<b>Support for events such as First Light and Tour of Britain Cycling event</b>

Please note there are projects featuring in other Theme Action Plans which also contribute to the Thriving Economy theme due to its cross-cutting nature, these will be referenced <sup>(TE)</sup>.



## Our Foundations

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



Key Performance Indicators	
<b>Governance</b>	
Staff sickness	Monthly
Officer Register of Interests completion	Annually
Ombudsman cases	Quarterly
Food Hygiene ratings	Quarterly
Cyber Security breaches	Quarterly
Resolution of IT incidents	Monthly
<b>Additional KPIs in development</b>	
<b>Service Improvement</b>	
Complaints and feedback	Monthly
Overall Customer Satisfaction	
Customer Satisfaction with online services	Monthly
Other key measures for service delivery	
<b>Governance</b>	
Late payments	
Outstanding debt	
Data Protection data trends	Quarterly
FOI data trends	Quarterly
Members Register of Interests completion	
Agendas issued within statutory deadlines	
Commercial asset income	
Other financial data trends	
Corporate Health & Safety data	

## Strategic Action Plan

### Service Improvement

Adopt a set of **Customer Service Principles** and carry out **Service Reviews** across the organisation by 2026

Develop and deliver **next generation corporate website** by September 2025

Oversee and deliver the **ESSL Improvement Plan** to provide efficient front-line service improvements **(EI)**

### Governance

**Implementation of the Equality, Diversity, and Inclusion Action Plan** by March 2026 **(TI)**

**Support a range of projects to enable us to hear the voice of young people**, including Youth Voice, East Suffolk Youth Council, Youth Take Over Day and ESYFAG **(TI)**

**Transforming Public Procurement including embedding Procurement Strategy** ensuring we meet new regulation standards during 2024/25

Deliver the **Cyber Security Framework and Action Plan** by April 2026

**New People Strategy implementation** including delivery of the action plan by March 2027

Complete a **review of East Suffolk Council's Constitution** to ensure it is accessible for all during 2024/25

Publish our **productivity plan and develop a transformation toolkit** during 2024/25

Carry out **Corporate Contract Management enhancements** during 2024/25

Undertake **Budget setting and MTFS** to deliver a balanced budget

Deliver a **data-led services programme** to ensure the organisation is using data to inform decision making, service delivery and understand performance, ongoing through to 2028 **(TI)**

Create a new **Asset Management Strategy** and associated asset management plan during 2024/25

Please note there are projects featuring in other Theme Action Plans which also contribute to Our Foundations due to its cross-cutting nature, these will be referenced **(OF)**.