

East Suffolk Council



Annual Report 2022 - 2023

East Suffolk Strategic Plan

The East Suffolk Strategic Plan 2020-2024 provides the framework to deliver the vast range of vital services for our local communities. The Annual Report 2022/23 shows how we are delivering against the Strategic Plan and the strategic themes set within it. The report is broken into five theme areas:



GROWING OUR ECONOMY - Let's build a strong sustainable economy for our future; we want our district to achieve its maximum potential, for the good of everyone in the area.

ENABLING OUR COMMUNITIES - Working together, we will enable our communities to identify opportunities and challenges, we will empower them to make a difference; we will support our communities to enhance the places we live and work for the well-being of all.

REMAINING FINANCIALLY SUSTAINABLE - We will grow and prosper as a council; we will ensure we are well-run; provide value for money and strive for excellence.

DELIVERING DIGITAL TRANSFORMATION - Digital technology can transform the way we work and live; we will use technology to make services efficient and easily accessible to all and assist our communities to embrace and access new technologies.

CARING FOR OUR ENVIRONMENT - We know you are concerned about our environment; we are too, so we will put the environment at the heart of everything we do.

The East Suffolk Strategic Plan is available on East Suffolk Council's website and previous annual performance reports are also published:

[East Suffolk Strategic Plan » East Suffolk Council](#)
[Performance reports » East Suffolk Council](#)



Annual Report 2022/23

This Annual Report includes performance for 2022/23 showing our key performance indicators (KPIs), an overview of our core programme delivery and risk. A high-level description of each of these elements is provided below:

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. 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 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 services and also project delivery, demonstrating at the highest level our direction of travel, outcome based wherever possible. All KPIs were reviewed during 2022/23 and Appendix A shows a set of SMART objectives used as guidelines for development – please note some KPIs are still under development.

KPI dashboards are available in PowerBI and updated as soon as data becomes available (e.g. real-time, monthly, quarterly). These live KPI dashboards are available on the [Performance page](#) of East Suffolk Council's website.

Core Programme

It is recognised that there is a large volume of business as usual (BAU) and project work delivering to every theme of our strategic plan. This covers all statutory and non-statutory services, delivering our local authority obligations and the ambitions of the council.

Without devaluing BAU tasks, which are key service delivery to the Council, we also recognise that to deliver to our objectives of the Strategic Plan and implement change, we must have a set of projects within each theme. The projects collectively make up our Core Programme for each theme, essentially our action plan, providing direction and focussing our resources on areas that deliver to our objectives.

Risks




A council faces a variety of risks across all levels of the authority. These risks, if not addressed, can threaten our ability to meet our priorities and deliver quality, value for money services. There are also many opportunities to enhance the quality and efficiency of service delivery and therefore good risk management balances risks and opportunities as one. We must ensure that we are risk aware and that any risk which has a realistic potential to threaten success is robustly managed.

By including different levels of risk, we present a complete view of delivery to all themes, and a robust approach to risk management. A risk management matrix/process is used to monitor, manage, and score all corporate and theme risks.

A summarised view of each theme is given in the following pages of this report to show:

- a) Key Performance Indicators for the theme
- b) Core programme delivering to the theme
- c) Theme risks identified with risk score

Key for colours and symbols for KPIs are identified below:

Target met	Green	
Slightly behind target (10% away from target)	Amber	
Behind target (More than 10% away from target)	Red	
Not applicable (target not set or KPI in development)		n/a

Growing our Economy – theme summary page

KPIs

Net number of new houses delivered

In the last complete financial year, 2021/22, the figure was:

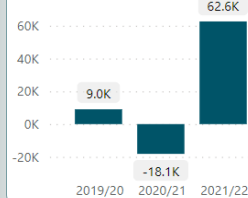
822

Local Plan requirement was: 916



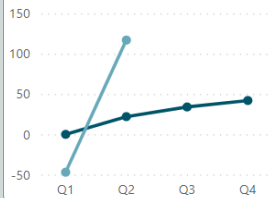
Net development of employment sites

Net floorspace generated (m²)



Net number of businesses moving to East Suffolk

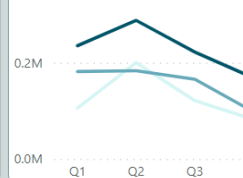
● 2021/22 ● 2022/23



Town centre and visitor footfall

Framlingham town centre visitor count

● 2020/21 ● 2021/22 ● 2022/23



Timeliness of planning decisions

Year to date figures for: 2022/23

- Out of 32 major planning applications, 87.50% were determined in 13 weeks.
- Out of 391 minor planning applications, 77.49% were determined in 8 weeks.
- For other planning applications, of which there were 1118, 78.53% were determined in 8 weeks.

Let's build a strong sustainable economy for our future; we want our district to achieve its maximum potential, for the good of everyone in the area.

Visitor Economy Value

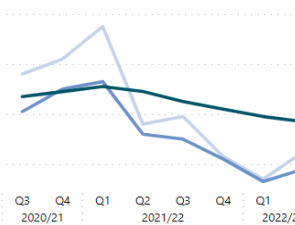
In 2021, the total number of trips in East Suffolk was 8,334,000. This yields a Total Tourism Value of £465,548,000.

Compared to the previous year, the annual variation in the Total Tourism Value is: **56.60%**



Unemployment rate

● East Suffolk ● Suffolk ● England



Workforce Skills

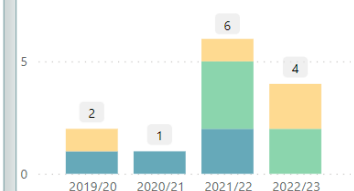


(in development)

Demonstrate CIL spending

Number of projects by year approved and by status

● Complete ● In progress ● Project has not started



Core Programme

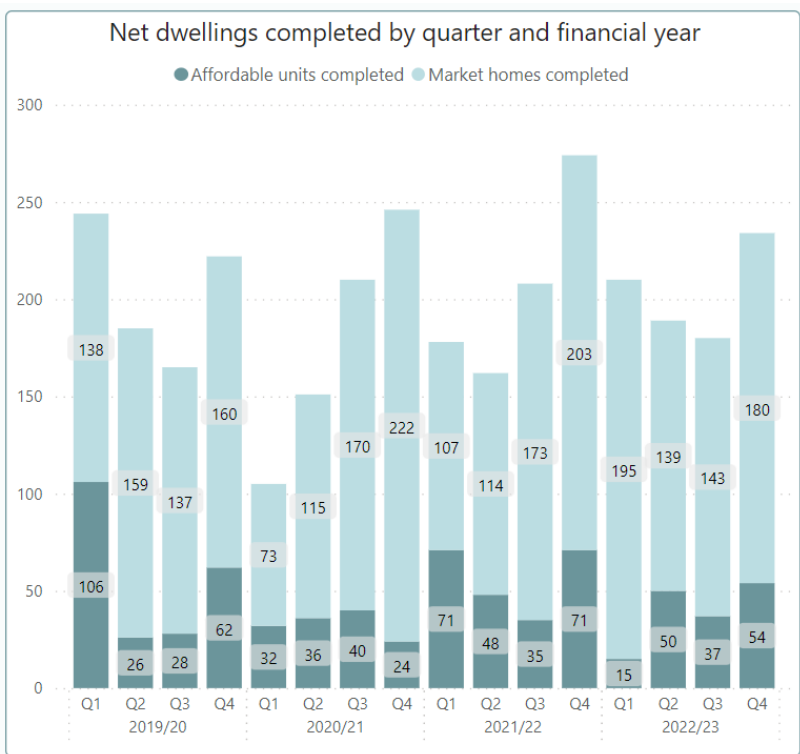
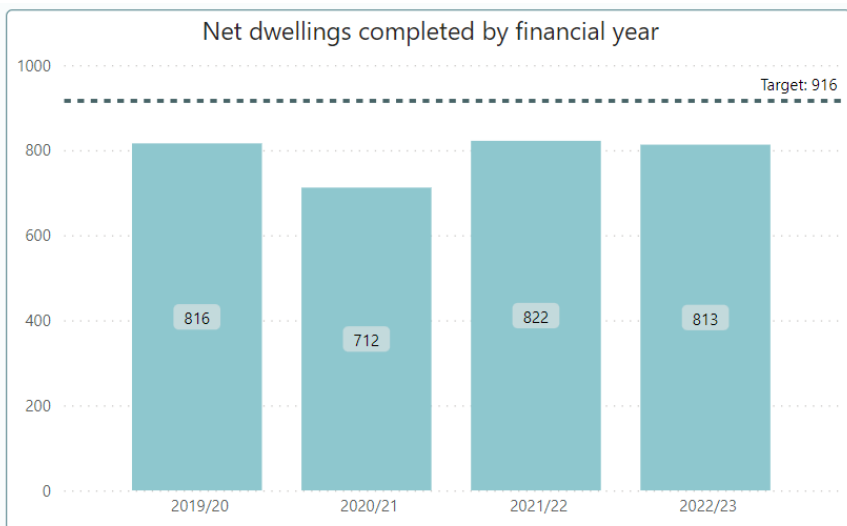
Planning applications and delivery (including major sites)
Lowestoft Towns Fund Programme
Kirkley Waterfront and Sustainability Urban Neighbourhood
First Light Festival Cultural Programme
Market Towns Revitalisation Programme
Leiston Town Centre Regeneration Scheme
Felixstowe Development Programme
Accelerate developments at Enterprise Zones
Freeport East
Conservation Area Appraisals and Boundary Reviews
Key sector support
Sizewell C Programme
Lowestoft Flood Risk Management Project
Shared Prosperity Fund Investment Plan
Business Development
Heritage Action Zones

Theme Risks

Sizewell C	Corporate	C3
Inflation on economy	Theme	B2
Resource and delivery of priorities in Economy Theme	Theme	B2
Tight labour market creating significant challenges in recruitment	Theme	B2
Reduction in business support delivery due to reduced funding	Theme	C3
Housing growth across district	Theme	C3
Support and delivery of infrastructure	Theme	C3
Apprenticeships, training & employment opportunities in key sectors	Theme	C3
Failure to invest in Enterprise Zones and Freeports due to inaccurate rate receipts from ARP	Theme	D3

Growing our Economy – KPI detail

KPI: Net number of new dwellings delivered



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. 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. For further information: [Housing Action Plan » East Suffolk Council](#) and [Open data, monitoring and housing supply » East Suffolk Council](#)

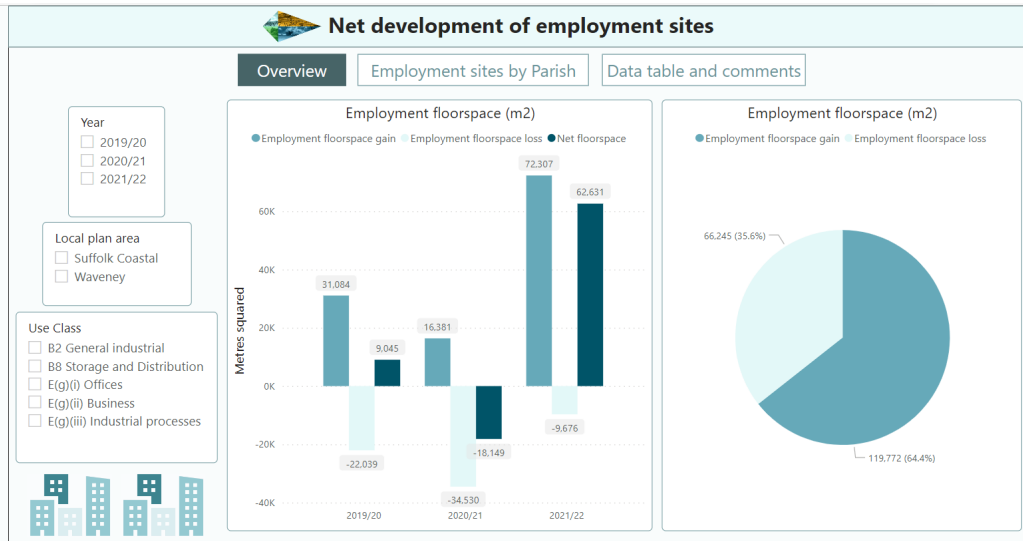
Current status

Below target (to be confirmed)

The annual target of 916 dwellings is based on the addition of the adopted Suffolk Coastal Local Plan housing requirement of 542 dwellings per year and the adopted Waveney Local Plan housing requirement of 374 dwellings per year.

The net housing completions figure for the full 2022/23 year is 812 dwellings, comprising 657 market dwellings and 155 affordable dwellings. The figure is broadly similar to the total completions recorded in 2021/22, of 822 dwellings. Challenges in the wider economy continue and will influence housing delivery, including the cost of materials and energy and the increase in costs of living. There are also delivery challenges around brownfield sites particularly in Lowestoft. However, as of 31.3.2023, 7,257 dwellings have planning permission and 1,223 are under construction, indicating that the supply of housing will continue to be delivered. The two adopted Local Plans continue to guide the delivery of plan-led housing development, with site allocations (contained in the Local Plans and in some Neighbourhood Plans) 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.

KPI: Net development of employment sites



Figures on the development of employment sites for 2022/23 will not be available until later in 2023, with the production of the Authority Monitoring Report.

In 2021/22, 72,307m2 of new employment floorspace was created. This includes a 57,000m2 distribution centre completed to serve the Port of Felixstowe. Employment floorspace lost totalled 9,676 m2. The losses include the demolition of four open sided storage sheds (7,300m2) to create a new access road to Riverside Business Park in association with the construction of the Gull Wing crossing over Lake Lothing. Other losses involved the change of use to other uses such as a veterinary surgery, café, car repair/sales, education centre and residential dwellings.

Current status

n/a

KPI: Net number of businesses

Under review

KPI: Town centre and visitor footfall



In 2022/23, town centre and visitor footfall data has started to be collected across East Suffolk towns which will provide details on the number of visits to town centres in East Suffolk and allow further analysis and help to develop this KPI (e.g. number of repeat visitors, increase due to events). KPI met for this year to deliver the footfall counters in eleven towns. At present, year-on-year data is only available for Framlingham (footfall counters were installed there in July 2019 as part of the initial pilot project) other towns rolled out in 2022/23. Year on year data for all towns will be available in 2023/24 to establish this KPI further.

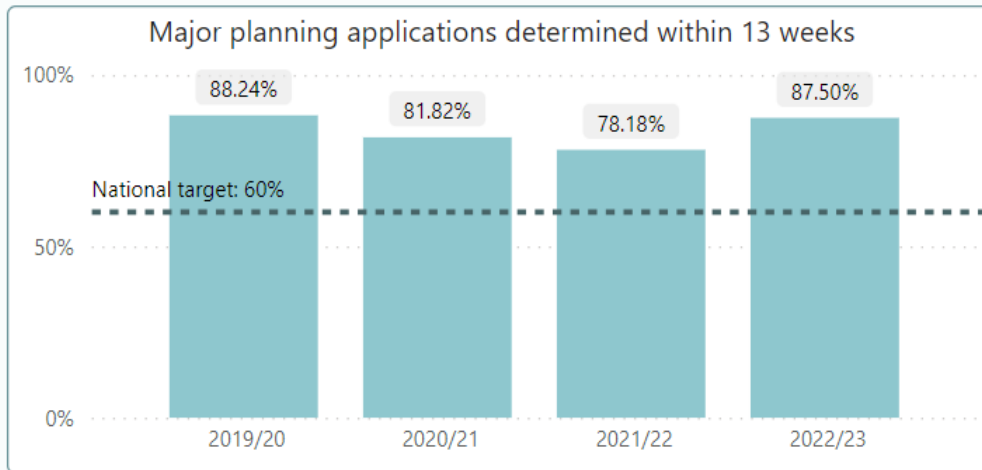
Current status



Target met

KPI: Planning decisions

Major planning applications determined within 13 weeks



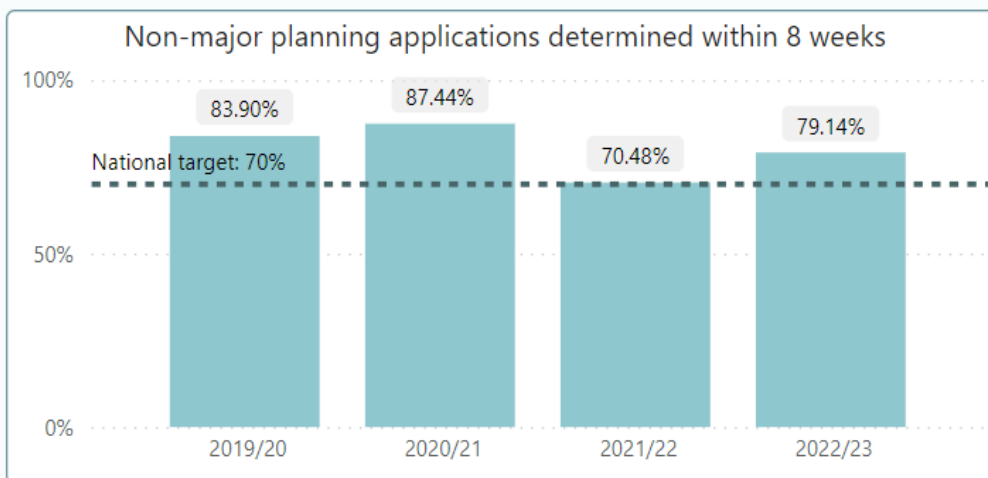
In 2022/23 the percentage of major planning applications determined within 13 weeks exceeded was 87.50% exceeding the national target of 60% and was a significant improvement in performance compared to 2021/22 which was 78.18%.

Current status



Target met

Non-major planning applications determined within 8 weeks



In 2022/23 the percentage of non-major planning applications determined within 8 weeks was 79.14% out of 1956 applications received and was above the national target of 70%. Performance had improved compared to 2021/22. *For both planning determinations within Quarter 2 there had been a significant improvement, reflecting the hard work and considerable effects of the team to ensure that the overall 2-year government monitoring period targets were met. This included officers securing a significant number of extensions of time, with some officers working significantly above contracted hours, and signing off/authorising officers prioritising those cases that are due imminently.*

Current status



Target met

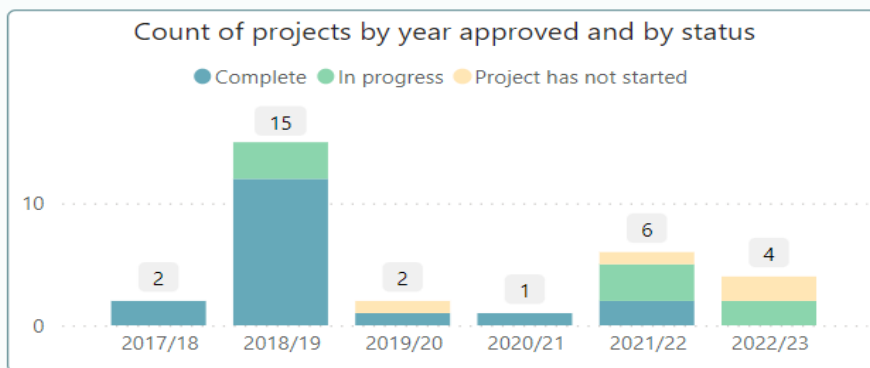
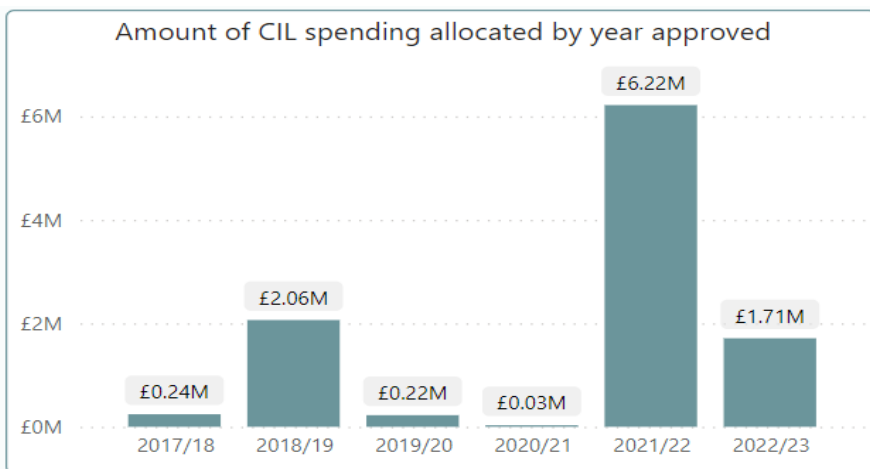
KPI: Visitor Economy Value

This KPI is currently under review and will include detailed data which will help us to identify value to the economy of the district from visitors.

KPI: Workforce Skills

There are a number of projects that will feed into further development of this KPI to understand how we are influencing the development of our workforce skills in the district.

KPI: Demonstrate CIL Spending



In 2022/23 the amount of community infrastructure levy (CIL) spending allocated by year approved was **£1.71m**. Two projects were in progress (new bespoke early years playschool setting in Dennington and Holton St Peter Primary School new early years provision). CIL Spending is on an annual cycle with bids for funds approved by Cabinet in September/October each year, and progress against the existing allocations is reported at this time. We are also required, under CIL Regs, to publish annual reporting by via the Infrastructure Funding Statement (IFS) by 31 December. *Link below:*

[Infrastructure Funding Statement \(IFS\) » East Suffolk Council](#)

Current status



Target met

Growing our Economy - Core Programme delivery 22/23

Major sites planning applications and delivery

Major planning application numbers continue to increase. Officers continue to provide pre-application guidance and work across service areas and with external consultees to achieve the best outcomes. Brightwell Lakes Reserved matters have been approved for the first homes and planned to be occupied in Spring 2024. A trajectory of the delivery of all 2000 homes up until 2040 has been established. A £1.5M budget to deliver the masterplan and progress to the submission of an outline planning for the North Felixstowe Garden Neighbourhood was approved at Full Council.

Lowestoft Towns Fund Programme

Cultural Quarter: Business case and £14.9m funding approved by DLUCH. Design contract awarded to Chaplain & Farrant in partnership with Hemmingway Design. Leisure and Cultural Stakeholder engagement undertaken to explore possible end users. Cabinet approved possible purchase of neighbouring premises. Grant agreement for the Marina Theatre was completed and will enable the Theatre to progress with design and feasibility. The project is due to be completed by March 2026.

Station Quarter: Business case and £2.9m grant approved by DLUCH. Pre application for post office submitted. A Public consultation event was held over the redevelopment of the Station Building. The station building also achieved additional £200,000 through Railway Heritage Fund. The lease agreement and agreement to lease documents signed and completed with tenant of the Post office. A media release was completed detailing end use of the Post office. Full planning application for post office was submitted and a pre application for Station building was submitted.

Port Gateway: Delivery of Port infrastructure has been included within the Port Gateway project. The team attended a meeting on the development of the Third River crossing and are with CPE on land allocation for lay town and funding ground investigation works through Enterprise Zone POT B.

Seafront Vision: The business case and £1.3m grant approved by DLUCH. The East Point pavilion project and boardwalk were completed. The public realm works contract for Royal Plain & Royal Green has been awarded to Hemmingway Design and a pre application has been submitted to planning.

Historic Quarter: Business case and £33.3m grant approved by DLUCH. Project includes 2 elements, the Town Hall which will be delivered by Lowestoft Town Council and the scores which will be delivered by ESC. We are providing ongoing support to Lowestoft Town Council with a funding application to the National Lottery Heritage Fund, the application is due to be submitted in Q1 23/24. A grant agreement has been drafted to provide LTC with £137,000 grant which will support concept design.

Kirkley Waterfront and Sustainable Urban Neighbourhood

Ongoing discussions taking place with landowners to understand their aspirations for development as well as discussions with Homes England and Government on funding opportunities to plug viability gaps. Ongoing discussions with SCC who challenged the viability of the proposed pedestrian and cycle bridge over Lake Lothing. With ESC owned land the viability gap analysis concluded to facilitate external funding discussions. Site Investigations commissioned. Brownfield Land Release bid submitted for decontamination and remediation works. Delivery options explored and revised outline consent to run concurrently with remediation works. The bid decision is due in August 2023.

First Light Festival Cultural Programme

First Light Festival successfully delivered in June 2022, increased numbers at event compared to 2019 festival. ESC contributed £200k (Cabinet approval Sept 2021). The benefit of the event continues to increase the tourism economy and drive media interest in the town and East Suffolk. The festival also secured additional marketing and PR for Lowestoft & East Suffolk. The First Light Festival CIC was awarded Arts Council National Portfolio Organisation (NPO), securing funding for the next 3 years to grow the festival and wider cultural programme. The NPO application was supported by ESC through a £500,000 investment that will be paid over a 3-year period.

Market Towns Revitalisation Programme

East Suffolk Towns Initiative Fund closed March 2023- £120k awarded to 22 place making projects. UKSPF High Street grants and Events and Cultural grants round 1 awarded £148k to 15 projects. Round 2 now closed, 15 applications are being appraised. Final MarketPlace event took place in Southwold on 22 October 2022, project now closed. In total 6 events supported, and 7 towns supported with events consultancy. Framlingham c-care project (Town Challenge Fund) is complete, awaiting project evaluation. Think Local campaigns - ongoing work throughout the year through East Suffolk Means Business and ESC social media. Town capacity building and support programme ongoing.

Felixstowe town centre was successful in applying to the High Street Task Force for consultancy support to assist with reviewing and recommending a course of action that influence key decisions going forward. This work will be integrated into the wider Felixstowe agenda.

Leiston Town Centre Regeneration Scheme

We have supported local partners with town centre redevelopment ambitions. LDA Design have been appointed as masterplan consultants. The masterplan will provide a high level, conceptual plan for redevelopment/ regeneration of the town centre framework for short and long-term improvements. Local/stakeholder engagement was completed.

Felixstowe Development Programme

Significant capital investment programme in the resort. Following substantial public/private investment north of the pier, South Seafront is the current focus. The Kitchen@Felixstowe completed in May 2022. The Beach Village & Activity Park began construction late September. We continue to work with Landguard Trust to support their ambitions.

Accelerate developments at Enterprise Zones

South Lowestoft - SCC land sold to CityGate. Further development taking place at Hornbill (Ellough EZ), occupancy rates are now at 90% across the Enterprise Zone area. Three new units are complete on EZ extension at Mobbs Way. Enterprise zone Pot B income has continued to fund Energy sector marketing through 'Generate' brand. The next steps include land-owner engagement and development of options appraisal for Riverside.

Freeport East

Transitioning to delivery phase. Incorporation has taken place and a Full Business Case has been approved. The first Freeport East investment has been announced. Theme groups are developing activity plans. Full business case development is now taking place for the Capital Seed Funded projects (£25m) and board approval to be sought in June.

Conservation Area Appraisals and Boundary Reviews

We have 52 Conservation Areas in the District (including one entirely in the Broads). These enhance the unique selling points of East Suffolk. We have a programme in place for reviewing the Conservation Areas and their Appraisals and Management Plans.

Thorpeness Conservation Area: Appraisal and Management Plan was adopted in June 2022.

Southwold Conservation Area: The Southwold Conservation Area and Southwold Harbour and Walberswick Quay Conservation Area are undergoing a boundary review, including amalgamation of Southwold Harbour and Walberswick Quay Conservation Area with the Southwold Conservation Area, through the inclusion of additional land to the north of the harbour (excludes Walberswick Quay area from the new Southwold Conservation Area which will be considered separately). Draft re-appraisal and boundary review consulted on between 1st February and 16th March 2023.

Aldeburgh: Project underway to work with the Aldeburgh Society and Aldeburgh Town Council to review boundary of existing Aldeburgh Conservation Area with a view to extending it. This will afford additional protection to the historic character and appearance of the town. Public consultation held between 6 January and 17 February 2023.

Aldeburgh Park: Appraisal being prepared to promote a new Conservation Area to take in most of Garrett Era Area. Public consultation on draft proposals took place between 6 January and 17 February 2023.

Key sector support

Working with partners, supported development of key sectors in East Suffolk. Visitor Economy, Ongoing delivery of ES Tourism Strategy through marketing partnerships, regeneration schemes at Lowestoft and Felixstowe and product development. The Suffolk Coast DMO continues to market East Suffolks tourism offer and reached over 800,000 on social media and achieved over 1.6 million views on the website. The Suffolk Coast DMO conference was held in Nov 22, 140 attended. ESC sponsored, presented, and supported the event. Screen Suffolk, a five-year contract extension for Film Fixer was issued in October 2022. Ongoing engagement is taking place with stakeholders to explore development of the Suffolk Food & Drink Network. Continued working with Generate partnership to promote energy opportunities in the East of England nationally and internationally. A Hydrogen Conference was held in February- circa 150 attended. The Hydrogen Strategy was approved by Cabinet in February.

East Coast Manufacturing group supported development of the engineering skills bootcamp which will support welding and fabrication companies in Lowestoft and surrounding areas with skills shortages. A bootcamp application was submitted by East Coast College and funding awarded. ESC was one of the sponsors at the New Anglia Advanced Manufacturing Group conference held in February 2023. The conference was attended by over 200 delegates who explored a variety of themes that support the sector. Supported organisation of Marine Science masterclass, CEFAS now expanding to include more schools and community events. Developed investment propositions on-demand (i.e. Vattenfall). Provided Inward Investment LMI internally and externally to support investment decisions. The East Suffolk Cultural Strategy was approved by Cabinet in March 2023.

Sizewell C Programme

Development Consent Order (DCO) was granted in July 2022. Three Town and Country Planning applications (TCPA) were consented by ESC for geotechnical trials, badger set creation and Marsh Harrier habitat creation.

TCPA applications have been submitted for Sizewell B Relocated Facilities and discharge of conditions. The Government has earmarked £700m for Sizewell C.

Negotiations on Government Investment Decision (GID) are continuing.

Governance to oversee the delivery of Deed of Obligation funded mitigation programmes etc to be established on or before October 2023.

Lowestoft Flood Risk Management Project

New tidal flood defence barrier will be constructed at the harbour entrance with associated flood walls to both the north and south to provide the necessary 1:200-year protection. Work package 1 and package 2 of the tidal flood walls are progressing - programme shows completion in Summer 2023. Design of the 40m tidal barrier is progressing (concept design completed and outline design ongoing). This tidal barrier will be the largest of its kind in the UK and the first to be constructed in a channel which cannot be diverted.. The development of the Transport Works Act Order is in progress to enable construction to start on the tidal barrier. Public engagement with businesses and community started in earnest on 21 October 2022 on the tidal barrier.

Shared Prosperity Fund Investment Plan (UKSPF)

UKSPF Primary goal “to build pride in place and increase life chances across the UK” ESC was allocated £2.75m. With three investment priorities: Communities and Place, Supporting Local Business and People and Skills. The investment plan was approved in November 2022. All year 1 programmes have been procured, contracts awarded,

and projects started. ESC has been allocated £1.1m from the Rural England Prosperity Fund which has been approved by DEFRA. The programme is developed and ready to be launched in April 2023.

Business Development

Enabling Self Employment project complete. 205 vulnerable and hard to reach individuals were supported to access information on self-employment and employment opportunities. 52 supported to move closer to the workplace. @INC Felixstowe has achieved the following outputs since opening, 476 people have networked and connected, 156 1:1 business advice sessions held, 14 pop up shops have showcased their business, 12 digital skills sessions held and 43 community groups have used the space. Construction commenced on site in November 2022 for Southwold Enterprise Hub. UKSPF Business Startup programme was launched in February 2023, 22 pre start up's supported and 15 young enterprises supported in the first 6 weeks. Net zero Business Support grants launched in April. A UKSPF Suffolk wide Business Support programme has been developed in partnership with all Suffolk LA's and is currently in the procurement process. This will provide a package of support including the Growth Hub service, Scale up and a Small grants programme.

Workforce Skills

284 young people received support from the Youth Employment Service April 22 to March 23, and of those 100 young people recorded a sustained EET outcome. The Personal Development Service commenced with a contractual target of 153. Over 200 business engaged with the Digital Springboard programme (digital training) to date. ED working with SCC and SPR to bring together skills requirement for all energy developments. A year 3 UKSPF Suffolk wide skills programme is being explored with SCC and Suffolk LA's. Continued work with the Suffolk LA's skills group to ensure East Suffolk locals skills needs are understood. IAG meetings reestablished with Lowestoft Schools. Working in partnership with East Coast Manufacturing group, funds secured to deliver an engineering bootcamp to assist with skills shortages in the Lowestoft and surrounding areas. East Coast College to launch the bootcamp in Summer 2023.

Heritage Action Zones

Over £350,000 in grants have been awarded for North Lowestoft improvements to buildings which includes The former Wheatsheaf Public House £72,300 (£44,620 HAZ contribution), 127 - 130 High street £140,000 (£91,000 HAZ contribution) - design complete, 73 High street £105,743 (£78,328 HAZ Contribution) - an extension has been approved for completion in Sept 23, 136 - 137 High Street £72,393 (£55,442 HAZ contribution), 147 High Street - Extension to programme has been agreed, 3-7 St Peters Street shop front scheme and works to repair Crown Score.

Restoration works have begun to former Cooks building on London Road South with works due to be completed by May 2023. Planned restoration works to former Tuttle's building are on hold due to increases in cost, we are currently awaiting commitment from the building owner to confirm their proposed investment and level of intervention required. Step back in time events have taken place in July and November, with both events seeing an increase in Footfall, Mind the Gap school performance to 65 students was completed in November. Shop front scheme underway.

Enabling our Communities – theme summary page

KPIs

Working together, we will enable our communities to identify opportunities and challenges, we will empower them to make a difference; we will support our communities to enhance the places we live and work for the well-being of all.

Funding Delivered for Communities

The total amount awarded through the ESC Community Covid grants was: £493,615.31.

The total Enabling Communities budget awarded so far this financial year, 2022/23, is: £361,543.53.



Community partnerships

Enabling and supporting local communities

Metric	Figure
Funding for community projects (£)	521,527
Customers reached	11,047
Projects delivered	196

Correct as of: 20/03/2023

Reducing community inequalities

Metric	Figure
Community Safety: customers engaged	2567
Financial: customers supported	333
Health and Wellbeing: projects delivered	136

Correct as of: 27/03/2023

How proud are you of the area you live in?

For the current financial year, 2023/24, the average star rating is:

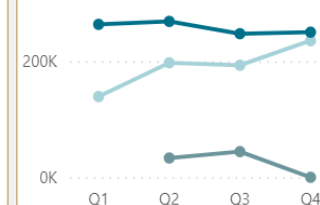


63.08% from 13 responses.

Increasing participation in leisure activities

Number of visitors to the leisure centres

● 2020/21 ● 2021/22 ● 2022/23



Quality of accommodation

Improving quality and safety of housing living independently



(in development)

Access to suitable housing

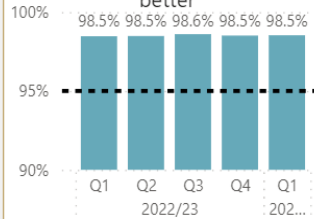
Meeting housing needs



(in development)

Food Hygiene Ratings

% rated generally satisfactory or better



For the last 12 months, the % of ratings at 3-5 is 98.52% and the target is 95%.

Port Health Performance

Results of the latest ISO 9001:2015 audit for Port Health:

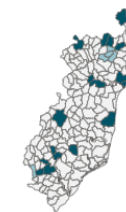
Metric	Count	Area of the standard
Major nonconformity	0	-
Minor nonconformity	0	-
Opportunity for improvement	1	Planning

The audit took place on: 31/01/2023.

Neighbourhood Plans

So far, there are 18 made plans and 3 more going to referendum, shortly.

Status ● Made ● Referendum



Core Programme

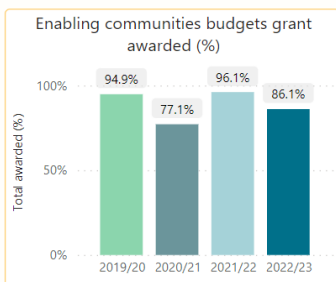
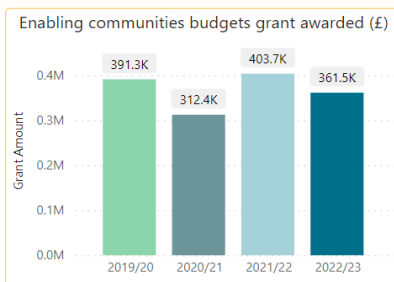
Community Partnership priorities
Community Grant Schemes
Support to Neighbourhood Planning Groups
Cost of Living Crisis
Enabling young people
Housing for vulnerable groups
Housing Development Programme
Community Safety including ASB
Leisure Strategy including Felixstowe developments
Encouraging volunteering
Health and wellbeing

Theme Risks

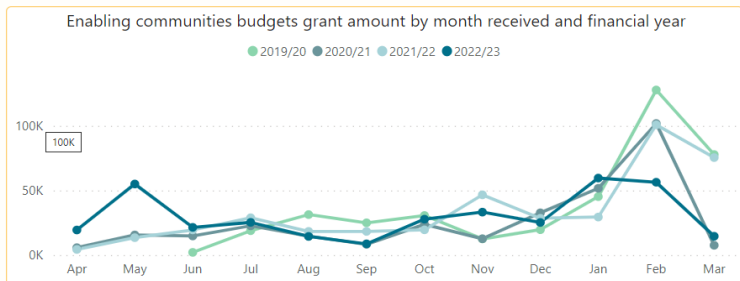
Cost of living crisis	Corporate	B3
Safeguarding – vulnerable	Corporate	D3
Housing Development Programme	Theme	D3
Mental Wellbeing – communities and businesses	Theme	B3
Refugees (inc. Ukrainian Refugees) – access to key services	Theme	D3
Housing quality checks to sponsors of Ukrainian refugees	Theme	D4
National Asylum Dispersal Policy	Theme	C3
Rising cost of leisure facilities	Theme	B4
East Suffolk being part of two new integrated Care Systems	Theme	B4
Loss of charities, voluntary organisations & community groups	Theme	C4

Enabling our Communities – KPI detail

KPI: Funding Delivered for Communities



Organisation type	2019/20	2020/21	2021/22	2022/23	Total
Parish or Town Council	86	81	76	96	339
Community or Voluntary Group	42	22	46	65	175
Registered Charity / CIC, Social Enterprise	42	17	62	22	143
Registered Charity / Charitable Incorporated Organisation	30	26	41	45	142
Registered Charity	34	16	45	42	137
Other - Project	15	21	37	34	107
CIC, Social Enterprise	29	24	15	23	91
Registered Charity / Village Hall, Recreation Ground Committee	21	10	22	16	69
Total	385	292	414	407	1498



Organisation Name	2019/20	2020/21	2021/22	2022/23	Total
Kesgrave Town Council	3,799	1,000	11,708	4,204	20,710
BACT Community Transport Limited	10,009	9,500		500	20,009
Pathways Care Farm	2,877	4,500	9,766	2,520	19,663
Rushmere St Andrew Parish Council	4,320	4,883	5,500	4,500	19,203
Thin Ice			17,969		17,969
Carlton Colville Town Council	10,600		1,720	5,475	17,795
Oulton Broad Parish Council	4,250	3,000		8,978	16,228
Total	391,262	312,427	403,692	361,544	1,468,925

In 2022/23, £361,544 was awarded from the Enabling Communities budget through 407 grants. Parish and Town Councils were awarded the highest number of grants (96) followed by community or voluntary groups (65).

Since 2019/20 1,498 grants have been awarded totalling £1.4M.

Current status

n/a

KPI: Community Partnerships

Community partnerships
Enabling and supporting local communities

Metric	Figure
Funding for community projects (£)	521,527
Customers reached	11,047
Projects delivered	196

Correct as of: 20/03/2023

Since their inception, **Community Partnerships have allocated £521,527 to deliver 196 projects which have reached at least 11,047 customers.** Many projects, such as new playground equipment, reach more people than it is practical to count and so the true figure is undoubtedly significant higher.

All eight CPs, and the Community Partnership Board, continue to fund, enable and deliver a range of successful projects in line with their local priorities, targeting the broadest possible spectrum of audiences and making a real difference to East Suffolk communities. They regularly update their priorities in light of changing circumstances and strive to improve the way they measure the impact they have on their area: currently all eight partnerships are working up even more focused, SMART objectives to support their priorities, which will make their impact more measurable. Community Partnerships attract significant levels of match funding and, equally, often enable projects with little or no spend, mobilising the resources to be found in the community. They have the ability and autonomy to evolve differently in places with different needs are an innovative initiative to identify and meet local need. The number of projects delivered reduced in 2022/23 as the Partnerships moved away from offering small grants, instead focusing on larger projects with bigger impact.

Current status

Target met

KPI: Reducing Community Inequalities

Reducing community inequalities

Metric	Figure
Community Safety: customers engaged	2567
Financial: customers supported	333
Health and Wellbeing: projects delivered	136

Correct as of: 27/03/2023

Community safety: total number of customers engaged

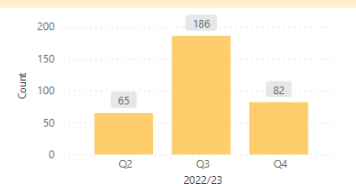
2567

People engaged through community safety events

Professionals	Young People	Total
60	156	216

Metric	Figure
ASB cases processed	124
People receiving Prevent training	143
People supported by Family Early Intervention Team	84
Young people receiving Crucial Crew personal safety training	2000

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



Financial: total number of customers engaged

333

In 2022/23 2,567 people were engaged with through community safety events (including 143 receiving Prevent training). More than 90 people were supported by the Family Intervention Team and 2,000 young people receiving Crucial Crew personal safety training.

The Financial Inclusion team (supporting non-ESC tenants) was established this year and helped 333 customers face to face and online to build a better financial future. They provide a vital element of the ESC 'Ease the Squeeze' cost of living response and will continue to develop a comprehensive early intervention offer as part of our Community Help Hub, assisting customers maximise income, reduce outgoings and navigate the complex and confusing ecosystem of financial support and advice.

136 health and wellbeing projects were supported in 2022/23. The Communities Team enabled and delivered a broad range of health and wellbeing projects aimed at tackling inequalities (in addition to those delivered through Community Partnerships), including through the three INT and Connect partnerships. This year these included Community Hubs, Men's Sheds, Meet up Mondays, Good Neighbour Schemes, Hidden Needs projects, Virtual Walks (or real walking clubs!), Chinwags or equivalent projects, dementia cafes/projects and many more.

The Family Early Intervention team provide support to families experiencing the broadest range of challenges enabling them to make sustainable changes, with the ultimate goal of reducing the need for service intervention and the revolving door into social care support which many families experience. The team worked with over 90 individuals in the past 12 months, with the average case lasting for 10.5 months. They have supported families with broad challenges who are living in very difficult circumstances but do not meet the threshold for social care support. There is a partnership approach to supporting families, the team worked with close to 100 partner organisations. Unfortunately, funding for the team is not available after October 2023.

Current status

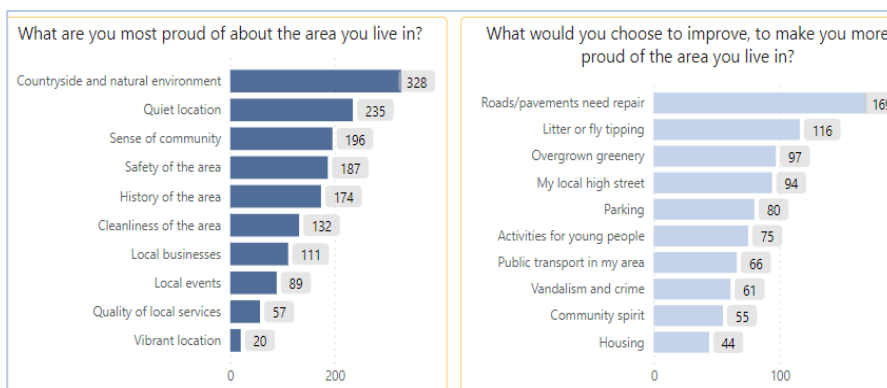
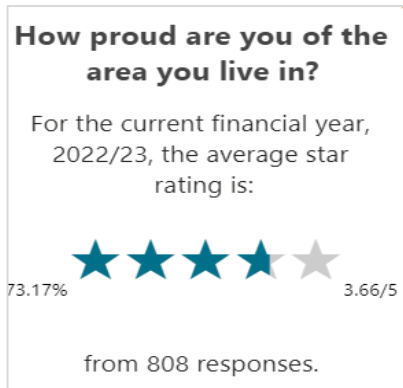


Health and Wellbeing: projects delivered

136

Project	Number of projects
Additional projects delivered	115
Chinwags or equivalent projects	5
Comfort Food venues	18
Community Hubs	4
Community Pantry	1
Cultural Connections volunteering project.	1
Dementia cafes/projects	5
Field to Fork projects	8
Food Network Coordinator	1
Good Neighbour Schemes	7
Hidden Needs projects	7
Meet up Mondays	14

KPI: Community Pride



In 2022/23 there were 808 responses received from the residents' survey which is also now available the Council's website. The overall star rating is 3.66 stars out of 5 stars. Work will continue to assess the results and ensure that areas for improvement are fed into the relevant team/organisation for action

Current status

n/a

KPI: Increasing participation in leisure activities

A difficult year for the leisure industry with a surge in operational costs that particularly affected the industry with an unprecedented increase in utility costs for swimming pool operation. During the cost-of-living crisis the leisure operators maintained their memberships and participation and in the final quarter considerably increased both. With Sport England's new strategy focussing on health and wellbeing and leisure centres becoming health and wellbeing hubs, the Council's operators are working with officers to look at opportunities to increase participation through health and wellbeing activities and prevention including through closer working with the two Integrated Care Boards and Public Health.

Current status

n/a

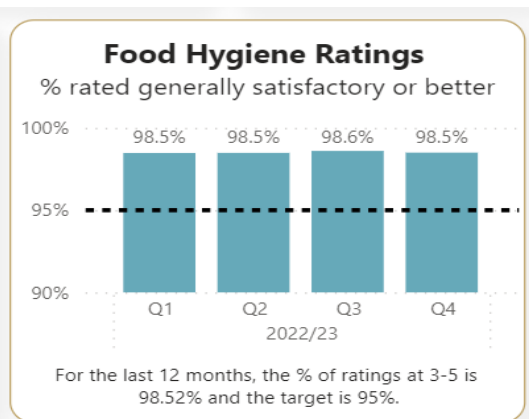
KPI: Quality of accommodation (Improving quality and safety of housing living independently)

KPI in development

KPI: Access to suitable housing (Meeting housing needs)

KPI in development

KPI: Food Hygiene Ratings



In 2022/23 performance for this KPI consistently performed above its target of 95% with 98.52% of businesses with a food hygiene rating of 3 to 5. During the year food business interventions focussed on delivering the Food Standards Agency Recovery Plan

Current status



Target met

KPI: Port health Performance

Metric	Count	Area of the standard
Major nonconformity	0	-
Minor nonconformity	0	-
Opportunity for improvement	1	Planning

The audit took place on: 31/01/2023 .

Suffolk Coastal Port Health Authority (SCPHA) currently holds a quality accreditation under the internal standard ISO:9001:2015. The accreditation covers the whole of the imported food function of the service. To achieve the accreditation, SCPHA must adhere to all the clauses within the Quality Management System. External auditors (BSI) audit SCPHA every six months and then a full recertification is undertaken every 3 years. If non-conformities are identified (minor or major) they are tracked and a plan for corrective action developed. **At the last six-monthly audit undertaken on 31 January 2023 only one opportunity for improvement was identified. There were no major or minor nonconformities.**

Current status



Target met

Enabling Communities – Core Programme delivery 22/23

Community Partnership priorities

The total number of Community Partnership projects currently running across the district is 169. The total spend against the projects is £237k. All projects supported deliver against priorities identified by each of the eight Community Partnerships at a local level e.g. reduce social isolation and loneliness (79 projects); improve physical and mental health and wellbeing (36 projects); education, aspirations, opportunities and young engagement (32 projects); active and sustainable transport provision (8 projects); other – road safety and traffic (7 projects); tackle childhood obesity (4 projects); and village halls (3 projects).

Community Grant Schemes

Full spend of Enabling Communities budgets was achieved in 2022/23 with the remaining Councillor budgets allocated against a menu of options produced by Communities and Leisure Teams in January 2023. Suffolk Community Restart was based on ESC Bounce Back fund and funded via Suffolk Contain Outbreak Management Fund (COMF) but managed by ESC. More than 140 projects were funded in East Suffolk through Restart totalling over £150,000. Boost emerged from Communities Team work with Clinically Extremely Vulnerable group in early 2021 focussing on Dementia, Disabilities, Keeping Active, Eating Well and Mental Health. Four rounds were held with £193,606 allocated. The Cost-of-Living Community Grant Fund (funding provided via SCC) of £124k was fully allocated by March 2023.

Support to Neighbourhood Planning Groups

Internal guidance for Officers, and processes, are being reviewed and updated to improve support for neighbourhood planning groups. Additional guidance on how to deliver housing through Neighbourhood Plans is being prepared.

Cost of Living Crisis

The Ease the Squeeze Cost of Living programme was defined and developed following workshops for councillors, staff, and partners. Four key areas of focus were identified - Money, Food, Fuel and Housing. 17 priority projects were agreed for funding. More than £900k of funding was secured, including more than £200k from UK Shared Prosperity Fund. All projects are now underway, including Warm Rooms (31 sites for winter 2022), Comfort Food (13 sites agreed), Community Pantry grants, Cooking on a Budget workshops, Uniform Banks and Field to Fork Growing Kits and Growing Space grants to complement provision available at the Suffolk level e.g. Local Welfare Assistance Scheme. Briefing sessions were held for staff, councillors, Town and Parish Councils and partners on the emerging programme and Lead Officers for each project identified within the Communities and Warm Homes Teams. The Communities Team responded to more than 700 cost of living referrals to March 2023. A new Financial Inclusion Team established to support residents with budgeting, benefits, grants etc. 2.1 FTE in Communities plus 1.5 FTE in Housing. The Housing and Communities Teams and Access Community Trust worked in partnership to develop a hub at Bridge View for residents with chaotic and complex lives. We worked with the Norfolk and Waveney ICB to pilot a 'Cold Homes' project targeting financial support at people with Acute Respiratory illnesses to ensure that they were able to heat their homes and will expand on this next winter.

Enabling young people

The East Suffolk Young People Action Group meets quarterly. Projects include a Male Mentor Campaign (10 male mentors recruited) and the Youth Focus project launched at Suffolk level with a focus on nine more urban areas of East Suffolk including five in/adjacent to Lowestoft. The Rural Youth Work pilot delivered by CAS launched September 2021 with funding for a two-year pilot in the four most rural Community Partnership areas – an engagement officer is now in place and has developed initiatives such as a deeper dive survey in Woodbridge CP and Carlton Colville CP and 'Food. Skate. Ball' skate park event in Halesworth working alongside the local Communities Officer and Halesworth Town Council. The latter saw 75 young people attend and contribute their views on future improvements to Halesworth Town Park. Work has been done by ESCT to map youth services to understand and plan provision more effectively. Youth Voice was relaunched via a social media campaign in

January 2022 and now focuses on maximising input from young people, including in relation to the eight Community Partnerships and ESC Services. ESC Communications Team now uses 'Youth Voice' as the brand for all things young people. In the most recent Youth Voice reporting period (summer 2022), 285 responses were received. A Youth Take Over Day took place again in November 2022.

Housing for vulnerable groups

We are providing social housing for Unaccompanied Asylum Seekers (UASC) and Afghan Interpreters and their families. SCC Development team now liaise regularly with the ESC Housing Development team to evaluate approaches and enquiries from Developers and Care/Support organisations.

Housing Development Programme

We are maintaining the 3-year rolling pipeline of development projects to be brought forward. Current projections show the target of 50+units per annum significantly reduced in 2022/23 with some project delays moving completions to 2023/24 and beyond. Review of HRA Capital Programme is underway. The Impact on the Development Programme is currently unknown. Redevelopment of the Former Deben School Site in Felixstowe will provide 61 new homes designed and built to Passivhaus standard. An Empty Homes Officer was appointed in August 2022. We have established a 3-year delivery programme to reduce long term empty homes.

Community Safety including ASB

Since the launch of the revised action plan in 2022, CSP has worked to embed programmes to improve community safety. This year includes the amplification of national and Suffolk-wide communication campaigns around weeks of action for Hate Crime, Modern Day Slavery, ASB and Prevent. Key projects include delivery of Crucial Crew safety programmes in schools to over 2,000 young people annually, a programme of training on Prevent and Child Criminal Exploitation to ESC employees and Councillors and external groups like Town Pastors, regular contribution to County-wide anti-hate Hope Awards, and twice-yearly campaigns to promote awareness of domestic violence via a partnership with Coastal Action Against Abuse.

These regular activities are supplemented with standalone projects, including working with Modern Slavery officers at Suffolk Police to implement the GO bags initiative in ES with 20 bags funded, completing a Sizewell C Community Safety Action Plan, delivering two older person's safety events attracting over 60 frontline staff who received and took back to their customers key messages around fire safety, ASB, home security, personal safety, fall prevention, warm homes and rogue traders, funding and supporting diversionary activities in the Gunton and Whitton Estates to target youth ASB, including 4 mobile climbing walls, SOS bus, Catch 22 and the fire service.

Progress was made in delivering the new CSP action plan, including planning for this year's Crucial Crew, scheduling Youth Voice content to gather views about hate crime from young people, Prevent training was delivered to the MOD welfare team and to Norse and ESC employees, planning is underway for a mystery shop assessment on the Ask For Angela scheme, and a funding application submitted for two impact days to address fear of crime and community reassurance. We're also working more closely with the police as key partner. We have agreed with the MACE panel that the Criminal Exploitation money can be used to fund diversionary activity with MACE adoptees, to be decided on a case-by-case basis. Also investigating the opportunity to fund the same with the high numbers of excluded children in Waveney.

Leisure Strategy including Felixstowe developments

East Suffolk Leisure Strategy was adopted in July 2022. Felixstowe sports hub Coronation Sports Ground is now fully available for Rugby and further work on improving the car park, increasing electrical supply for proposed new floodlights is complete and the club have planning permission for floodlights and have erected them. Felixstowe School agreed in principle to lease the Felixstowe and Corinthians Cricket Club land for use as a second cricket pitch for Felixstowe and Walton Football Club to have full use of the Dellwood Avenue site. To compete, all clubs are still working with the council to achieve aims of the sports hubs. A paper went to March cabinet regarding Leisure Centre decarbonisation plan for a capital request and acceptance of external funding.

Encouraging volunteering

We worked with Community Action Suffolk to develop and implement a Volunteering Campaign across East Suffolk with funding through the Community Partnership Board and a particular focus on building volunteering capacity in the North of the district. The campaign was delivered in Suffolk Action Week in October 2022 with social media posts, four Volunteer Fair events and four Volunteer Information events at East of England Co-ops. A full report was produced for CP board. Ongoing work includes work alongside Home Start in Suffolk (who have shortage of volunteers in Lowestoft/Waveney area), and promotion of online video about volunteering. Specific work being supported in Aldeburgh CP area to build volunteering capacity - working with the Town Council and linking in with CAS who have offered to host a local event if needed. The Suffolk Volunteering Strategy is now approved by Health and Wellbeing Board. A new Community hub being set up in Beccles is also a volunteering centre and befriending service. Bungay Community Support (BCS) is due to formalise as a charity shortly and doing well in recruiting volunteers.

Health and wellbeing

CP Board funding was agreed for a Student Life pilot peer ambassador programme in 6 East Suffolk Schools. Three Mental Health Networking Events were held in March 2022. £122,400 funding agreed by ES Community Partnership Board for Well Minds East Suffolk programme including Cuppa and Chat delivered by Communities Together East Anglia), Emotional Wellbeing in the Classroom, Emotional Wellbeing in Youth Projects and Your Needs Met in the Community training delivered by Suffolk Mind as well as sponsored places on a Theatre in Education programme. The Mental Health Boost grant programme delivered more than £60k of grants allocated to VCSE organisations and a further £200k has been secured through the Suffolk COMF programme for work in Beccles, Lowestoft, Aldeburgh, Leiston and Saxmundham CP area and Felixstowe (£50k each area) on the back of the Suffolk Mind/SCC Emotional Needs Audit results.

Consolidation and updating of the former SCDC and WDC to create a single East Suffolk Council Skin Piercing Byelaw bringing the council's skin piercing regime into alignment and offer better protection to public health. The opportunity was taken to bring the council in line with good practice among other authorities by improving information and guidance available to licensees, in terms of updating outdated guidance, introducing a Code of Practice for operators and improving the website. The new byelaws came into force from 1 April 2023.

The Safety Advisory Group has been working with communities and businesses to ensure events, such as Latitude, are managed safely, with minimal impact on residents and communities. A Health and Safety Intervention Project has been undertaken between April and September 2022 and, guided by Health and Safety Executives national guidance, focused on inflatables, temporary structures, gas and electrical safety at commercial premises.

We are supporting theatre production in schools about air quality in conjunction with SCC. So far, 10 schools signed up with productions held in February/March 2023. We will place a diffusion tube (monitoring nitrogen dioxide) at each school taking part to continue interest and education on air quality, and after production each school will be offered an anti-idling banner to place at the front of the school.

Remaining Financially Sustainable – theme summary page

KPIs

We will ensure we are well-run; provide value for money and strive for excellence.

Budget gap

General Fund Budget Gap Forecast (MTFS)

● February 2022 ● February 2023

Reserve sustainability

Opening balance and MTFS

● East Suffolk General Fund ● Port Health

Savings achieved

Graph shows YTD figures for: 2022/23

£1,728,000
February Actual

£804,000
2022/23 Budgeted

£924,000
Difference

For the last complete financial year, 2021/22, the total savings were £1.154M and the target was £0.708M.

Income generation

Graph shows YTD figures for: 2022/23 (excluding Port health)

● Actual - - - Target

For the last complete financial year, 2021/22, the total income was £-18.47M and the target was £-18.10M (excluding Port health figures).

General Fund Asset Performance

For the year: 22/23

Type	Cost	Income	Ratio
Community Benefit	£5.2M	£0.8M	1:0.17
Investment	£5.2M	£7.5M	1:1.45
Operational	£2.4M	£0.2M	1:0.07
Surplus	£0.3M	£0.4M	1:1.45
Total	£13.2M	£8.9M	1:0.68

Ratio is **expenditure : income**

Housing Revenue Account

(in development)

Business Rates collection rate

Graph shows YTD figures for: 2022/23

● Actual - - - Target

For the last complete financial year, 2021/22, the amount collected was £83.89M and the target was £80.51M.

Council Tax collection rate

Graph shows YTD figures for: 2022/23

● Actual - - - Target

For the last complete financial year, 2021/22, the amount collected was £167.53M and the target was £164.14M.

Treasury Management

Investment income Return on investment (%)

Successful grant funding bids

For the financial year 2022/23, out of 18 applications, the % of grant applications that East Suffolk Council won was:

94.4%

As a result, East Suffolk Council was awarded £13,236,811.00.

Core Programme

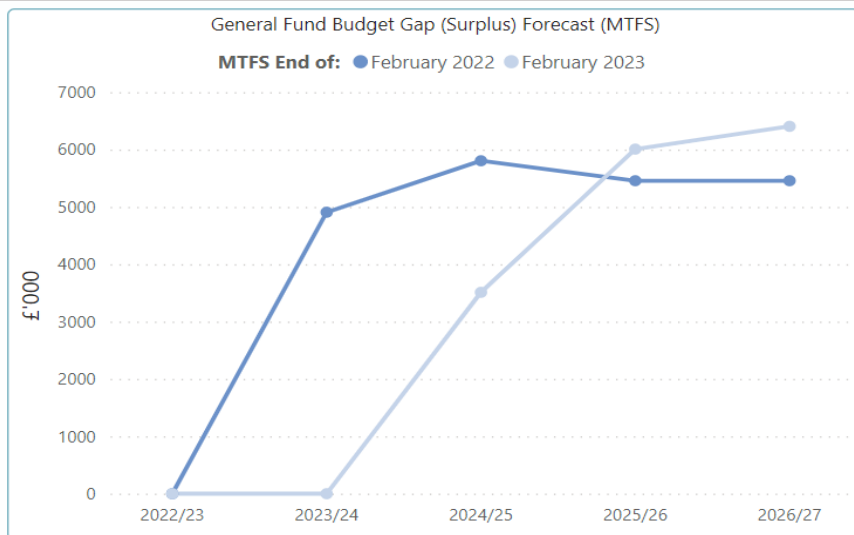
Optimising General Fund Assets
Delivery of MTFS
Realising savings and maximising investments
Optimising external funding opportunities
Optimising contractual arrangements:
Leisure Contracts
LATCO Waste and Operations
Organisational design/accommodation strategy – Accommodation changes

Theme Risks

Capital Programme	Corporate	C3
Development & business opportunities by creating LATCOs	Corporate	D4
Significant service delivery contracts/partnerships	Corporate	D4
Medium Term Financial Strategy inc balanced budget	Corporate	D2
Cost of living crisis impact on council's income streams	Corporate	C3
Increase in inflation rates	Corporate	B2
Skills to meet financial challenges/finances	Theme	C3
Achieve savings	Theme	C3
Wage inflation risks	Theme	B2

Financial Sustainability – KPI detail

KPI: Budget Gap



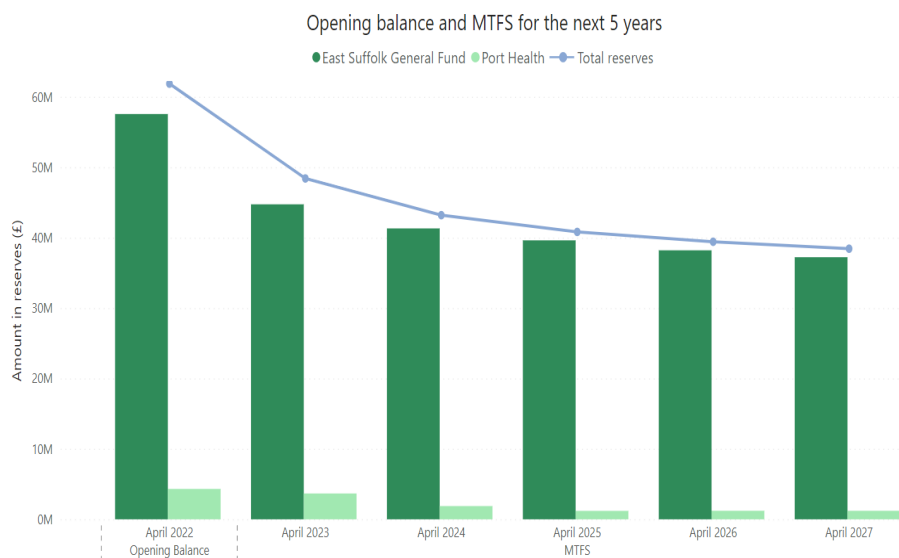
A balanced budget is presented for 2022/23 and 2023/24. To balance the 2022/23 revised budget, £1.1m use of the in-year savings reserve was forecast. The actual position will be confirmed once outturn is finalised. The primary concerns regarding the Council’s Budget and MTFS continue to be uncertainty in the local government finance system, and inflationary pressures. The Council’s MTFS to March 2027, projects an increasing budget gap from 2024/25. Due to the uncertainty of local government finance reforms, and the range and scale of expenditure and income pressures, a combination of actions will be needed to ensure a longer term sustainable position including maximisation of income, and the achievement of savings.

Current status



On track

KPI: Reserve sustainability



A review of reserves has been undertaken this year, to identify reserve balances which have not been used for some time and/or are no longer required for their original purpose. This review released in the region of £1.8 million to the General Fund. There are a number of reserves that are forecast to be fully or substantially utilised over the MTFS period. This includes the NHB reserve, Capital reserve and the Port Health reserve. The Financial Strategy of the Council is to maintain a robust level of General Fund Balance of about 3% to 5% of budgeted gross expenditure, equating to about £4 million to £6 million. The overall balance on earmarked reserves at the year of March 2023 remains health, at around £48 million, plus £6 million General Fund Balance. This places the Council in a strong financial position going forward. The Council’s approach is not to use reserves to fund longer-term budget gaps, but for reserves to be used in a managed way to support the actions required to address underlying budget gaps.

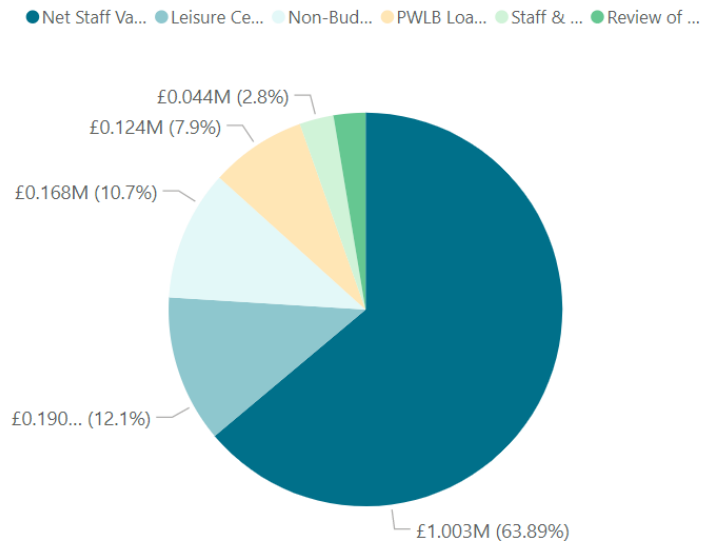
Current status



On track

KPI: Savings achieved

General Fund Savings by type for the current financial year



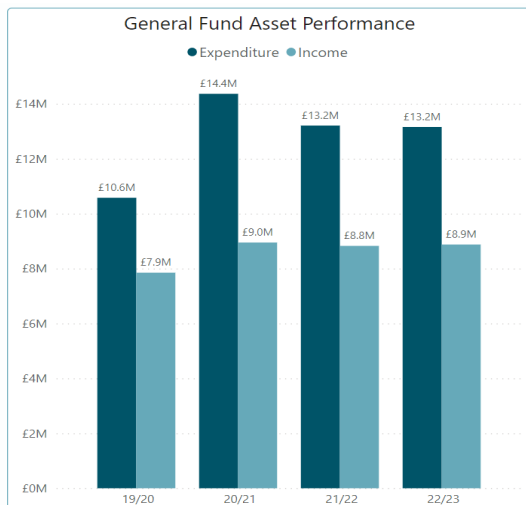
The Council is currently experiencing a higher level of vacancies than assumed in the budget. This has generated a saving of £1 million in the year for the General Fund. The Government's policy to reverse the National Insurance increase (Health and Social Care Levy) produced a saving of £110k. The baseline saving on travel costs following hybrid working, has largely been maintained with only a slight increase in costs observed this year against the budget (less than £10k).

Current status



Target met

KPI: General Fund Asset Performance



Ratio 1:1 actual for 2022/23 was 1:0.68.
Info to follow

Current status

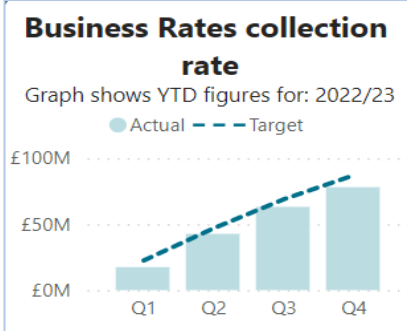


Slightly behind target

KPI: Housing Revenue Account

KPI in development

KPI: Business Rates Collection



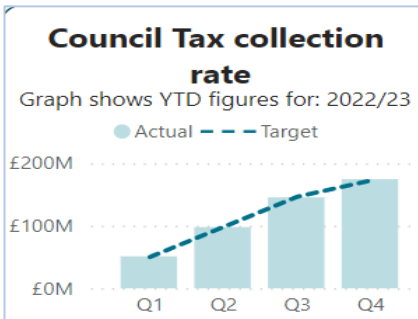
Business rate collection rate for 2022/23 was £9.1 million below the target of £87.1 million. This is due to backdated refunds, mostly related to Sizewell B early in the year, and further refunds were administered in quarter 4 under the Covid support scheme(CARF). Pre-payments for 2023/24 were also down when compared to 2022/23. In addition to the previously mentioned refunds, there is an underlying indication of less income being collected, which may be a sign of the economic climate starting to filter through in the collection figures. The position will continue to be closely monitored in 2023/24.

Current status



Slightly below target

KPI: Council Tax Collection



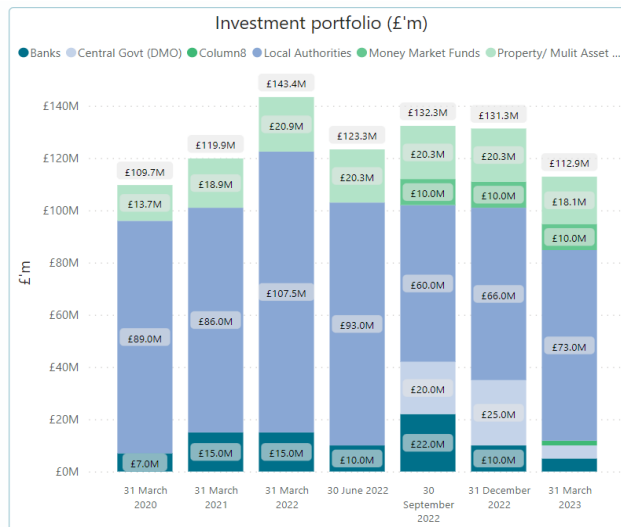
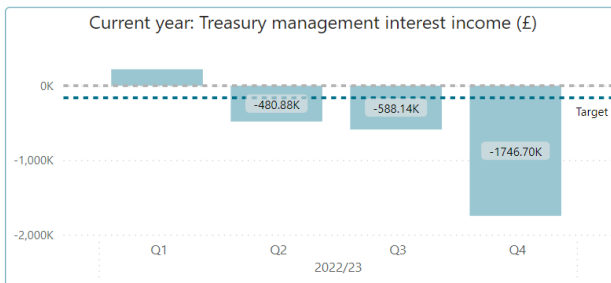
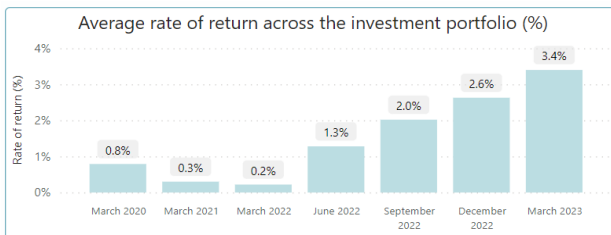
Council tax collection rate for 2022/23 was £174.71m which was above its target of £172.58m. The monthly profiles continue to be monitored and reviewed to ensure accurate forecasts going forward.

Current status



Target met

KPI: Treasury Management



The percentage return on investment has increased over this financial year to a greater extent than expected which is mainly due to increase in the BoE base rate but also limiting investments to 6 months duration to ensure that increases are reflected in investments and not missed by locking investments out for +6 months whilst rates keep increasing.

Current status



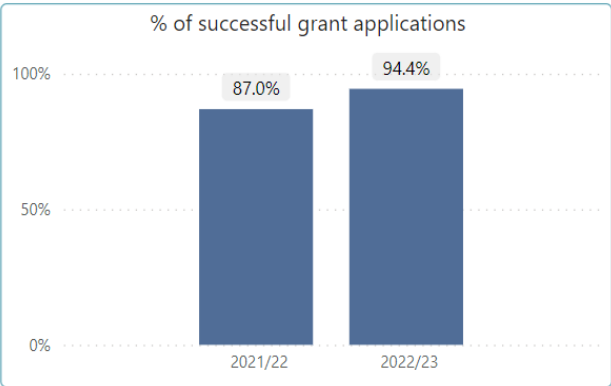
On track

KPI: Successful Grant Funding Bids

Successful grant funding bids
For the financial year 2022/23, out of 18 applications, the % of grant applications that East Suffolk Council won was:

94.4%

As a result, East Suffolk Council was awarded £13,236,811.00.



In 2022/23, 21 external funding applications were submitted across the Council. 17 of those were successful resulting in a 94.4% success rate leveraging in £13.2m. The Council continues to actively work to submit funding and grant applications to support work and deliver significant projects for East Suffolk.

Current status

Target met

Financial Sustainability – Core Programme delivery 22/23

Optimising General Fund Assets

Due to the economic climate and significant changes to major schemes in the current Capital programme for 2022/23 to 2025/26, a mid-year revised General Fund Programme was presented to Cabinet and approved by Full Council in September 2022. This report reflected £3.2 million of new projects, and re-phasing of 2022/23 budgets to later years of £12.14 million.

Delivery of MTFS:

An MTFS update was provided to Cabinet in November, January and February, with a balanced budget for 2023/24 approved by Full Council on 22 February 2023. To balance the 2022/23 revised budget, £1.1m use of the in-year savings reserve was forecast. The actual position will be confirmed once outturn is finalised. This will be reported to Cabinet in July.

Realising savings and maximising investments

The percentage return on investment has increased over this financial year to a greater extent than expected which is mainly due increase in the Bank of England base rate but also limiting investments to 6 months duration to ensure that increase are reflected in investments and not missed by locking investments out for more than 6 months whilst rates keep increasing.

The Council is currently experiencing a higher level of vacancies than assumed in the budget. This has generated a saving of £1 million in the year for the General Fund. The Government's policy to reverse the National Insurance increase (Health and Social Care Levy) produced a saving of £0.1 million. The baseline saving on travel costs following hybrid working, has been maintained.

Optimising external funding opportunities

94.4% of grant applications were successful (17 out of 18 grants). We continue to nurture relationships with key funders to bring forward strategically important projects. External funding will continue to be used to fund up-front costs, to match-fund/reduce our own investments and to de-risk/bridge viability gaps for projects.

Optimising contractual arrangements:

Leisure Contracts

Extensive work has taken place on both new and recently terminated leisure contracts, and assessment of impact of pandemic on third party operations. Leisure redevelopment has been completed for Deben, Leiston, Waveney Valley and Water Lane Leisure Centres. The new Felixstowe leisure centre is still in the planning stage. Contracts had improved to reach a circa zero annual cost to the Council but were affected by the pandemic. Whilst income has achieved between 85 to 95% of previous performance the current risk is the substantial increase in utility costs.

LATCO Waste & Operations

A large programme of work to establish a new Trading Company, to transfer services from the current Norse Joint Venture, has been underway during the 22/23 year. East Suffolk Services Ltd has been set up and the aim is for seamless transition of services in the following year. The LATCO Programme Team has been in place since July 2021 to manage the delivery of the project, in line with the business case.

Full Council approved entering a contract with ESSL - 23 November 2022. East Suffolk Services Limited (ESSL) will take over services on 1 July 2023. Services include waste and recycling collection, grounds maintenance and street cleansing. All work packages within the programme are on track.

Organisational design/accommodation strategy

Plans on letting out a whole building (the Annex at ESH) are in development and a business case has been produced to redesign office space at Riverside and ESH to enable better agile working facilities, collaborative space and additional technology. Organisational changes in terms of resources at a strategic level were addressed following Peer Review recommendations, an additional Strategic Director post was created and appointed.

Digital Transformation – theme summary page

KPIs

Digital technology can transform the way we work and live; we will use technology to make services efficient and easily accessible to all and assist our communities to embrace and access new technologies.

Cyber incidents and cyber security

We are confident that our network is cyber secure and has a high level of resilience against cyber incidents.



There have been 0 cyber security breaches in 2022/23.

IT incidents resolution

In March 2023, the percentage of IT incidents resolved in 9 working hours was:

80.65%

and the percentage of IT incidents resolved in 1 working week was:

92.91%

Across the last complete financial year, 2021/22, the 9 working hours resolution rate was: 69.66%.

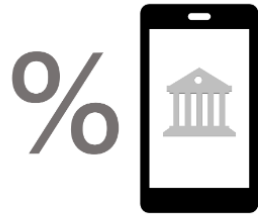
Customer satisfaction with online services

From 3449 responses in March 2023, the average customer rating of online eforms was:



Across the last complete financial year, 2022/23, the average eform star rating was: 4.38.

Digital take-up of our services



(in development)

Digital Towns delivery

Town	Proposed launch date	On track
Lowestoft	06 May 2022	Completed ●
Felixstowe	17 June 2022	Completed ●
Framlingham	11 July 2022	Now on board ●
Southwold	10 August 2022	Completed ●

Number of projects completed: 10.

Overall Customer Satisfaction

Across all services and access channels



(in development)

Core Programme

ICT Infrastructure resilience
Key Business System development inc. improvements to business processes
O365 phasing, rollout and development
Web/online presence
LATCo Digital Workstream
Channel Shift programme
Public Access/Customer Service Delivery model
Customer Satisfaction methods
Public Access/Customer Service Delivery model
Customer Satisfaction methods
Data-led Services Programme
Digital Learning and Development Programme
Digital Town Initiative
Assistive technology and district-wide tech

Cyber Attacks and loss of IT (Cyber Security/Resilience)	Corporate	D2
Delivery of digital transformation services	Theme	E3
Public confidence and trust for digital channels	Theme	D3
LATCo – Digital solutions	Theme	D2
Philis Project – failure to deliver the project	Theme	B2
Supply chain issues on digital solutions and equipment	Theme	B4
Increasing pressure on resources impacting on service delivery within digital theme	Theme	B3

Digital Transformation – KPI detail

KPI: Cyber incidents and cyber security

Cyber incidents and cyber security

We are confident that our network is cyber secure and has a high level of resilience against cyber incidents.



There have been 0 cyber security breaches in 2022/23.

To ensure our ICT infrastructure performs to a high standard and is secure and well protected, we complete the following checks and are members of the following organisations:

- Monthly network vulnerability scans
- Monthly patching
- Annual IT Health Check (National Cyber Security Centre approved)
- 24 x 7 Security Information and Event Monitoring
- Cyber Resiliency - Incident Response Service
- National Cyber Security Centre Mail Check
- National Cyber Security Centre Web Check
- National Cyber Security Centre Protective DNS
- Cyber Security Information Sharing Partnership member
- East of England Warning, Advice and Reporting Point member
- Education - Phishing exercises

There have been 0 cyber security breaches in 2022/23.

In 2022/23 we were no cyber security breaches.

A number of measures are in place to monitor and ensure systems are resilient to deal with cyber incidents and maintain security.

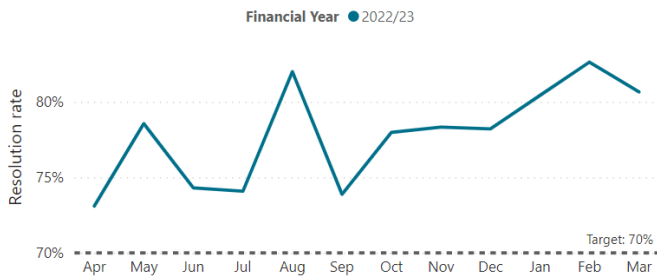
Current status



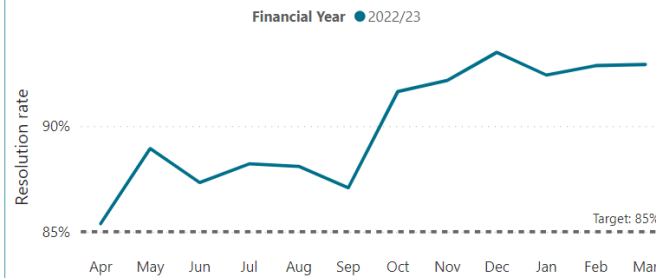
Target met

KPI: IT incidents resolution

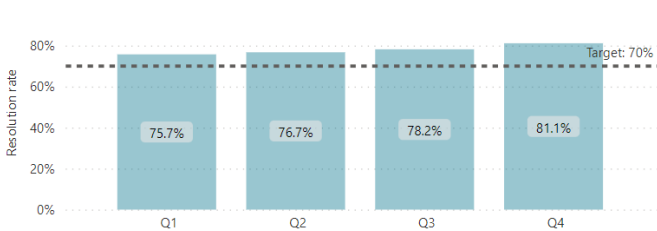
Percentage of incidents resolved within 9 working hours



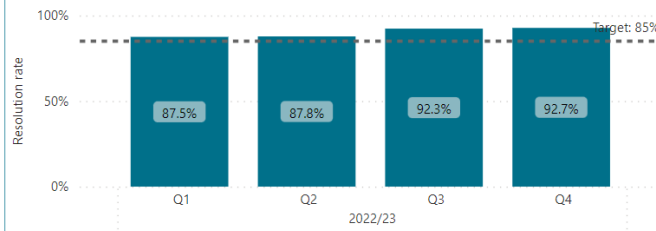
Percentage of incidents resolved within 1 working week



Percentage of incidents resolved within 9 working hours



Percentage of incidents resolved within 1 working week



The targets for the percentage of IT incidents resolved within 9 working hours (70%) and 1 working week (85%) exceeded targets in 2022/23 with each quarter continuing to see significant improvements. **The overall performance was 78.1% of IT incidents resolved within 9 hours and 90.1% resolved within 1 week.** Performance continues to be monitored to ensure the high level of performance continues.

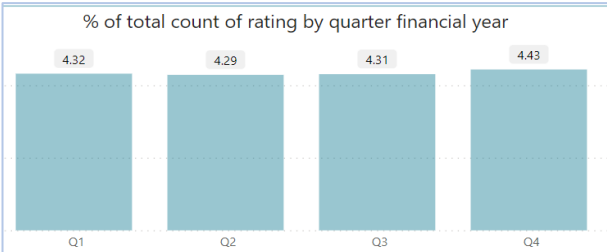
Current status



Target met

KPI: Customer satisfaction with online services

From 20464 responses between 01/04/2022 and 31/03/2023, the average customer rating of online eforms was:



In 2022/23 the average eform star rating was 4.38 stars out of 5 from the 20,464 responses received. Performance remained above a 4 rating in all quarters of the year. This was an improvement on 2021/22 which had a rating of 4.30 stars.

Work continues to monitor responses and comments and where there is evidence and feedback eforms are reviewed to ensure improvements are made to continue to support our customers.

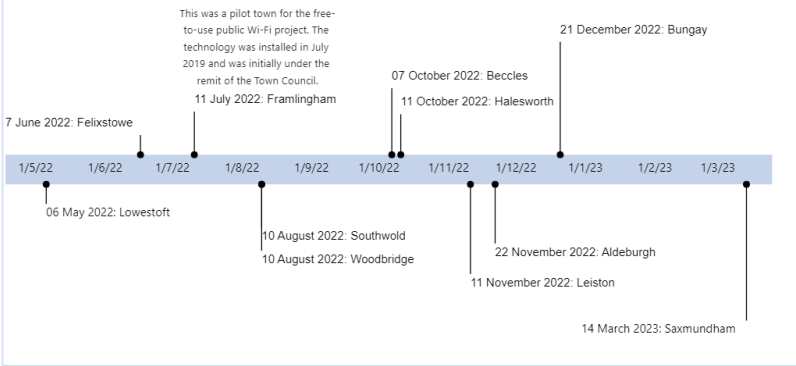
Current status



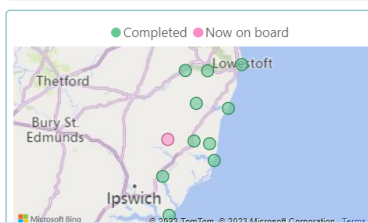
Target met

KPI: Digital Towns delivery

Proposed launch date of Wi-Fi



Town	Proposed launch date	On track
Saxmundham	14 March 2023	Completed
Bungay	21 December 2022	Completed
Aldeburgh	22 November 2022	Completed
Leiston	11 November 2022	Completed
Halesworth	11 October 2022	Completed
Beccles	07 October 2022	Completed
Southwold	10 August 2022	Completed
Woodbridge	10 August 2022	Completed
Framlingham	11 July 2022	Now on board
Felixstowe	17 June 2022	Completed



The first phase of this KPI has now been successfully delivered in 2022/23 with the 10 projects (digital towns delivered) all completed. The towns now with wi-fi installed in town centres are Aldeburgh, Beccles, Bungay, Felixstowe, Framlingham, Halesworth, Leiston, Lowestoft, Saxmundham, Southwold and Woodbridge. 24,019 wi-fi registrations had been received and 31.45% (7,555) signed up to emarketing. The next phase will be to evolve this KPI using the data.

Current status



Target met

24,019 Wi-Fi registration numbers	7,555 emarketing sign-ups	31.45% Marketing %
---	-------------------------------------	------------------------------

KPIs in development:

- Digital take-up of our services
- Overall customer satisfaction – across all services and access channels

Digital Transformation - Core Programme delivery 22/23

ICT Infrastructure resilience

A number of planned infrastructure projects have been completed during 2022/23 to ensure continued robustness, resilience and performance of our IT environment. These include implementation of a replacement SAN, migration of VM hosts, establishing of DR site, migration of internet connectivity at ESH. A new web filtering service has also been implemented, a cyber incidence response service and SEIM solutions are in place. Teams telephony fully rolled out and comms line review/migrations complete. A new domain and MS Tenant commissioned to support Freeport East as lead authority providing the IT solution.

Key Business System development inc. improvements to business processes

A number of projects make up this part of the digital programme delivery to ensure our business systems remain fit for purpose, deliver efficient processes and are robust, resilient, and perform to the needs of our services. Phase one of our EDMS migration is complete, new mobile working apps installed for various teams, our Exacom CIL public facing module was launched, DocuSign implementation complete, ESRI GIS solution fully up and running across the authority and public facing web app launched, new online processes in place to address the cost of living crisis, various essential upgrades to business systems carried out including to our finance and payment systems. New technology for hybrid working installed in Council buildings. The NEOMA project has commenced for a replacement Port Health system.

O365 phasing, rollout and development

Our planned O365 development phase for this year has been completed. Navision migration to O365 Business Central including the Zetadocs migration are complete. A SharePoint Archive has been created and is in use corporately. Further development of the O365 platform including PowerBI.

Web/online presence

We continue to evolve our online services, striving to maintain our high level of online customer engagement. Some of the developments in the last year include a new bin collection lookup service launched, our corporate website migrated and a full replacement under investigation, a portal for addressing Sizewell C data access needs developed, a new website and booking system for Southwold campsite launched. Progress continues to be made in ensuring our website meets accessibility standards. Many other web apps and online processes launched to specifically address needs of services.

LATCO Digital Workstream

A large focus of our digital team's year has been on creating the new environment needed for the new LA trading company, East Suffolk Services Ltd. An entirely new network environment has been created, O365 tenant configured, hardware builds established, business systems reviewed, new systems commissioned. On schedule for full data migration and implementation for 1 July in the coming year. Development and improvement planning also in progress.

Channel Shift programme

A Channel Shift dashboard is developed and available enabling the KPI development to commence. Digital marketing in place to assist in channel shift objectives. This enables us to continually develop and evolve access to our services, using data to ensure we are delivering to the needs of our customers at all times, freeing up valuable resource to deal with those who most need it.

Public Access/Customer Service Delivery model

Housing teams on-boarded to One Front Desk. Work has commenced on developing a coherent set of customer strategy products. Changes made to upgrade Marina reception area to account for digital needs of customers.

Customer Satisfaction methods

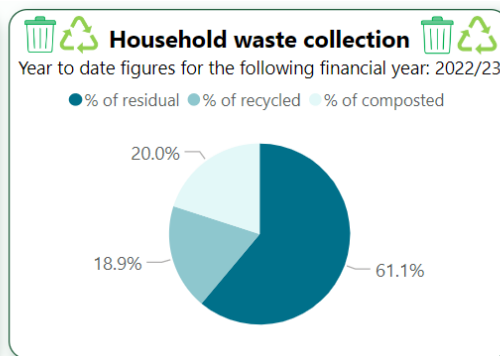
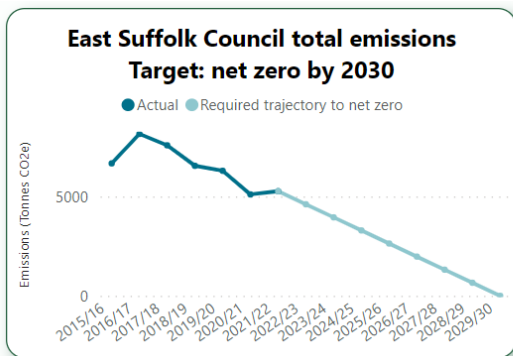
Procurement carried out to commission a customer satisfaction survey to understand our overall position.

Other customer satisfaction methods in place to capture online and email ratings.
Data-led Services Programme
KPI dashboards developed using PowerBi for all themes of our Strategic Plan, published internally and externally, GIS spatial data developments are in place and work underway to extend further, further use of PowerBI to address service management insight, LIFT platform and data sharing needs addressed to help with early intervention for those in need, Data Profile pack developed for East Suffolk, filterable to ward and Community Partnership level, additional Data Analyst resource in place and Lead Data Analyst appointed.
Digital Learning and Development Programme
Project Management/BCA framework developed ready to be rolled out for further training. Parish Councils digital needs assessed. New starter induction programmes continuing to be developed based on past cohorts to provide maximum delivery. Core skills training rolled out to different teams across the authority. Coaching and mentoring plan in development to increase skill sets and knowledge. Councillor digital training needs assessed.
Digital Towns Initiative
The Digital Town Technology installation is complete in eleven towns and over 20,000 people have registered. East Suffolk Council has taken responsibility for Framlingham which was the pilot scheme for the project. This is a huge achievement to provide both public wifi and footfall trackers in East Suffolk towns, phase one implementation completion enables us to move to the second phase of the programme, to realise the benefits from having the technology in place, both from digital marketing campaigns and better understanding of how our town centres are used for a number of services going forward, not just economic regeneration.
Assistive technology and district-wide tech
Just over 97% of all Suffolk properties can now access high speed broadband, work has now started on Phase 3 which will increase this to 98% by Sept 2023. Parish councils' digital needs supported via SALC. Digital champions established in our customer facing contact centres to assist customers to access digital services. MENTA is the provider for the business support programme 'Digital Springboard'. This initiative offers various workshops and digital training programmes to support local businesses to develop digitally and will run until 2024.

Caring for our Environment – theme summary page

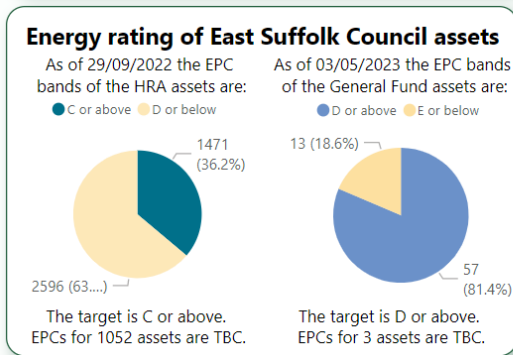
KPIs

We will put the environment at the heart of everything we do.



Biodiversity net gain

(in development)



Fly-tipping incidents and cost

In the latest quarter, Q4 2022/23, there were 428 fly-tipping incidents. This is 137 more incidents compared to the previous quarter.

A total of 175 actions were taken by the Council which cost £5775.

Coastal Management

FCRIP National indicator

(in development)

Core Programme

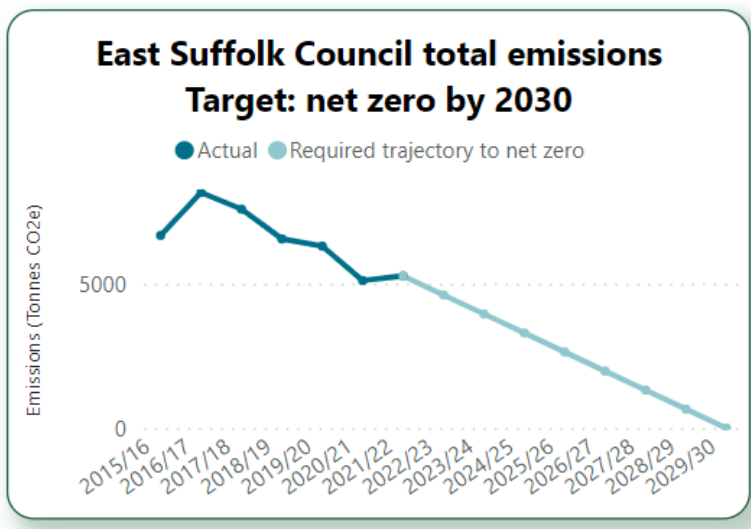
Low emissions Fleet
Former Deben High School development
Delivering a sustainable HRA portfolio
Biodiversity and recovery strategy
Review Waste Strategy in line with RAWs
Improvements to Sustainability of GF Assets - reducing carbon emissions
Hydrogen Strategy
Nationally Significant Energy Projects (offshore wind, new nuclear and interconnectors)
Oil on Gunton Beach
Supporting local communities to adapt and thrive in the changing climate

Theme Risks

Flood risk due to flooding and tidal surges	Corporate	B1
Major coastal erosion or coastal incident	Corporate	B2
Flooding / tidal surges (Lowestoft)	Corporate	C2
Achieving Carbon Neutral target in 2030	Corporate	D3
Oil deposits on Gunton Beach	Corporate	C3
Loss of properties from coastal erosion & blight of communities	Theme	B2
Escalating cost of waste collection/services	Theme	C3
Environmental aims and ambitions - resourcing	Theme	C3

Caring for our Environment – KPI detail

KPI: East Suffolk Council total emissions



In 2021/22 total quantified emissions, at 5267tCO2e, were up by 162 tonnes of CO2e, or an increase of 3.2%, from the previous year. During the previous year, restrictions were mandated to check the spread of Covid which meant that our leisure centres, which represent the second largest source of the council's emissions, were all closed for much of that year, meaning that the total for the year previous was unusually low. A modest increase was therefore to be expected following the reopening of the leisure centres from April 2021. However, when compared to 2016/17, the council's emissions have reduced by 35% during that period; key major factors that contribute to this trend include the continued decarbonisation of the National Grid which is reflected in lower emissions for the electricity the council purchases and the ongoing refurbishment of the council's leisure centres to reduce their consumption of energy. The fleet remains the single largest source of the council's emissions. Emissions from businesses mileage were 57.8% down compared to the 2019/20 level, reflecting the continued embedment of remote meeting technology to reduce the need for travel to business meetings that is a legacy of changes to working practices during the pandemic.

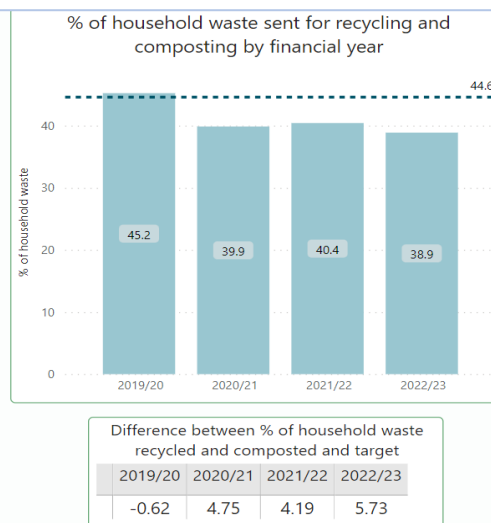
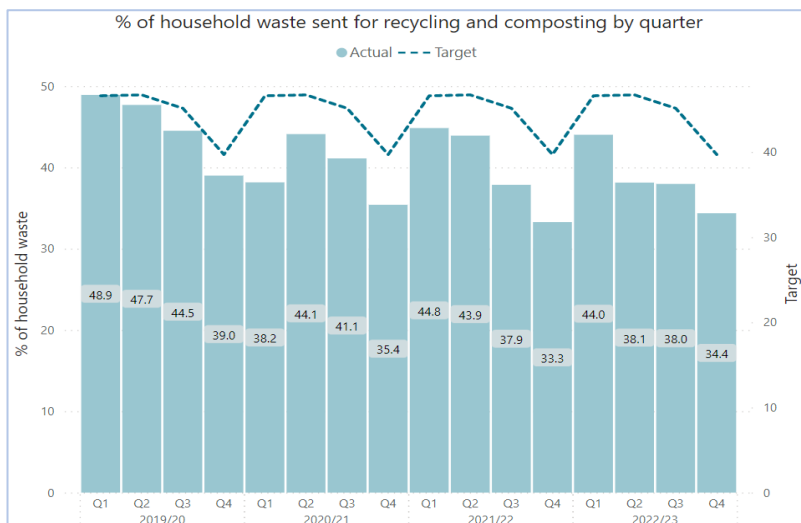
Current status



On track towards required trajectory

KPI: Household waste collection

Household waste sent for recycling and composting:



Percentage of household waste sent for recycling and composting:

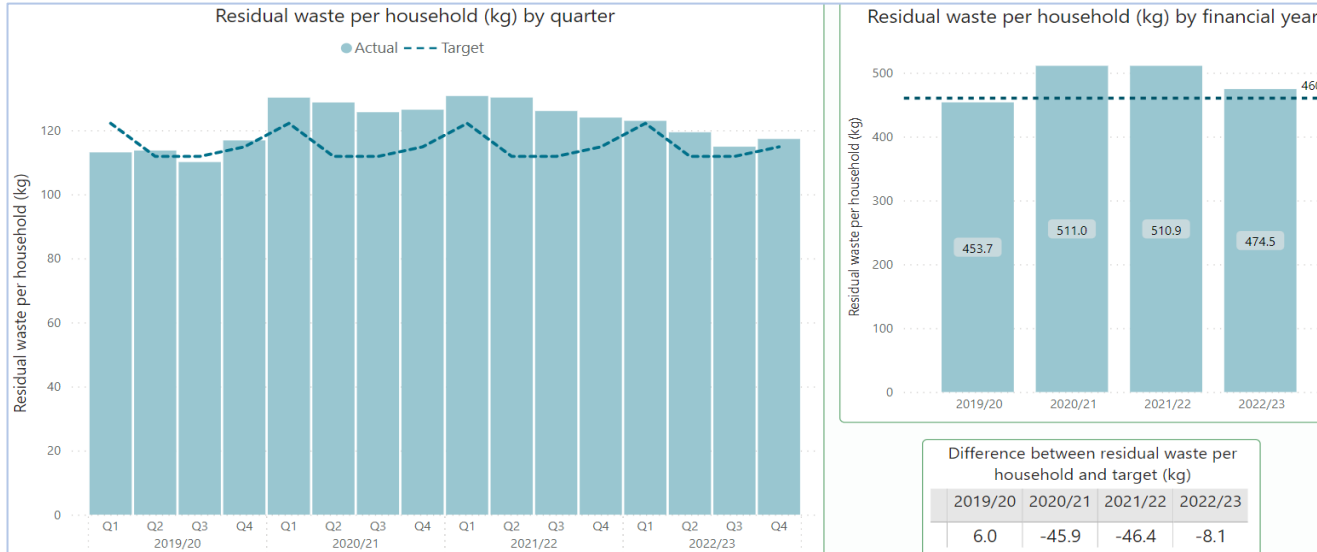
Garden waste has continued to drop due to weather, and less subscriptions. 9 bulk loads of dry recycling rejected due to contamination and being wet has certainly impacted on the stats. Total collected for the year is 15038 tonnes, compared to last year which was 16553 tonnes, so 1515 less this year and under target.

Current status



Below target

Residual waste:

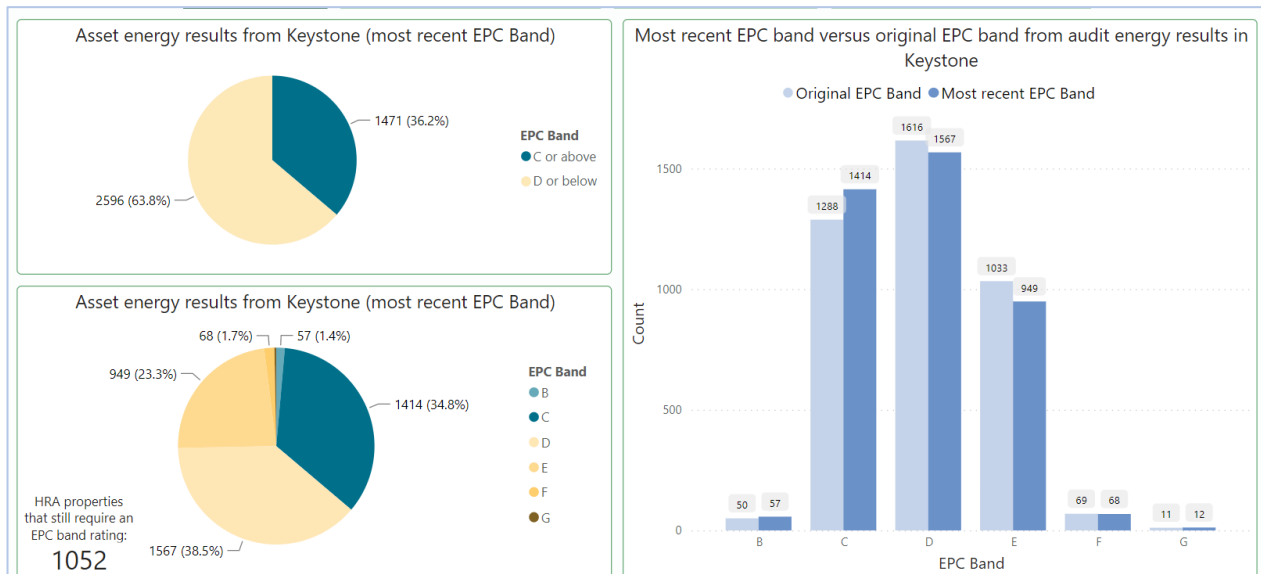


Residual waste per household (kg): Below target and 3912 tonnes less than previous year. Possibly impacted less road sweeping caused by staff shortages. Also possible reduction in waste compared to covid conditions in 2021/22. For 2022/23 Bulk loads rejected have impacted this years stats, staff shortages have also not helped with the sweepings.

Current status

Slightly below target

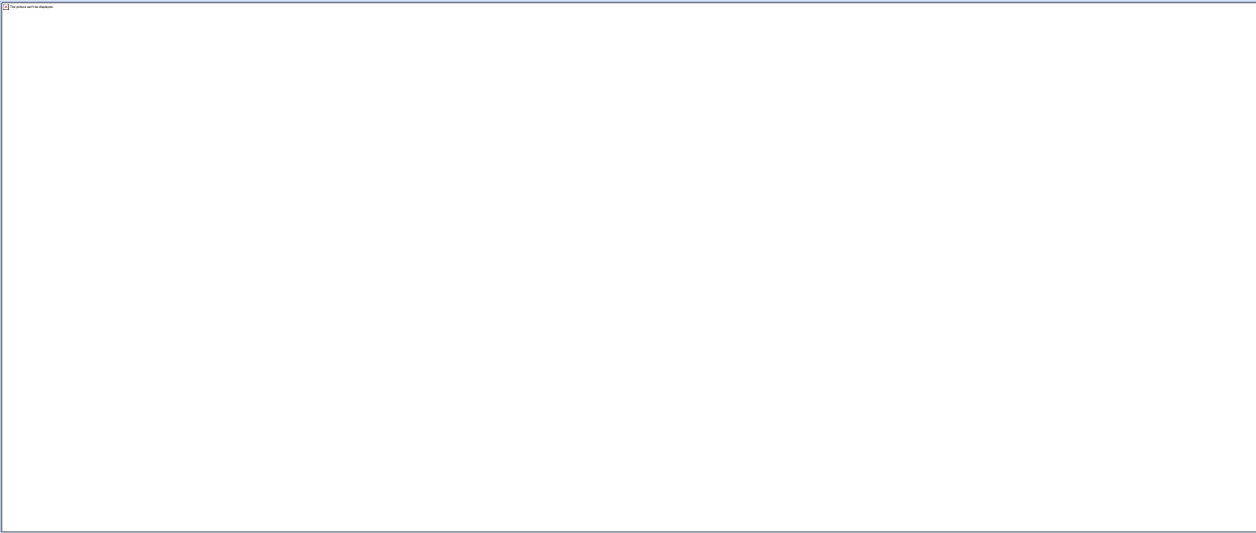
KPI: Energy rating of East Suffolk Council assets



HRA Assets: Properties which have an EPC below band E are classed as 'substandard' by regulation. (unless the property is exempt). From April 2018 properties with a banding of EPC E or below cannot be let or tenancy renewed. From April 2020 a property cannot continue to be let at a band E or below. We are in the process of contracting a stock condition survey which will include EPC rating and coupled with our known data will give a greater picture of energy rating. Father projects will include data and on-site surveys to build a programme of improvement to the stock commencing in 2023/24.

Current status

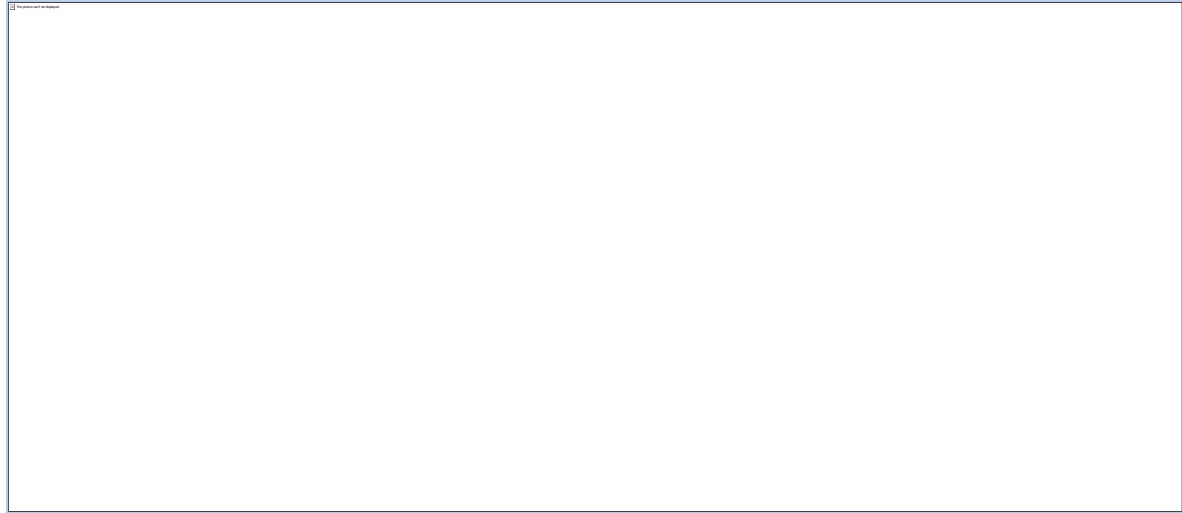
n/a



General Fund Assets
 During 2022/23 we completed 33 EPC surveys on the Council's housing property portfolio. Due to changes in regulations, Landlords are required by law to ensure that their properties meet the required EPC rating. Currently, all commercial property must hold an EPC rating of band 'E' or better prior to any new leases or renewals being granted.

Current status
n/a

KPI: Fly-tipping incidents and cost



Fly-tipping incidents and cost
 In 2022/23 there were 1595 fly tipping incidents which resulted in 1208 actions at a cost of £39,864 being taken by the Council. The wards with the highest number of incidents were 'Harbour and Normanston' (766 incidents) and 'Kirkley and Pakefield' (168 incidents). We will prioritise these areas to try to reduce these figures. The overall figures for 22/23 are lower than the two previous years when covid peaked and an association with lockdowns as can be seen from the graphs.

Current status
n/a

KPIs in development

- Biodiversity net gain and Coastal management

Caring for our Environment - Core Programme delivery 22/23

Low emissions Fleet

HVO vehicles have been in place since June 2022. Port Health EV Pool cars have been purchased / branded and are in use.

Former Deben High School development

Demolition has been completed. The Development Management company has been appointed to oversee detailed design, tender and onsite. Sales and Marketing Agents are on board. Development site website is now live. Site hoardings have been erected. Exploration of site management solutions and use of refurbished assembly hall are on-going. The Main contractor has been appointed under PCSA for a two-stage tender, awaiting costs for review before appointment and contract. The estimated start on site is May 2023 with phased completion in 2024/25.

Delivering a sustainable HRA portfolio

Data collection and analytics work is being progressed to implement Intelligent portfolio management (capital programmes / assets reviews). A Data work programme is running alongside major capital improvement programme with steady programme of incremental improvements to commence in 2024/25. Consultant team previously provided a report on an established set of archetypes within HRA portfolio. Estimated retrofit solutions and costings were explored. To progress, further detail is needed on the existing stock (EPC's and Stock Condition Surveys). Workstreams for this data collection are being progressed. Progress with the revised HRA AM strategy has started and due for consultation in Spring 2023. Monitoring of a sample selection of existing HRA assets commenced to provide environmental data on properties to measure benefit of improvements. An Officer working group has commenced for ESC Design Guide and the project scope has been refined to include ESC development (not limited to Housing). CMT reviewed project proposals late 2022.

Biodiversity and recovery strategy

Expecting guidance from government for the Local Nature Recovery Strategy. We are looking at an interim Biodiversity Strategy until the LNRS is fully formed. It is shaped by the way national government have driven this forward.

Review Waste Strategy in line with RAWs

Initial work undertaken on potential models. Relevant legislation in relation to RAWs is out for consultation and changes will come into place in 2024.

Improvements to Sustainability of GF Assets - reducing carbon emissions

We commissioned a specialist review of energy use including leisure centres. A report went to March Cabinet to consider the way forward for Leisure centre decarbonisation, with a capital money request and acceptance of external funding.

Hydrogen Strategy

The Clean Hydrogen Conference took place in February. A Hydrogen Strategy has been approved and a workshop is being scheduled to discuss the delivery.

Nationally Significant Energy Projects (offshore wind, new nuclear and interconnectors)

A comprehensive review of documents provided as part of the Development Consent Order (DCO) process for Sizewell C was undertaken by Coastal Management officers and Environmental Protection officers dedicated to the SZC process. Support was provided to the Energy Projects team and to senior officers at DCO hearings. East Anglia One Offshore Wind Farm construction is complete, final elements of restoration are ongoing. We are continuing to engage with the developer to address snagging issues as they arise. We have been engaging with the developer for East Anglia Three in relation to the discharge of requirements. Construction commenced in summer 2022 at the converter station site in Bramford and also construction three compounds. The main cable route construction is anticipated to commence 2024.

Supporting local communities to adapt and thrive in the changing climate

With the confirmed award of £8.4m the Resilient Coasts project will support communities on the coast to transition to a greater position of resilience. The Suffolk pilot area and twin areas of Thorpeness, Pakefield and Corton will benefit from a suite of tools with a basis in finance, adaptation and engagement. The Outline Business Case was successfully approved in September 2022. In Pakefield the Shoreline Management Plan (SMP) review is complete. No change to current policy but the development of a new policy unit in south Pakefield to assist with the transition of this frontage. Resilience works in the form of interim granite rock was completed in December 2022 to provide some protection to the critical access road. An Outline Business Case is being progressed in 2023. In Corton discussions around options and funding are being had with businesses and a sand scaping option feasibility report in partnership with The Crown Estate is being progressed. For Thorpeness an Outline Business Case is being developed and in Southwold a place-based survey has started, to be developed in 2023.

Shoreline Management Plan national review process has progressed to a review of the plan actions for SMP6 and SMP7, covering the Suffolk coast. ESC is directly responsible for SMP7, and progress was reported to Suffolk Coast Forum and Client Steering Group. A detailed review of the action plan was conducted with Management Group (formally Client Steering Group) and there will be planned communications in spring 2023 to wider stakeholders and public.

Continued to deliver a programme of webinars for elected members on a range of environmental issues, initiatives and services intended to enhance awareness and ability of Members to effectively communicate these with their constituents. The Greenprint Forum delivered an event on 21 November on 'Climate Resilient Communities' held at ESH and a workshop on youth engagement at the Community Partnership Annual Forum on 3 March 2023. Beachwatch activities arranged on behalf of volunteers took place in Felixstowe and Gunton in 2022.

Wave 3 public consultation for Quiet Lanes Suffolk was completed in Q2 and designated Q3 2022. Wave 4 commenced in autumn 2022. We were Quiet Lanes Suffolk team winners of the Colonel Probert Award at Suffolk Community Awards in September 2022. Designations under the project were completed in January 2023 and full completion with signage implementation is due around summer 2023.

ESC held a workshop on the theme of community coproduction of action on the climate emergency, in partnership with SCCP Healthwatch Suffolk and Groundwork, at ESC CP Annual Forum in March 2022 feedback from was relayed to Suffolk Climate Change Partnership to inform the development and delivery of the collaborative theme of the Suffolk Climate Emergency Plan (SCEP). We provided input to the SCEP stakeholder workshop session on 9 May 22 as well as input to the development and implementation of the Suffolk Climate Emergency Matchfunder scheme and to the development of thermal imaging camera loan scheme for communities.

Final draft of Contaminated Land Strategy completed and currently subject to internal consultation with a view to Cabinet approval and adoption in 2023.

First version of the Climate Action Framework completed and made available online, to be updated quarterly.

A Water Group has been formed internally and consultation responses submitted to The Broads Authority, Water Resources East and Suffolk Water Forum. Letters to Anglian Water and Environment Minister following sewerage Motion co-ordinated and sent, responses received.

Corporate Risk Register - summary

There are 24 corporate risks, controls and mitigations are in place for all risks and each corporate risk sits within a strategic theme. Corporate and Strategic Theme risks were reviewed at each Strategic Theme meeting and reported at Strategic Plan Delivery Board meetings during the year. All corporate risks are reported to Audit and Governance Committee. Below is a summary view of the corporate risk register, detail can be found in the theme pages of this report.

Corporate Risk Register: April 2023

Corporate Risk Register: April 2023					Current Risks:	
Likelihood	Very High (A)					Governance (1) Potential outbreak of pandemics (2) East Suffolk Strategic Plan (3) Ethical Standards (4) Fire at St Peter's Court (5) Import checks required in Target Operating Model (6) Physical and mental wellbeing (7) Health and safety (8) Recruitment (9) Housing Regulation Breaches Financial Sustainability (10) Capital Programme (11) LATCos (12) Contracts/Partnerships (13) MTFS (inc. annual budget) (14) Inflation (15) Cost of living crisis - on Council's income streams Digital (16) Cyber attacks (ICT failure) Enabling Communities (17) Safeguarding the vulnerable (18) Cost of living crisis Environment (19) Flood risk (20) Major coastal erosion/incident (21) Flooding/tidal surges (Lowestoft) (22) Carbon Neutral (23) Oil deposits on Gunton Beach Economy (24) Sizewell C
	High (B)		18	2, 5, 14, 20	19	
	Significant (C)		8, 10, 15, 23, 24	9, 21		
	Low (D)	1, 6, 11, 12	3, 7, 17, 22	13, 16	4	
	Very Low (E)					
	Almost impossible (F)					
	Negligible (5)	Marginal (4)	Major (3)	Critical (2)	Catastrophic (1)	Impact