



Annual Report

2024/25

East Suffolk Strategic Plan – Our Direction 2028

The Strategic Plan, Our Direction 2028, was adopted by Full Council in November 2023 and provides the framework to deliver the vast range of vital services for our communities.

This Annual Report shows progress against the themes in the Strategic Plan for the 2024/25 financial year, ending 31 March 2025. It includes our key performance indicators (KPIs) and delivery of strategic action plan projects.

Strategic KPI dashboards, published in Power BI, provide the latest and live data and include ongoing performance narratives – the KPI dashboards are published and always available on [East Suffolk Council's website](#) - performance reports.



This report is broken into four theme areas to show progress against our objectives for:



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



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



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



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':



Our Foundations

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

A snapshot of East Suffolk for 2024/25



759 referrals into our Community Help Hub



Over 132,000 calls to our telephone contact centre



Over 6.3 million individual bin collections



4,718 planning applications received



Over 54,000 garden waste subscriptions



Over 1.1 million leisure centre visitors



97% of fly tipping incidents investigated within 48 hours



Over 38,000 visitors to the First Light Festival



632 New dwellings delivered in the district (230 affordable homes)



£3.6m Community Infrastructure Levy allocation. **13** Infrastructure projects approved in district supporting new housing (5 projects completed)



Over 5.3 million electronic communications received



241 committee meetings held



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

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

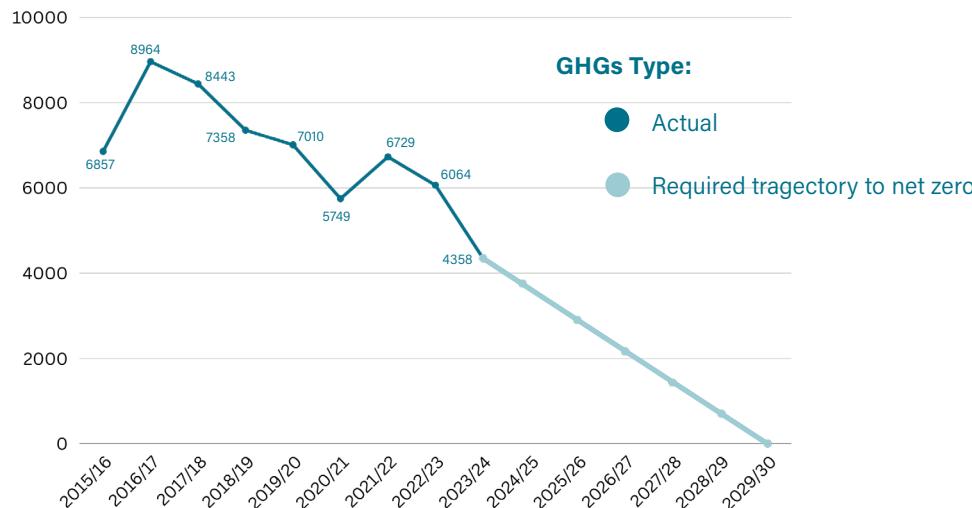
Key Performance Indicator summary (2024/25)

	Year			Direction of travel	Commentary for Full Year
	Target	Actual	Status		
ESC total Carbon Emissions	Net zero by 2030	On trend	On trend	↗	We conduct an annual audit of the emissions arising from our estates and activities. In 2023/24, total quantified emissions, at 4358 tonnes of CO2 equivalent (tCO2e), were down by 1706 tCO2e, which is a decrease of 28.1% from 2022/23. The data for 2024/25 is not available at the time of publishing this report and will be available in Autumn 2025. See Chart 1 .
Household waste collection - % sent for recycling and composting	44.6%	40.4%		↘	A fall in the overall recycling rate was largely due to a reduction in garden waste tonnages for the year. As we build towards the introduction of Simpler Recycling in 2026, we aim to focus publicity and communications around the project to increase recycling rates, with residents being given more opportunities to do so. See Chart 2 and 3 .
Household waste collection - Residual waste per household (kg)	460.7kg	464.3kg		↗	Residual waste per household for 2024/25 was 464.3 kg – this is marginally higher than the target of 460.7 kg. There was a small fall in residual tonnages that roughly corresponds with the rise in dry recycling, which is encouraging, especially with a view to the introduction of Simpler Recycling in 2026. See Chart 4 and 5 .
Fly tipping - % of fly tipping cases responded to within 2 days	90%	97%		↗	In 2024/25, 97% (2,200 of 2,271) of identifiable fly tips were visited within two working days which exceeded the target of 90%. Performance also improved compared to 2023/24 which was recorded at 95% (1,868 of 1,975) and was also above target.
Community transport take-up	TBC	Data only		↗	Our Community Transport initiatives continue to display growth in year-on-year take-up rates to enable our rural communities to travel to key places within our district for social and employment gains. See Chart 6 .
Trees Planted by financial year	TBC	567	On trend	↗	New KPI added in 2024/25. The aim of our Tree Strategy is to enable 250,000 trees to be planted and new hedgerows to be created across East Suffolk by 2028. During 2024/25, we have enabled 567 trees to be planted.

	Year			Direction of travel	Commentary for Full Year
	Target	Actual	Status		
Nature First grants awarded	TBC	Data only	On trend	↗	New KPI added in 2024/25 to record the amount of Nature First grants awarded and the number of organisations supported with projects. In 2024, a total of £4,912 was allocated to 5 organisations.
Biodiversity Net Gain	TBC	Data only	TBC	TBC	New KPI agreed in 2024/25. This KPI will continue to evolve and develop as more data becomes available, to enable us to monitor the impact of development across the district.
Glyphosate usage	Data only	Data only	TBC	TBC	New KPI added at end of 2024/25 to begin to measure total glyphosate usage. This KPI will continue to be developed along with efforts to reduce herbicide use across the district.

Environmental Impact Trends

Chart 1: Year on year total emissions (tonnes CO2e)



[East Suffolk Council's annual greenhouse gas report published in 2024.](#)

Chart 2: % of household waste sent for recycling and composting by financial year



Chart 3: Difference between % of household waste recycled and composted and target

2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
-0.62	4.75	4.19	5.73	3.22	4.25

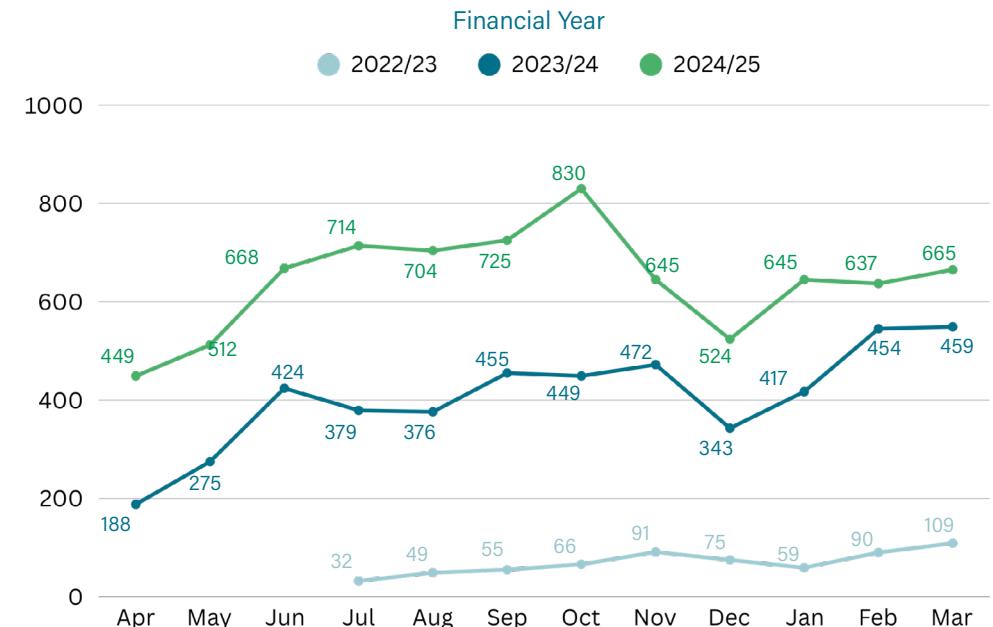
Chart 4: Residual waste per household (kg) by financial year



Chart 5: Difference between residual waste per household and target

2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
6.0	-45.9	-46.4	-8.1	-9.7	0.6

Chart 6: Community Transport Take up - trips year-on-year



Environmental Impact – Strategic Plan Actions (2024/25)

We have:

- Enabled a programme of **Leisure Centre de-carbonisation** to reduce environmental impacts of leisure centres by 2027
- Delivered the first year of the **ESSL Improvement Plan** to achieve benefits in how we deliver waste and other front-line services between 2024-2027
- Implemented the **Cycling and Walking Strategy** to take us to actionable implementation during 2025
- Led the **Buzzabout and Katch community transport pilots** and delivered options for community transport
- Embedded the delivery of **Biodiversity Net Gain through the Planning process**.
- Launched the **East Suffolk Habitat Bank initiative**, connecting landowners to enable offsite Biodiversity Net Gain
- Reviewed and rebranded the 'Pardon the Weeds' campaign**, now 'Nature First' and identified additional land and projects.
- Continued to ensure that we work in the interest of all communities to mitigate the impacts and maximise the benefits of **Energy Related Nationally Significant Infrastructure Projects**
- Supported local communities to **adapt and thrive in the face of a changing climate**
- Implemented a plan for our **Simpler Recycling Strategy** including initiatives to support behaviour change and influence enhanced recycling rates
- Delivered the **field to fork** programme including growing spaces and growing kits
- Delivered initiatives to improve cleanliness and environmental enhancement across the district, stimulated and supported community activity and improved civic pride under the **East Suffolk's Amazing** initiative
- Worked with partners to develop approaches to **improving water quality and water management**
- Empowered local organisations** to deliver environmental initiatives
- Delivered our **Recreational Disturbance Avoidance and Mitigation Strategy (RAMS)** to implement agreed initiatives





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

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

Key Performance Indicator summary (2024/25)

	Year			Direction of travel	Commentary for Full Year
	Target	Actual	Status		
Net number of new dwellings delivered (Local Plan housing requirement)	916	752	Orange	▼	The provisional net housing completions figure for the full 2024/25 year is 752 dwellings, comprising 514 market dwellings and 238 affordable dwellings. The final figure will be confirmed later in the summer. The figure is lower than the total completions recorded in 2023/24, of 857 dwellings and lower than the annual requirement in the Local Plans of 916 dwellings. Challenges in the wider economy continue and will influence housing delivery, including the increase in costs of living. There are also ongoing delivery challenges around brownfield sites particularly in Lowestoft. As of 31.3.2025, 7,313 dwellings have planning permission and 1,268 are under construction (provisional figures), indicating that there is a good potential supply of housing coming forward. Site allocations contained in the Council's two Local Plans and in some Neighbourhood Plans are continuing to come forward. The strategic site allocations in the Local Plans will provide a substantial contribution towards the housing requirements, and there is continuing active progress in bringing them forward albeit that a number are not yet at the stage of delivering housing completions. The annual review of the Housing Action Plan will continue to help to identify issues, and actions as appropriate to support housing delivery. See Chart 7 and 8 .
Long Term Empty Homes - returned to use	25	25	Green	➤	In 2024/25, 25 properties were returned to use, reaching the annual target. Another 25 properties have been identified to be prioritised in 2025/26. See Chart 9 .
Number of families in Temporary Accommodation	Data only	264	n/a	➤	Temporary accommodation (TA) figures increased significantly over the last 12 months with a 23% increase since January last year. More families are presenting to the Council and in need of temporary accommodation with a significant increase of children in TA. End of Assured Shorthold tenancies in the private rented sector continues to be the highest reason followed by relationship breakdown and family not willing to accommodate. See Chart 10 .
Number of singles in Temporary Accommodation	Data only	247	n/a	▼	

	Year			Direction of travel	Commentary for Full Year
	Target	Actual	Status		
Arrears reduction rate	TBC	-10.8%	TBC		Both current and former arrears are considerably down compared to the last financial year. This can be attributed to ongoing rent regulation work. Although the total arrears values have reduced, the average debt value has increased on both current and former tenancies. This indicates that we have fewer tenants in debt, but those that are in debt are experiencing higher levels of arrears.
Household support delivery fund	TBC	£98k	TBC		In 2024/25, £98k was allocated through the Household Delivery Support Fund which supported 188 households (84 households with children, 19 households with a disabled person; 11 households with pensioners and 74 other households). See Chart 11 .
Overall satisfaction with tenant services	85%	75.0%			Overall, Tenant Satisfaction is reported to the Regulator of Social Housing (RSH) as a cumulative measure from April-March. We set a target of 85% for overall satisfaction for the 2024/25 reporting period. Cumulative overall tenant satisfaction was at 75% (weighted) for 2024/25, for our Low-Cost Rental Accommodation stock. The median published by the RSH was 71.3% for 2023/24. Based on our 2024/25 result, and the RSH median, our target is currently being reassessed for 2025/26.
Rent collection rate (rent charge/rent paid)	TBC	107%	TBC		New KPI added at end of 2024/25. The overall percentage of income received has been very favourable this year. Attempting to balance factors such as managed migration (where reliance on housing benefit is falling) and increasing rent during a difficult cost of living period while still maintaining a high percentage of income relative to debit is increasingly challenging.
Homelessness Prevention or relief	444	417			There were 417 successful outcomes over the last 12 months when households were made offers of accommodation and duties were discharged successfully. An average of 25 successful outcomes per month. The Council accepted 210 Main Duties and some of these duties were discharged into the private rented sector or through the Housing Register. In 2024/25, the Housing Needs Team completed 1213 assessments under the homelessness duties. See Chart 12 .
Neighbourhood Plans	<p>Neighbourhood plans across the district have made good progress. See Chart 13.</p> <ul style="list-style-type: none"> Easton and Playford neighbourhood plans have been formally made. Decision Statements were published for Carlton Colville and Westerfield plans which will proceed to referendum in late spring/early summer 2025. Ufford Neighbourhood Plan completed its Examination, and the Decision Statement is due to be issued in April, proceeding to referendum thereafter. Aldringham cum Thorpe Neighbourhood Plan completed the Pre-submission (reg.14) consultation in December 2024 and is in the process of submitting the final draft plan to ESC. Eyke, Tunstall, Theberton and Eastbridge, and Wissett have had new neighbourhood areas designated. New guidance for Neighbourhood Planners on Housing and the Environment and Climate Change will be published in April/May 2025. 				

Sustainable Housing Trends

Chart 7: Net dwellings completed by year

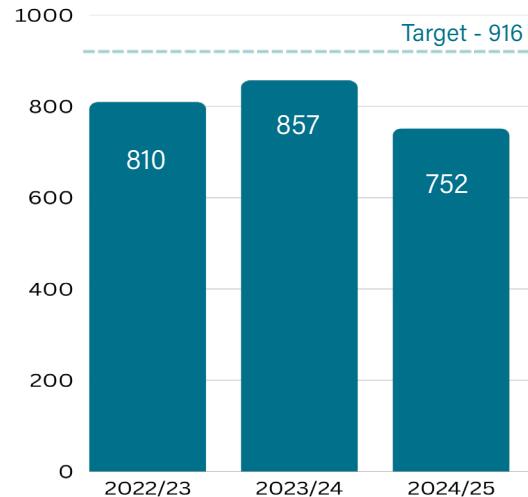


Chart 8: Net dwellings completed by quarter and financial year

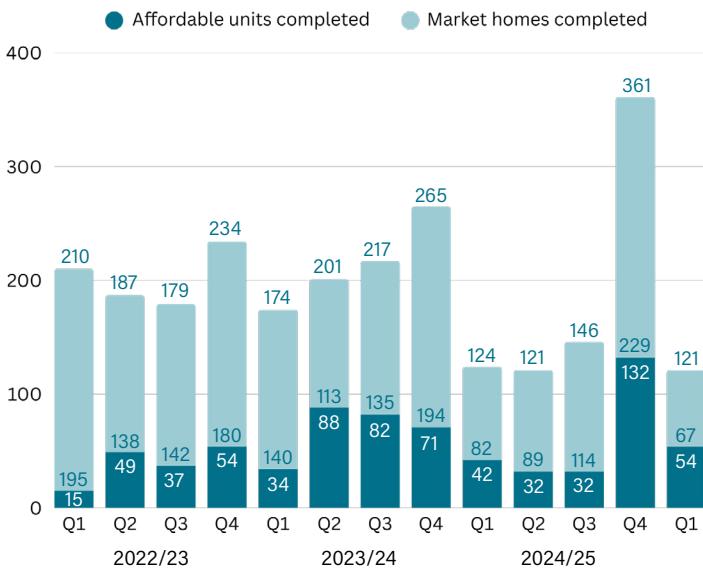


Chart 9: Long Term Empty Homes - resolved

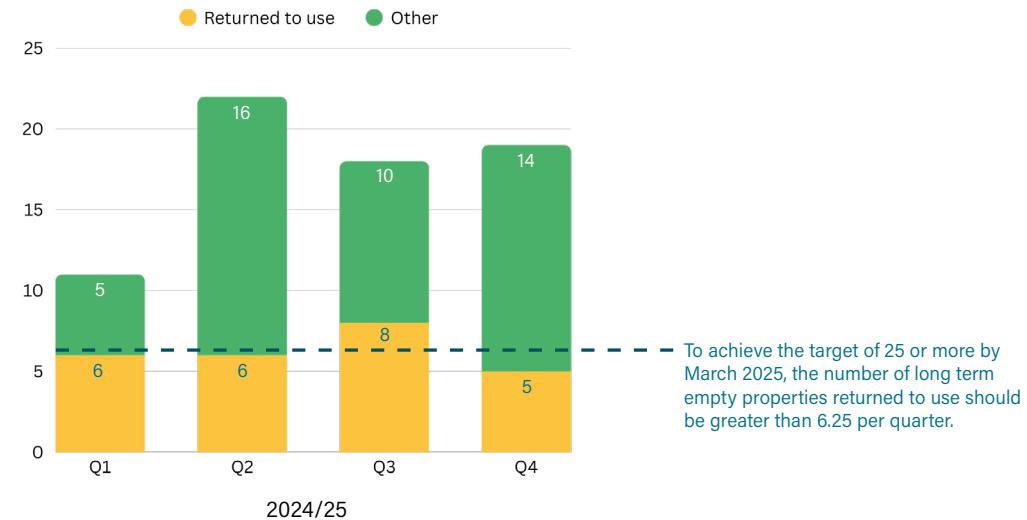


Chart 10: Number in temporary accommodation at the end of the month (Snapshot)

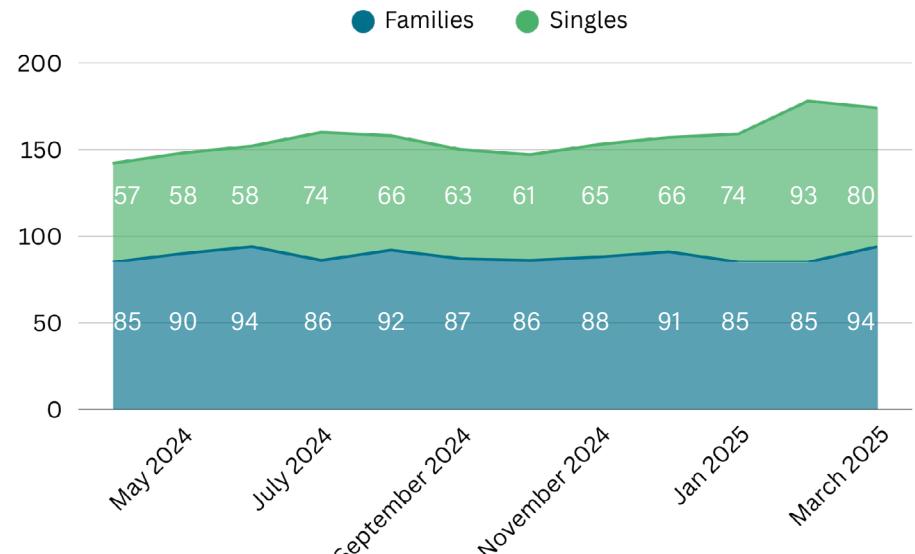


Chart 11: Household Delivery Support Fund - Spend

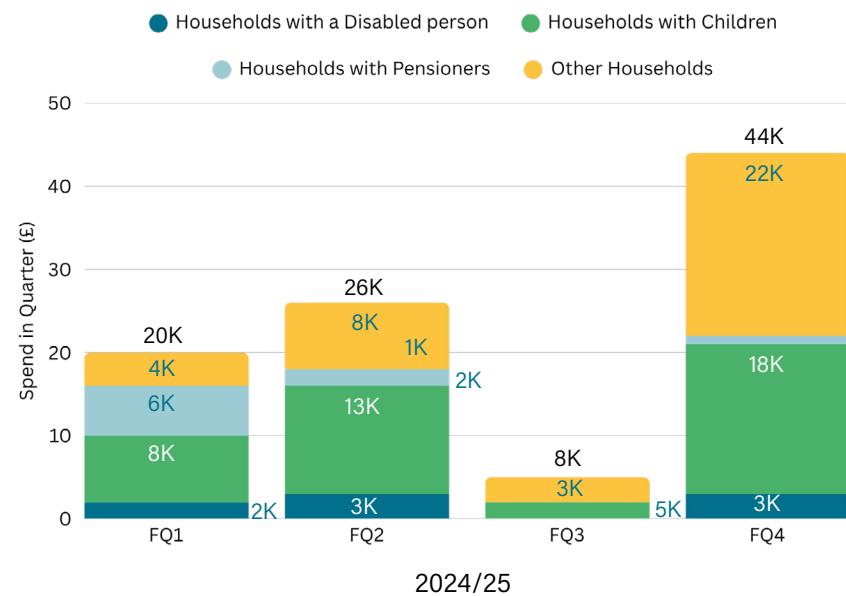


Chart 12: Homelessness Prevention or Relief

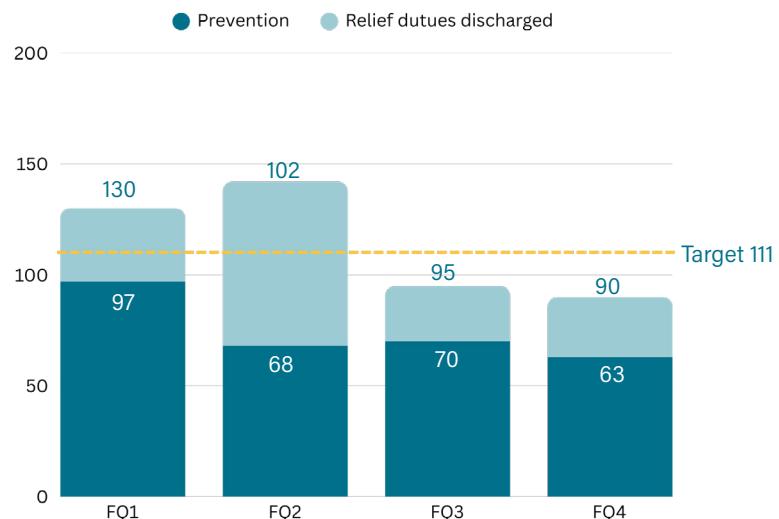
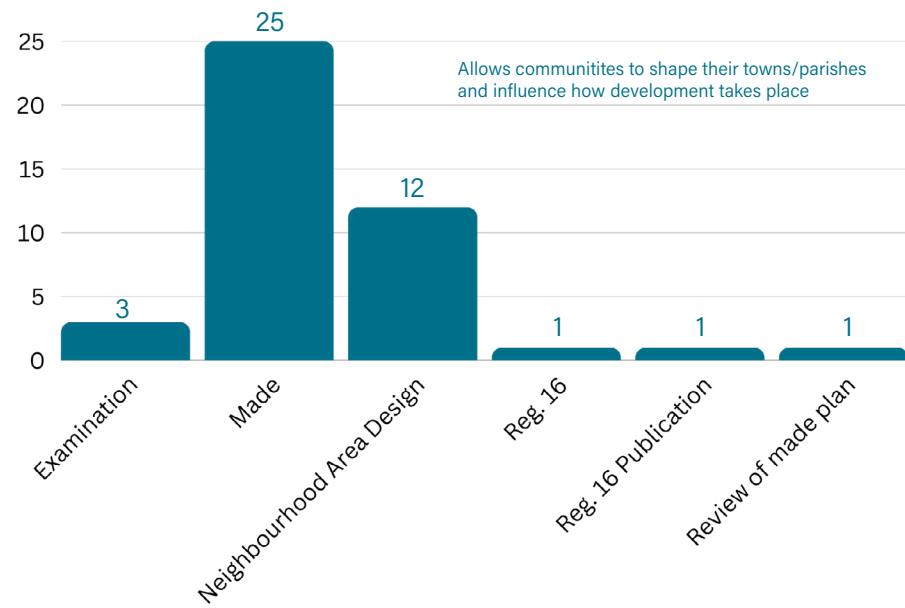


Chart 13: Neighbourhood Plans

Latest stage as at: March 2025



Note: includes plans recorded since 2018

We have:

- Approved the business case and business plan for **East Suffolk Property Investments Ltd (ESPIL)**
- Continued work to develop the **North Felixstowe Garden Neighbourhood masterplan** adopted in 2025
- Continued work to develop the **Planning Position Statement for Kirkley Waterfront**
- Developed a **Rural Affordable Exception Housing Joint Working Group** to deliver on agreed priorities by 2028
- Continued a programme of **HRA Stock Condition including retrofit investigations** to be delivered through to 2026
- Undertook work towards a full review of the future use of **Housing Revenue Account Garages** for implementation by Autumn 2027
- Carried out work towards a full asset review / options appraisal for **two housing investment projects** to be delivered by Winter 2025/26
- Created a **Housing Developers Charter** / position statement
- Developed the business case for a **long-term empty homes** scheme to be in place by Autumn 2025 when current funding ends
- Carried out the **Safe Suffolk Renters (Pathfinder)** project and secured additional funding by Spring 2025
- Completed and obtained approval for the **Sizewell Accommodation Strategy** by September 2024 and subsequently implemented a programme

- Implemented the **East Suffolk Housing pathway** by Summer 2025
- St Peters Court decant and decommissioning** by Autumn 2025 and demolition by December 2026
- Carried out a 12-month review of **Housing First (Rough Sleeping Initiative)** and evaluate the success by December 2025
- Planned delivery of the **Avenue Mansion refurbishment for Temporary Accommodation** by January 2026
- Planned to build a new **Logistics Hub** for the HRA and exit Rotterdam Road building by Spring 2026
- Continued to progress the first Passivhaus delivery at **Deben Fields (new build)** for completion by March 2026
- Supported and enabled communities to develop, consult on and deliver **Neighbourhood Plans**
- Created a **Custom and Self Build Action Plan** during 2024/25





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

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

Key Performance Indicator summary (2024/25)

	Year			Direction of travel	Commentary for Full Year
	Target	Actual	Status		
Funding Delivered for Communities Enabling Communities Budgets	£412,500	£412,479		▲	In total for 2024/25, 261 funding opportunities were approved totalling £412,479.49.
Increasing participation in leisure activities Based on number of visitors to our leisure centres	% increase	-6% compared to previous year		▼	The total number of visits (1,178,816) to the leisure centres over the year are slightly down on the previous year by 6% however there was an unusual peak in the figures for the previous year in September which causes this. The target number of visits per annum for 2025/26 will be set as a 1% increase of what was achieved in 2024/25. See Chart 14 .
Reduce health & wellbeing & Community Safety inequalities Count of customers engaged with community safety, financial, and health & wellbeing projects.	Data only	9745		▲	In 2024/25, 28,274 customers were engaged through financial, community safety, and health and wellbeing projects. Work is continuing to capture the percentage of customers experiencing positive change. In Quarter 4 customers experiencing positive change from financial projects was 94% and 85.5% health and wellbeing projects. See Chart 16 . Further details can be found alongside Chart 16.

	Year			Direction of travel	Commentary for Full Year
	Target	Actual	Status		
Referrals to the Community Help Hub	Data only	759	On trend	▲	In 2024/25 there were 759 community help hub referrals
Low Income Family Tracker Number of households flagged "in crisis"	Data only	141	On trend	▲	In 2024/25, the number of households flagged as 'in crisis' through the Low-Income Family Tracker (LIFT) decreased. The ward with the highest percentage was Harbour and Normanston (22.73%), followed by Western Felixstowe (13.64%). See Chart 15 .
Count of community partnership projects	Data only	41	TBC	➤	We appreciate that this is not a true reflection of the projects. Work is underway to review this indicator.

Tackling Inequalities Trends

Chart 14:

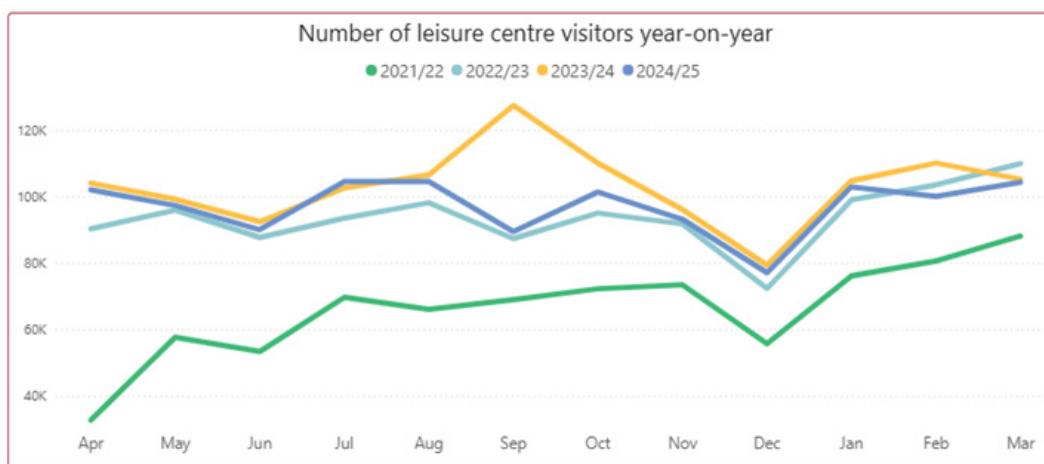


Chart 15: Number of households flagged "in crisis"

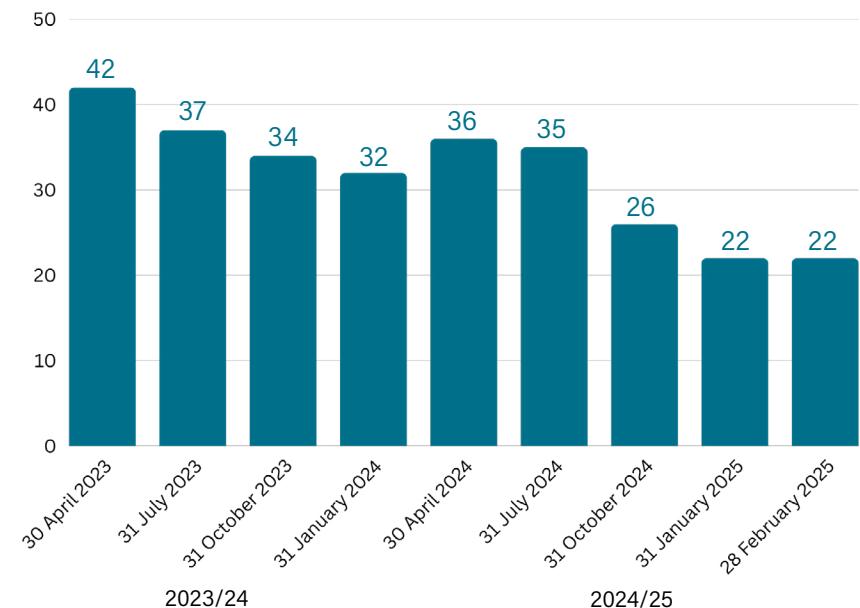
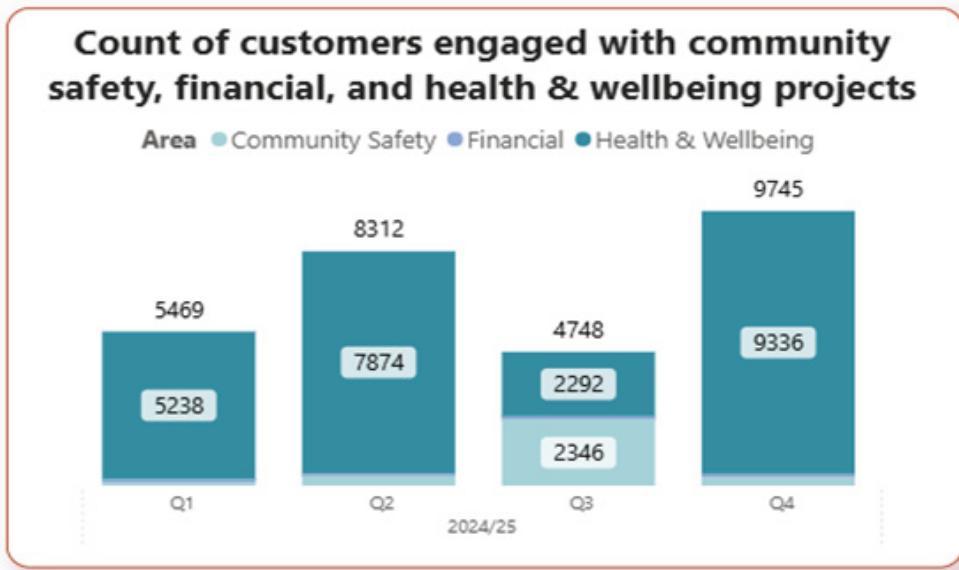


Chart 16:



Financial Support:

In the last 12 months, 439 people were supported through the Community Help Hub with their finances. This support ranged from assisting with simple queries to resolving more complex issues. In the year 237 benefits checks were completed, 118 successful benefits applications were supported and 94 awards were supported from the Local Welfare Assistance Scheme. Several people were supported with help to open bank accounts and others to complete the 'debt pack' paperwork as part of a referral to Citizens Advice for specialist debt support. We operated regular 'Help with Money' community outreach sessions in three locations in East Suffolk. An awareness raising campaign was conducted on Pension Credit during the winter, providing an information pack for Town and Parish Councils to use to disseminate information more widely in their communities. We recently secured funding through the Collaborative Communities Board for a staffpost dedicated to maximising our use of the Low Income Family Tracker.

Community Safety Projects:

The way ASB cases are handled is continually improving with the introduction of processes and procedures from the ASB transformation programme. The two Sizewell C Community Safety Officers have engaged with partners and the local community and are now ready to deliver the first mitigation projects. The CSP team has a new action plan specifically designed to encourage more collaboration and involvement of a wider range of partners, which is already happening. The Safer Streets programme has been a significant success in engaging young people and changing behaviours, and in encouraging youth providers in Lowestoft to work together more effectively.

Health Inequality and Wellbeing Projects:

A range of successful and well-embedded programmes are now in place. Feel Good Suffolk is producing good results from a standing start and has expanded to include Lowestoft Healthy Hearts and Smokefree Felixstowe. Field to Fork is a high-performing project with multiple positive outcomes in terms of growing, cooking and eating healthy food. Warm Welcomes has gone from strength to strength - with funding having been available for 3 winters, this has allowed us to focus spending where it can reach most people, and the providers have really stepped up in making their offers attractive. The Holiday Activities and Food programme continues to reach thousands of vulnerable young people. The Community Help Hub is now a permanent service within East Suffolk, and processes and objectives have been reviewed along with enhancing communication systems. A review of the current referral form and triage process has begun, as well as enhanced capture and recording of data. Work continues to look at opportunities to offer face-to-face services a couple of times a week in Lowestoft, as well as establishing regular community engagement sessions throughout the remainder of the district – at least one in each Community Partnership area.

We have:

- Delivered a range of **data-led service initiatives, including using Low Income Family Tracker** to identify where early help may maximise people's income
- Understood the specific needs of rural communities in the district, including by undertaking **rural and poverty proofing through Community Partnerships**
- Worked with partners across the district to develop the **East Suffolk Inclusive, Caring Communities Framework**
- Supported the development of community-led **Community and mobile hubs, including Health and Wellbeing Hubs**, with the aim of increasing presence in communities
- Delivered the **Community Help Hub** to provide **practical help with money and community-based outreach** for our most vulnerable residents
- Supported 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
- Continued to evolve the **Holiday Activities and Food (HAF) programme**, providing wrap-around support for vulnerable families
- Supported Councillors in allocating **Enabling Communities budgets**, ensuring impact and value for money
- Worked with Suffolk Community Foundation to develop the **Sizewell C Community Fund**, ensuring that East Suffolk Council plays an active role in grant giving and supporting community groups to make high quality applications with the best chance of success
- Developed and delivered **Community Grant Schemes** that are easy to apply for
- Reviewed the **Community Partnerships Board including community-led projects** to ensure maximum impact
- Developed a new **Health and Wellbeing Strategy** 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
- Managed the **performance of our Leisure providers including annual Health and Wellbeing Plans** that show how they contribute towards addressing inequalities across the district
- Led **Feel Good Suffolk**, working in partnership with others, to enable access to smoking cessation, healthy weight, and physical activity support
- Begun to transform the way we deal with **Anti-social behaviour (ASB)**





THRIVING ECONOMY

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

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

Key Performance Indicator summary (2024/25)

	Year			Direction of travel	Commentary for Full Year
	Target	Actual	Status		
Number of businesses in East Suffolk Number of properties paying business rates in East Suffolk per quarter, to demonstrate direction of travel.	Data only	12,896	On trend	↗	<p>The number of properties paying business rates in East Suffolk in 2024/25 was 12,896 which remained similar to numbers in 2023/24 (12,968). The full five-year trend is shown on Chart 17.</p> <p>The number of businesses supported by the Economic Development team in 2024/25 was 1226.</p>
Major planning applications determined within 13 weeks	60%	82.54%		▲	<p>The total number of visits to the leisure centres over the year are slightly down on the previous year by 6% however there was an unusual peak in the figures for the previous year in September which causes this.</p> <p>The target number of visits per annum for 2025/26 will be set as a 1% increase of what was achieved in 2024/25. See Chart 18.</p>
Non-major planning applications determined within 8 weeks (minor and other)	70%	75.28%		▲	<p>In 2024/25, 28,274 customers were engaged through financial, community safety, and health and wellbeing projects. Work is continuing to capture the percentage of customers experiencing positive change. In Quarter 4 customers experiencing positive change from financial projects was 94% and 85.5% health and wellbeing projects.</p>
Town and Visitor footfall Data is captured via footfall counters located within 11 East Suffolk digital towns.	Data only	13.5m	On trend	▼	<p>The total number of visitors for 2024/25 was 13.51m, of which 3.32m were new visitors and 10.19m repeat visitors. Numbers have decreased in 2024/25 compared to 2023/24 by 21.9% for total number of visitors.</p> <p>This is aligning with national trends.</p> <p>Norfolk and Suffolk have joined the Visit England accredited Local Visitor Economy Partnerships that unlocks funding and collaborative opportunities. See Chart 19.</p>

	Year			Direction of travel	Commentary for Full Year
	Target	Actual	Status		
Vacancy rates of employment area: Vacant employment land (ha) by vacancy type	Data only	88.83 ha	TBC	↗	There were 216 vacant employment units, similar to the previous year (220). The average vacancy rate in town centres was 11.3%. Lowestoft had the highest number of vacant units at 23% (84) and Aldeburgh the lowest vacancy unit rate at 5% (4). See Chart 20 .
Food Hygiene rating	95%	98.5%		↗	The target was exceeded this year as it has been in previous years. The small number of businesses who have not achieved a broadly compliant rating remains the priority to ensure improvement. See Chart 21 .

Thriving Economy Trends

Chart 17: Net number of properties paying business rates

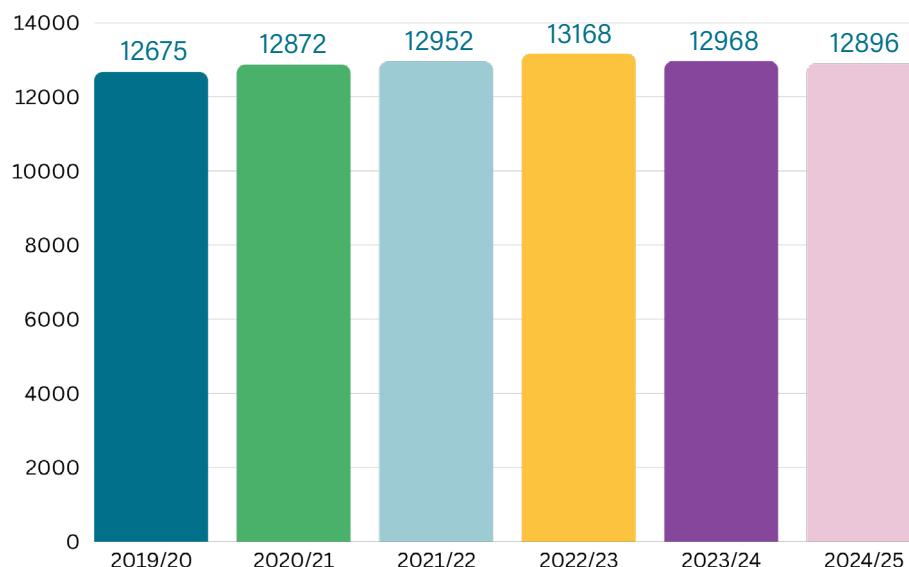


Chart 18: Major planning applications determined within 13 weeks of submission or within agreed extension of time by year

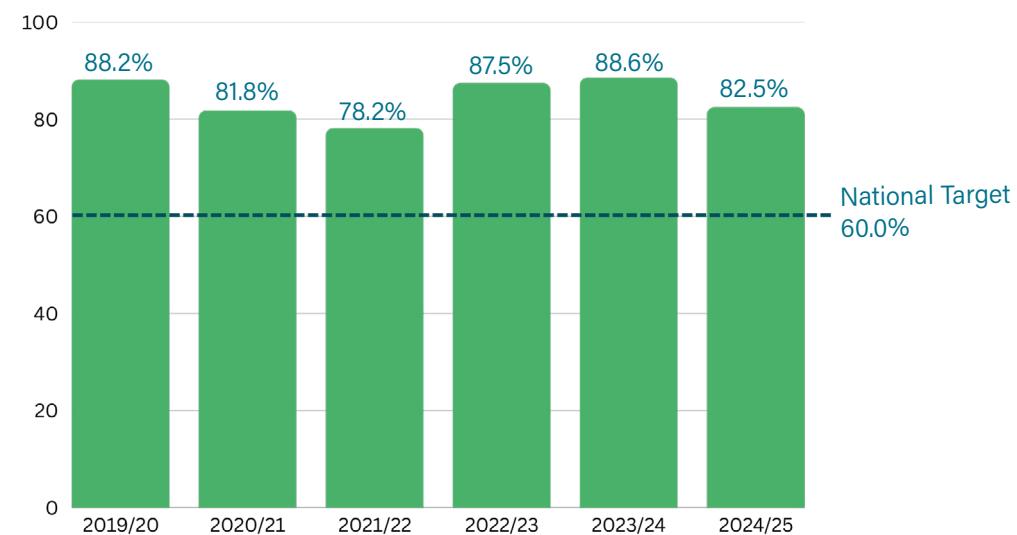


Chart 19: Total visitors to towns with footfall counters

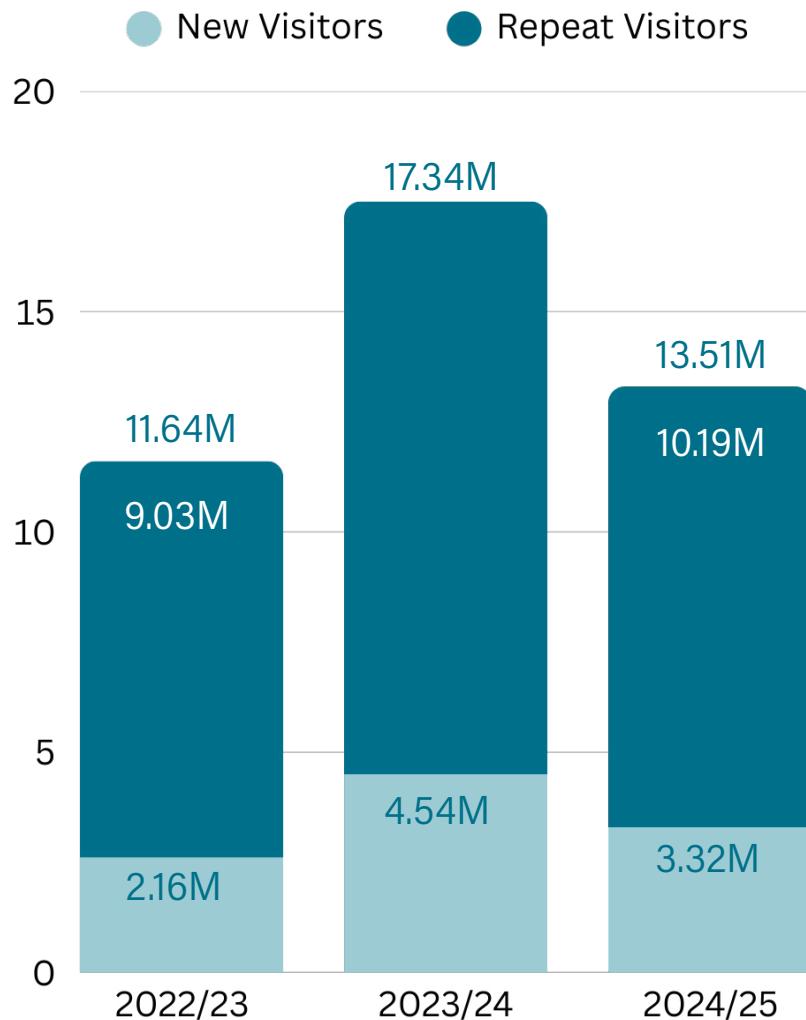


Chart 20: Vacant units (town centres only)

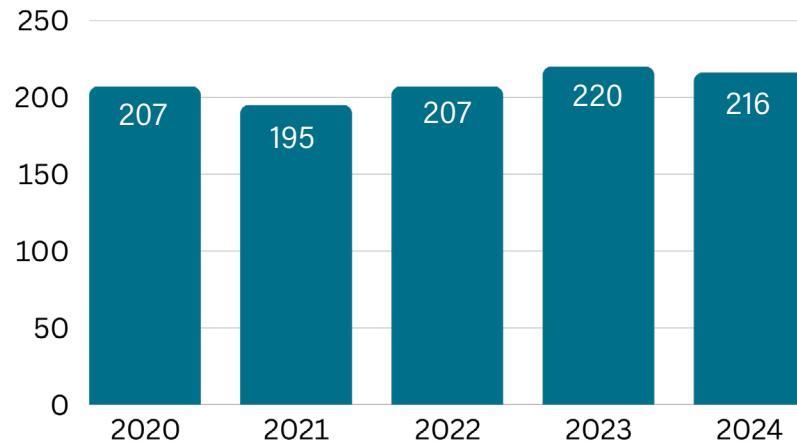
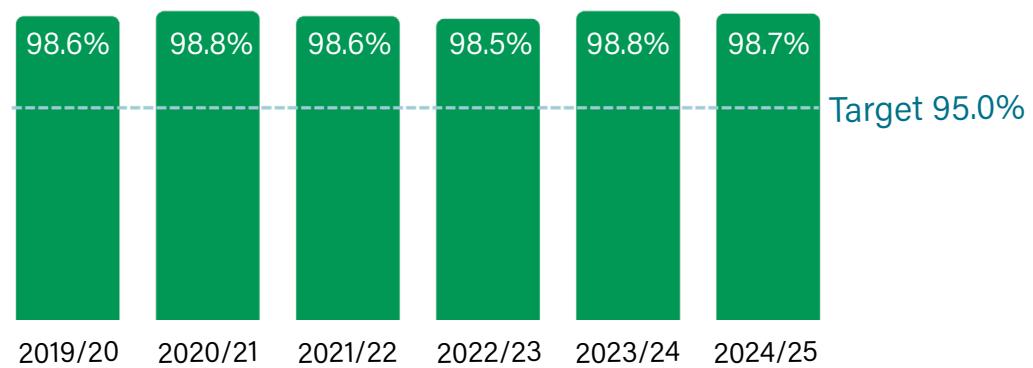


Chart 21: % of businesses in East Suffolk achieving food hygiene rating 3 - 5

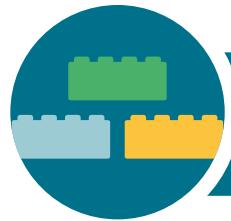


We have:

- Delivered year 3 **UK Shared Prosperity Fund Investment Plan** to enable workforce skills development by March 2025
- Delivered local support programme and contribution to the **countywide Growth Hub** business support programme by March 2025
- Promoted, developed and **accelerated developments at Enterprise Zones** – this work goes through to 2036
- Commenced **preparation for future local plan**, including robust evidence base
- Completed the Nexus development** on Lowestoft's Power Park in January 2025 with occupation by clean energy tenants in early 2025
- Delivered action plans to **provide key sector support: Tourism & Culture; Ports & Logistics; Clean Energy; ICT; Food and Drink**
- Continued to deliver the **Cultural Programme Strategy** through to March 2028
- Enabled the objectives of the **clean Hydrogen Strategy Delivery** continuing through to 2028
- Developed and delivered the **new Market Towns Revitalisation Programme**
- Rolled out delivery of extended coverage in the **Digital Towns Phase 2** project including realising additional benefits of the infrastructure in place
- Progressed delivery of **Lowestoft Towns fund** including Cultural Quarter, Post Office, Town Hall, Seafront Vision

- Ensured terms of Deed of Obligation are delivered to the benefit of the district, and deliver **Sizewell C programme including economic and tourism mitigation**
- Developed the **Felixstowe Regeneration Programme**, masterplan, and delivery of Felixstowe South Seafront development programme
- Supported events such as **First Light and Tour of Britain Cycling event**





Our Foundations (including Governance)

Key Performance Indicator summary (2024/25)

	Year			Direction of travel	Commentary for Full Year
	Target	Actual	Status		
Business Rates collection	97.5%	98.65% £703,740,849			Business rate collection rate at year end was 98.65% which exceeded its target of 97.5%.
Council Tax collection	97.5%	97.4% £193,912,191.91			Council tax collection rate for 2024/25 was 97.4%, marginally below its target of 97.5%.
Cyber security breaches	0	0			There were no cyber security data breaches in 2024/25.
IT incidents resolved within 1 working day	70%	87.03%			87.03% IT incidents were resolved within 1 working day exceeding the 70% target.
IT incidents resolved within 1 working week	85%	94.98%			94.98% of IT incidents were resolved within 1 working week exceeding the 85% target.
Customer satisfaction with online services	4 stars (80%)	4.37 stars (87.42%)			The average rating from customer feedback was 87.42% or 4.37-star rating (out of 5 stars). Over 16,000 people chose to give us a rating at the end of their online transaction with us.
FOI and EIR % completed within target	95%	99.91%			A total of 4510 requests were received - 644 FOIs, 270 EIRs, 3596 personal land searches. All requests were completed on target i.e. within 20 working days or within 40 working days where an extension was applied in line with legislation.

	Year			Direction of travel	Commentary for Full Year
	Target	Actual	Status		
Count of display screen equipment assessments to ensure we are meeting compliance requirements	n/a	1095	On trend	↗	1095 display screen equipment assessments were undertaken. 85.8% of assessments completed required no further action.
Percentage of Corporate Customer Complaints resolved within timescale by quarter	90%	100%	Green	↑	<p>We received a total of 1,193 complaints (an increase compared to 987 complaints in 2023/24). 884 were new stage 1 complaints (754 in 2023/24), 120 (79 in 2023/24) relating to Council Housing (79 in 2023/24) and 764 relating to other service areas (675 in 2023/24). 153 Stage 2 complaints were received (112 in 2023/24), 22 relating to Council Housing (21 in 2023/24) and 131 relating to other service areas (91 in 2023/24). 156 complaints received were passed on to other areas, either to be treated as service requests, or to non-ESC organisations such as SCC (121 2023/24). See Chart 22.</p> <p>98.92% of complaints were responded to within timescale. All missed timescales occurred in Q1. Following the early adoption of the new aligned Ombudsman complaints codes all subsequent quarters were 100% responded to within timescales.</p>
Number of Ombudsman cases with maladministration and/or service failure		8.1%	Green	↗	Between April 2024 and March 2025, the LGSCO determined 30 complaints against East Suffolk Council, and only 1 was upheld.
Labour turnover (HR)	Data only	12.05%	Yellow	⬇	<p>Labour Turnover for 2024/25 was 12.05% an increase from last year of 2.35%. See Chart 23.</p>
Absence: Days per FTE (HR)	Data only	6.25 days per FTE	Under review	↑	<p>Sickness absence figures for 2024/25 year ended at 6.25 days per FTE (2.40%), up marginally on those seen in 23/24 (5.78 days per FTE / 2.22%).</p> <p>Short term absence (up to 7 days) represents 1.86 days per FTE. This is a reduction on 24/25 figures (3.00 days per FTE).</p> <p>Long term absence (7 days plus) ended at 4.39 days per FTE and is an increase on the 2.79 days per FTE seen last year.</p> <p>Sickness absence levels continue to be monitored closely and are reported monthly, with managers receiving detailed reports for their service areas and suggested actions from the HR representative. This will continue to develop as we move forward into the 25/26 year.</p>

Our Foundations Trends

Chart 22: Percentage of cases resolved within timescale by quarter

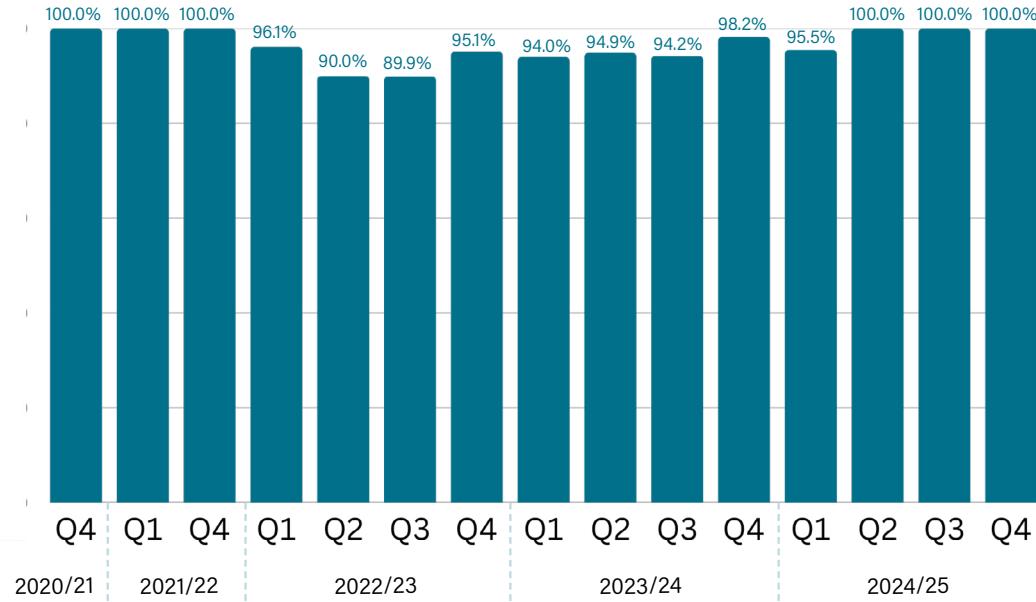
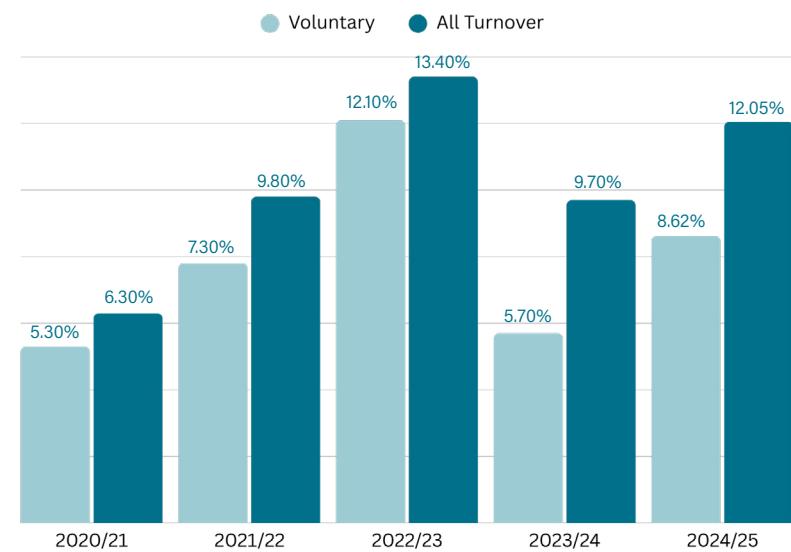


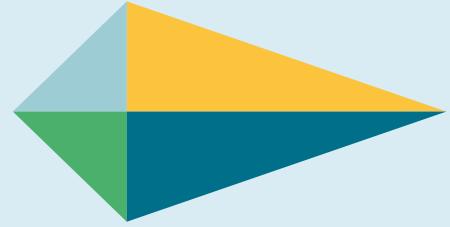
Chart 23: Labour turnover year-on-year



We have:

- Adopted a set of **Customer Service Principles** and carried out **Service Reviews** across the organisation
- Begun the development and delivery of the **next generation corporate website** – due by September 2025
- Overseen and delivered the **East Suffolk Services Ltd Improvement Plan** to provide efficient front-line service improvements
- Implemented the Equality, Diversity, and Inclusion Action Plan** – due by March 2026
- Supported 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
- Transforming Public Procurement including embedded Procurement Strategy** ensuring we meet new regulation standards
- Delivered specific actions on the **Cyber Security Framework and Action Plan**
- Implemented a **New People Strategy** including delivery of the action plan by March 2027
- Completed a **review of East Suffolk Council's Constitution** to ensure it is accessible for all
- Published our **productivity plan and developed a transformation toolkit**
- Carried out **Corporate Contract Management enhancements**
- Undertook **Budget setting and Medium Term Financial Strategy** to deliver a balanced budget
- Delivered 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
- Created a new **Asset Management Strategy** and associated asset management plan





EASTSUFFOLK
COUNCIL

eastsuffolk.gov.uk

