



CORPORATE PERFORMANCE DASHBOARD

(Simplified version)

Quarter 4, 2025/26

The purpose of the corporate performance dashboard is to provide an organisational overview of how the Council is performing across all service areas and is used to keep senior leadership and cabinet members informed so remedial action can be taken, and good performance celebrated. The performance measures used in the dashboard are continually reviewed to ensure they align to the Council's corporate objectives - as published in the [4-year Corporate Strategy](#).

Every quarter, a draft version of the corporate dashboard is reviewed by an officer-led group before a final version is considered. The group is represented by officers from each directorate and other key functions such as customer services, audit, and finance.

Public Health & Communities

Latest Data Available: **Quarter 4, 2025/26**

(RAG) overall performance rating:

G latest performance good	R performance below expectations
A no significant change	n/a Contextual - rating not applicable

Performance Measure	Previous Data				Latest	Target	Comparison	RAG
% people with sexually transmitted infections seen in 2 days	100% (24/25 Q4)	100% (25/26 Q1)	100% (25/26 Q2)	100% (25/26 Q3)	100% (25/26 Q4)	No target	No comparison	G
% successful completion of drug treatment (opiates)	7.8% (24/25 Q3)	6.8% (24/25 Q4)	6.4% (25/26 Q1)	5.7% (25/26 Q2)	6.0% (25/26 Q3)	>7.0%	No comparison	R
% successful completion of alcohol treatment	28.3% (24/25 Q3)	26.5% (24/25 Q4)	25.9% (25/26 Q1)	24.6% (25/26 Q2)	25.7% (25/26 Q3)	>35%	No comparison	R
% parents who are breastfeeding their baby at 6-8 weeks old	53.2% (24/25 Q4)	55.4% (25/26 Q1)	56.3% (25/26 Q2)	57.1% (25/26 Q3)	56.1% (25/26 Q4)	52.5%	No comparison	G
% families receiving a health visit (babies 10-14 days)	84.4% (24/25 Q4)	87.1% (25/26 Q1)	84.3% (25/26 Q2)	85.2% (25/26 Q3)	86.4% (25/26 Q4)	90%	No comparison	A
% families receiving a health visit (babies 2-2.5 years old)	91.3% (24/25 Q4)	91.3% (25/26 Q1)	88.2% (25/26 Q2)	88.3% (25/26 Q3)	88.7% (25/26 Q4)	90%	No comparison	G
Number of smoking quits (excluding smoking at time of delivery)	387 (24/25 Q4)	342 (25/26 Q1)	336 (25/26 Q2)	448 (25/26 Q3)	482 (25/26 Q4)	No target	No comparison	n/a
Number of individuals taking part in Suffolk Wellbeing walks	New	3,140 (25/26 Q1)	2,750 (25/26 Q2)	2,986 (25/26 Q3)	3,221 (25/26 Q4)	No target	No comparison	n/a
Number of people having a 'Feel Good Suffolk' weight management intervention	New	546 (25/26 Q1)	530 (25/26 Q2)	360 (25/26 Q3)	458 (25/26 Q4)	No target	No comparison	n/a
% individuals with a weight management intervention losing at least 3% body weight in 12 weeks	New	59.7% (25/26 Q1)	61.5% (25/26 Q2)	57.5% (25/26 Q3)	56.6% (25/26 Q4)	No target	No comparison	n/a
Number of physical issues in period to library users	New	443,703 (25/26 Q1)	528,130 (25/26 Q2)	447,190 (25/26 Q3)	461,994 (25/26 Q4)	No target	No comparison	n/a

Performance Measure	Previous Data				Latest	Target	Comparison	RAG
Number of e-issues lent out during period to library users	580,779 (24/25 Q4)	516,686 (25/26 Q1)	563,027 (25/26 Q2)	584,466 (25/26 Q3)	602,584 (25/26 Q4)	No target	No comparison	n/a
Local Welfare Assistance Scheme applications approved	6,872 (24/25 Q4)	3,681 (25/26 Q1)	1,839 (25/26 Q2)	3,598 (25/26 Q3)	3,759 (25/26 Q4)	No target	No comparison	n/a
Number of refugee households accommodated as part of all refugee resettlement schemes	New	25 (25/26 Q1)	25 (25/26 Q2)	31 (25/26 Q3)	33 (25/26 Q4)	No target	No comparison	n/a
Number of calls into the Domestic Abuse Outreach Service	New	298 (25/26 Q1)	273 (25/26 Q2)	369 (25/26 Q3)	364 (25/26 Q4)	No target	No comparison	n/a
Number of Suffolk InfoLink website visits (sessions)	195,609 (24/25 Q4)	173,549 (25/26 Q1)	170,106 (25/26 Q2)	95,556 (25/26 Q3)	157,368 (25/26 Q4)	No target	No comparison	n/a

Comments

Drug & alcohol treatments

Due to the efforts made by the provider to improve performance in this area, the data shows an upward trend. The provider is focused on continued efforts to drive this up further which is being monitored closely by the directorate team.

Breastfeeding

A drop of 1% this quarter from a previous high of 57.1%; however, performance continues to be consistently above the 52.5% target.

Health visiting

(Babies ages 10 to 14 days) performance is consistent across the year but just below the 90% target, however performance at 90% continues to be comfortably achieved within 21 days. (Babies, ages 2 to 2.5) consistent performance which fluctuates around the 90% target. Performance is below target this quarter but with a small increase on the previous quarter.

Smoking quits

In Quarter 4, 1,353 people set a quit date. Of these, 482 have so far been confirmed as smoke-free at 4 weeks. A further 240 quit attempts remain active and await confirmation of their 4-week outcome, meaning final figures may still increase as updates are received. These are Feel Good Suffolk figures only (as at 27/04/2026).

Physical visits to libraries

In the last year the service experienced a drop in numbers which is a new baseline that no longer includes prison libraries. However, in this quarter the rate of the decline has slowed significantly - half the drop of the previous quarter. This indicates that Year of Reading

and amnesty has had a positive impact. The service is focussing on activities and ways to promote these services. National data shows that physical borrowing is generally in decline, although digital borrowing continues to grow - which seems to reflect changes in library service user use.

Number of e-issues lent out during period to library users

Another quarter of growth and quite a big increase when compared to Quarter 3. Growth in this area is more than offsetting the drop in physical issues.

Refugee resettlement schemes

Arrivals of Afghan refugee cohorts into the UK are being affected by the on-going conflict within the Middle East.

Local Welfare Assistance Scheme

Organic LWAS demand in Quarter 4 was less than expected, however higher demand for support for Oil heating costs emerged in March following the US-Israel conflict with Iran.

Number of InfoLink website visits

A filter continues to be applied to restrict monitoring to UK users only.

Domestic Abuse Outreach Service

Referrals have stayed similar to the previous quarter, which the service is monitoring to see if this is a permanent increase.

SEND Services

Latest Data Available: **Quarter 4, 2025/26**

(RAG) overall performance rating:

G latest performance good	R performance below expectations
A no significant change	n/a Contextual - rating not applicable

Performance Measure	Previous Data				Latest	Target	Comparison	RAG
Number of Section 23 Notifications	151 (24/25 Q4)	123 (25/26 Q1)	172 (25/26 Q2)	227 (25/26 Q3)	205 (25/26 Q4)	No target	No comparison	n/a
Number of applications for assessment for EHCP for Quarter (population figure / 10,000)	44.9 (24/25 Q4)	38.2 (25/26 Q1)	36.8 (25/26 Q2)	43.3 (25/26 Q3)	51.4 (25/26 Q4)	No target	No comparison	n/a
Number of active EHC Needs Assessment caseloads	2,124 (24/25 Q4)	1,875 (25/26 Q1)	1,360 (25/26 Q2)	893 (25/26 Q3)	853 (25/26 Q4)	No target	No comparison	n/a
Number of EHCPs issued for Quarter (population figure / 10,000)	37.4 (24/25 Q4)	44.7 (25/26 Q1)	57.9 (25/26 Q2)	61.9 (25/26 Q3)	39.1 (25/26 Q4)	No target	No comparison	n/a
Number of Plans issued within timescale (YTD current Academic year)	91 (24/25 Q4)	59 (25/26 Q1)	124 (25/26 Q2)	159 (25/26 Q3)	281 (25/26 Q4)	No target	No comparison	n/a
Percentage of new EHCPs issued within timescale (year to date - current academic year)	17.4% (24/25 Q4)	8.9% (25/26 Q1)	14.9% (25/26 Q2)	19.3% (25/26 Q3)	57.1% (25/26 Q4)	No target	36.3% (similar council average)	A
Number of new EHCPs issued	563 (24/25 Q4)	680 (25/26 Q1)	881 (25/26 Q2)	942 (25/26 Q3)	595 (25/26 Q4)	No target	No comparison	n/a
% of New EHCPs issued going into mainstream	New	85.0% (25/26 Q1)	77.5% (25/26 Q2)	77.9% (25/26 Q3)	70.5% (25/26 Q4)	No target	No comparison	n/a
% of New EHCPs issued going into specialist	New	14.7% (25/26 Q1)	12.3% (25/26 Q2)	12.3% (25/26 Q3)	11.3% (25/26 Q4)	No target	No comparison	n/a
% of Phased Transfer pupils with final amended plans completed – other (Academic Year)	82% (2022)	93% (2023)	99% (2024)	99% (2025)	90.3% (2026)	No target	No comparison	n/a
% of Phased Transfer pupils with final amended plans completed - (16+) (Academic Year)	32% (2022)	54% (2023)	77% (2024)	90% (2025)	99.9% (2026)	No target	No comparison	n/a

Performance Measure	Previous Data				Latest	Target	Comparison	RAG
% of children responding well to strategies	69.8% (24/25 Q4)	80.4% (25/26 Q1)	69.4% (25/26 Q2)	70.2% (25/26 Q3)	75.7% (25/26 Q4)	No target	No comparison	n/a
% of children responding well to accessing mainstream education offer	62.8% (24/25 Q4)	76.2% (25/26 Q1)	68.4% (25/26 Q2)	68.2% (25/26 Q3)	74.3% (25/26 Q4)	No target	No comparison	n/a
Suffolk Local Offer Number of website views	40,123 (24/25 Q4)	30,945 (25/26 Q1)	28,674 (25/26 Q2)	27,750 (25/26 Q3)	22,558 (25/26 Q4)	No target	No comparison	n/a
Number of independent placements	561 (24/25 Q4)	554 (25/26 Q1)	550 (25/26 Q2)	676 (25/26 Q3)	683 (25/26 Q4)	No target	No comparison	n/a
£ total cost of independent settings	£36.6m (24/25 Q4)	£35.8m (25/26 Q1)	£35.4m (25/26 Q2)	£42.5m (25/26 Q3)	£44.4m (25/26 Q4)	No target	No comparison	n/a
Number of Specialist Places in Units (cumulative) excluding independent schools (as of Sept)	445 (2021)	457 (2022)	469 (2023)	523 (2024)	709 (2025)	No target	No comparison	n/a
Number of Specialist Places in Special Schools (cumulative) excluding independent schools (as of Sept)	148 (2021)	282 (2022)	352 (2023)	502 (2024)	514 (2025)	No target	No comparison	n/a
Number of personal budgets (awards taken to date)	3,443 (24/25 Q4)	3,112 (25/26 Q1)	3,370 (25/26 Q2)	3,805 (25/26 Q3)	3,849 (25/26 Q4)	No target	No comparison	n/a
Total number of complaints received in quarter	210 (24/25 Q4)	211 (25/26 Q1)	184 (25/26 Q2)	210 (25/26 Q3)	214 (25/26 Q4)	No target	No comparison	R
Total amount of complaints in SEND, compared to how many Children on a plan in Suffolk as % of all complaints	2.1% (24/25 Q4)	2.0% (25/26 Q1)	1.6% (25/26 Q2)	1.8% (25/26 Q3)	1.8% (25/26 Q4)	No target	No comparison	n/a
Total number of compliments received in quarter	45 (24/25 Q4)	50 (25/26 Q1)	47 (25/26 Q2)	111 (25/26 Q3)	35 (25/26 Q4)	No target	No comparison	A

Comments

EHC Plans issued within timescale

Performance improved to 57.1% in Quarter 4 2025/26 (up from 19.3% in Quarter 3). Momentum has continued into 2026 with a significant month on month increase from 55.5% in February to 80% in March.

Complaints received

Complaint numbers have increased to 214 in Q4 2025/26 (up from 210 in Q3), the highest level in the period and continuing an overall upward trend since 2024/25.

Children's Social Care

Latest Data Available: **Quarter 4, 2025/26**

(RAG) overall performance rating:

G	latest performance good	R	performance below expectations
A	no significant change	n/a	Contextual - rating not applicable

Performance Measure	Previous Data				Latest	Target	Comparison	RAG
Children in Care (CiC) spot placements purchased externally	New fiscal year 25/26	£44.0m (25/26 Q1)	£45.9m (25/26 Q2)	£46.7m (25/26 Q3)	£47.8m (25/26 Q4)	£41.0m	No comparison	R
Children in Need (CIN) per 10,000 children (ex CiC/ CPP)	140.0 (24/25 Q4)	139.8 (25/26 Q1)	145.6 (25/26 Q2)	176.9 (25/26 Q3)	182.8 (25/26 Q4)	No target	No comparison	n/a
Total number of Children in Need (CIN)	2,105 (24/25 Q4)	2,102 (25/26 Q1)	2,217 (25/26 Q2)	2,693 (25/26 Q3)	2,783 (25/26 Q4)	No target	No comparison	n/a
Number of referrals to children's social care (per 10,000 aged 0-17)	519.4 (24/25 Q4)	402.4 (25/26 Q1)	489.6 (25/26 Q2)	615.3 (25/26 Q3)	453.1 (25/26 Q4)	337.0	No comparison	n/a
Percentage of re-referrals (to children's social care)	16.0% (24/25 Q4)	18.0% (25/26 Q1)	19.2% (25/26 Q2)	17.5% (25/26 Q3)	16.9% (25/26 Q4)	17%	21% (Similar council average)	G
% Social work assessments completed within 45 days	93.5% (24/25 Q4)	91.1% (25/26 Q1)	92.9% (25/26 Q2)	94.4% (25/26 Q3)	88.6% (25/26 Q4)	85%	87.1% (Similar council average)	G
Number of children subject to a Child Protection Plan per 10,000	28.3 (24/25 Q4)	32.5 (25/26 Q1)	34.1 (25/26 Q2)	32.7 (25/26 Q3)	31.1 (25/26 Q4)	24.8	41.4 (Similar council average)	n/a
Number of Children subject to Child Protection Plans and Child Protection cases	424 (24/25 Q4)	489 (25/26 Q1)	519 (25/26 Q2)	498 (25/26 Q3)	473 (25/26 Q4)	No target	No comparison	n/a
% Children with Child Protection Plans (CPP) cases open two years or more	4.0% (24/25 Q4)	1.6% (25/26 Q1)	2.5% (25/26 Q2)	2.4% (25/26 Q3)	3.0% (25/26 Q4)	3.0%	3.6% (Similar council average)	A
% Reviews of Child Protection cases on time	95.8% (24/25 Q4)	97.4% (25/26 Q1)	96.9% (25/26 Q2)	98.0% (25/26 Q3)	96.6% (25/26 Q4)	100%	93% (Similar council average)	G
Number of Children in Care (CiC) per 10,000 children	60.9 (24/25 Q4)	61.6 (25/26 Q1)	60.8 (25/26 Q2)	63.2 (25/26 Q3)	62.1 (25/26 Q4)	No target	58.2 (Similar council average)	n/a

Performance Measure	Previous Data				Latest	Target	Comparison	RAG
Actual number of Children in Care (CiC)	916 (24/25 Q4)	926 (25/26 Q1)	925 (25/26 Q2)	962 (25/26 Q3)	945 (25/26 Q4)	No target	No comparison	n/a
Actual number of Children in Care (CiC) SMC (Separated Migrant Children)	103 (24/25 Q4)	93 (25/26 Q1)	88 (25/26 Q2)	91 (25/26 Q3)	78 (25/26 Q4)	No target	No comparison	n/a
Actual number of Children in Care (CiC) Non-SMC	812 (24/25 Q4)	833 (25/26 Q1)	837 (25/26 Q2)	871 (25/26 Q3)	867 (25/26 Q4)	No target	No comparison	n/a
% Care leavers in education, employment, or training (EET)	56.3% (24/25 Q4)	56.9% (25/26 Q1)	57.5% (25/26 Q2)	52.6% (25/26 Q3)	53.8% (25/26 Q4)	No target	No comparison	A

Comments

Re-referrals

Re-referrals decreased to 16.9% in Quarter 4 2025/26 (down from 17.5% in Q3), moving back below the 17.0% target. This improvement restores 'Good' performance and suggests positive progress in reducing repeat demand following higher levels earlier in the year.

Social work assessments

Timeliness decreased to 88.6% in Quarter 4 2025/26 (down from 94.4% in Q3), representing a notable drop from the previous quarter. Despite this decline, performance remains above the 85% target and within 'Good' range, though the downward movement.

Child protection cases open two years or more

Performance increased to 3.0% in Quarter 4 2025/26 (up from 2.4% in Q3), returning to the target threshold after earlier improvement in the year. While still within acceptable limits, this upward movement suggests some slippage, with performance now aligned to (rather than below) the 3.0% target.

Child protection reviews

Timeliness decreased to 96.6% in Quarter 4 2025/26 (down from 98.0% in Q3), indicating a slight reduction in performance from the previous peak. Despite this dip, performance remains strong and consistently above historical levels, maintaining a 'Good' rating though still below the 100% target.

Care leavers in education, employment or training

Performance improved to 53.8% in Quarter 4 2025/26 (up from 52.6% in Q3), partially recovering from the dip seen in the previous quarter. However, levels remain below earlier peaks in the year, indicating performance has not yet fully returned to the stronger position seen in Q1–Q2.

Adult Social Care

Latest Data Available: **Quarter 4, 2025/26**

(RAG) overall performance rating:

G	latest performance good	R	performance below expectations
A	no significant change	n/a	Contextual - rating not applicable

Performance Measure	Previous Data				Latest	Target	Comparison	RAG
Average cost (weekly £) per ASC customer	£770 (24/25 Q4)	£816 (25/26 Q1)	£816 (25/26 Q2)	£822 (25/26 Q3)	£834 (25/26 Q3)	No target	No comparison	R
Permanent admissions residential care (18-64 per 100,000) cumulative figure each quarter	15.0 (24/25 Q4)	3.1 (25/26 Q1)	8.3 (25/26 Q2)	11.0 (25/26 Q3)	14.4 (25/26 Q4)	13.6	No comparison	R
Permanent admissions residential care (65+ per 100,000) cumulative figure each quarter	622.0 (24/25 Q4)	122.6 (25/26 Q1)	273.8 (25/26 Q2)	427.0 (25/26 Q3)	603.9 (25/26 Q4)	559.6	No comparison	R
Number of home care customer hours in the Quarter (ages 18-64)	316,762 (24/25 Q4)	82,936 (25/26 Q1)	167,638 (25/26 Q2)	245,909 (25/26 Q3)	326,784 (25/26 Q4)	No target	No comparison	n/a
Number of home care customer hours in the Quarter (age 65+)	1.12m (24/25 Q4)	290,781 (25/26 Q1)	581,063 (25/26 Q2)	875,123 (25/26 Q3)	1,158,998 (25/26 Q4)	No target	No comparison	n/a
% long term customers getting annual reviews <12 mths (Social Work Area Teams)	63.2% (24/25 Q4)	64.5% (25/26 Q1)	68.0% (25/26 Q2)	70.0% (25/26 Q3)	67.8% (25/26 Q4)	80%	No comparison	A
% of learning disability customers living independently or with family/friends	79.2% (24/25 Q4)	79.9% (25/26 Q1)	78.1% (25/26 Q2)	77.2% (25/26 Q3)	77.3% (25/26 Q4)	80%	No comparison	A
Number of Mental Health (MH) customers (pooled fund)	235 (24/25 Q4)	236 (25/26 Q1)	238 (25/26 Q2)	237 (25/26 Q3)	236 (25/26 Q4)	No target	No comparison	n/a
Number of Mental Health (MH) customers (CPLIs)	577 (24/25 Q4)	614 (25/26 Q1)	595 (25/26 Q2)	649 (25/26 Q3)	642 (25/26 Q4)	No target	No comparison	n/a
Number of Mental Health (MH) customers (S117 duty)	1,783 (24/25 Q4)	1,816 (25/26 Q1)	1,845 (25/26 Q2)	1,885 (25/26 Q3)	1,912 (25/26 Q4)	No target	No comparison	n/a
Number of referrals into the Adult Social Care MASH	1,143 (24/25 Q4)	1,240 (25/26 Q1)	1,356 (25/26 Q2)	1,431 (25/26 Q3)	1,906 (25/26 Q4)	No target	No comparison	n/a

Performance Measure	Previous Data				Latest	Target	Comparison	RAG
% safeguarding referrals; outcome fully or partially achieved	89.7% (24/25 Q4)	94.2% (25/26 Q1)	95.3% (25/26 Q2)	93.4% (25/26 Q3)	94.0% (25/26 Q4)	95%	93.2% (Region average)	A
% of customers with reduced or no ongoing care needs following reablement	80.6% (24/25 Q4)	78.7% (25/26 Q1)	76.1% (25/26 Q2)	82.1% (25/26 Q3)	80.9% (25/26 Q4)	80%	No comparison	G
Total number of people waiting for DOLS investigation	2,011 (24/25 Q4)	1,955 (25/26 Q1)	1,867 (25/26 Q2)	2,000 (25/26 Q3)	2,107 (25/26 Q4)	No target	No comparison	n/a
Number of priority 1 customers waiting for DOLS investigation	217 (24/25 Q4)	213 (25/26 Q1)	123 (25/26 Q2)	256 (25/26 Q3)	318 (25/26 Q4)	No target	No comparison	n/a
Number of DOLS signed off in the month	312 (24/25 Q4)	255 (25/26 Q1)	286 (25/26 Q2)	341 (25/26 Q3)	320 (25/26 Q4)	No target	No comparison	n/a
Customers in services regulated (CQC) rated Inadequate	1.0% (24/25 Q4)	0.5% (25/26 Q1)	0.6% (25/26 Q2)	0.4% (25/26 Q3)	0.6% (25/26 Q4)	<1.0%	No comparison	G

Comments

Average cost per customer

The average cost per customer increased in the last quarter, primarily from increases in residential care and supported housing. Average cost is currently 8.3% above last year's average (£770), but when annual inflation is factored in (+6%) this represents a real terms increase of 2.3%.

Permanent admissions to residential care

The rates of admissions for both age groups are above the annual target with an increase in admissions over the winter pressure period. However, it should be noted that the number of admissions for both 18-64 and 65+ has decreased from last year in the context of a growing and ageing population. The Council's Home First approach (maximising the opportunities for people to access rehabilitation services) helps ensure that despite growing demand for support, the Council continues to prioritise supporting vulnerable people to remain independent as long as possible.

Annual reviews

The focus on this area has resulted in improvement throughout the year with performance increasing from 63.2% to 67.8% at the year end, although winter pressures along with a reduction in capacity due to holidays has meant that the percentage of reviews completed did not continue to improve in Quarter 4. While awaiting a review, all individuals are monitored to ensure they remain safe

and well. Given the growing pressures on Adult Social Care in all other statutory duties (such as safeguarding enquiries and care act assessments) consideration will be given to setting a new target for annual reviews in 2026/27.

Safeguarding referrals

Performance for safeguarding enquiry outcomes improved in Quarter 4 and was above the regional average.

Customers with reduced or no ongoing care needs following reablement

Reablement effectiveness continued to be above target with 80.9% of customers requiring less or no care needs after receiving reablement.

Number of DOLS signed off

Demand on DOLS continues to rise with 971 new DOLS applications being received during Quarter 4 (compared with 917 in quarter 4 last year) resulting in an increase in the total number of people waiting for a DOLS assessment. DOLS signed off within the month remained high with 320 completed within the quarter.

Customers in regulated services

Suffolk County Council continues to support a high-quality care market with only 0.6% of providers rated as inadequate by CQC. Strategic Commissioning Managers closely support providers, assessing quality while supporting the market through assessments, provider forums and intelligence meetings.

Schools & Education

Latest Data Available: **Quarter 4, 2025/26**

(RAG) overall performance rating:

G latest performance good	R performance below expectations
A no significant change	n/a Contextual - rating not applicable

Performance Measure	Previous Data				Latest	Target	Comparison	RAG
% schools Good & Outstanding - Quality of education	New	New	83% (24/25 Q4)	87% (25/26 Q1)	85% (25/26 Q2)	No target	83% (England average)	A
% schools Good & Outstanding - Behaviour and Attitudes	New	New	91% (24/25 Q4)	93% (25/26 Q1)	92% (25/26 Q2)	No target	89% (England average)	G
% schools Good & Outstanding - Personal Development	New	New	94% (24/25 Q4)	95% (25/26 Q1)	94% (25/26 Q2)	No target	96% (England average)	A
% schools Good & Outstanding - Leadership & Management	New	New	91% (24/25 Q4)	94% (25/26 Q1)	92% (25/26 Q2)	No target	88% (England average)	A
Number of pupils Electively Home Educated (EHE)	1,944 (24/25 Q4)	2,172 (25/26 Q1)	1,744 (25/26 Q2)	1,892 (25/26 Q3)	2,035 (25/26 Q4)	No target	No comparison	n/a
Number of pupils eligible for Free School Meals (FSM)	28,413 (24/25 Q4)	28,921 (25/26 Q1)	30,101 (25/26 Q2)	29,755 (25/26 Q3)	30,277 (25/26 Q4)	No target	No comparison	n/a
Overall attendance by term (primary & secondary) schools	93.1% (24/25 Q4)	93.4% (25/26 Q1)	94.1% (25/26 Q2)	93.3% (25/26 Q3)	93.5% (25/26 Q4)	No target	93.4% (England average)	G
% Of eligible (age 2) accessing funded childcare	88% 2024 04-07	90% 2024 09-12	82% 2025 01-04	74% 2025 04-07	71% 2025 09-12	No target	65% (Similar council average)	G
% Of eligible (ages 3 & 4) accessing funded childcare	92% 2024 04-07	91% 2024 09-12	92% 2025 01-04	90% 2025 04-07	91% 2025 09-12	No target	95% (Similar council average)	G
% Young people aged 16 to 17 who are NEET	4.97% (24/25 Q4)	4.85% (25/26 Q1)	4.22% (25/26 Q2)	4.08% (25/26 Q3)	4.78% (25/26 Q4)	3.50%	3.5% (England average)	R
% Young people aged 16 to 17 with no known destination	0.62% (24/25 Q4)	1.52% (25/26 Q1)	20.43% (25/26 Q2)	3.78% (25/26 Q3)	0.54% (25/26 Q4)	2.01%	2.01% (England average)	G

Performance Measure	Previous Data				Latest	Target	Comparison	RAG
% Young people in education and training (age 16)	93.6% (24/25 Q4)	92.1% (25/26 Q1)	73.6% (25/26 Q2)	91.7% (25/26 Q3)	93.9% (25/26 Q4)	94.8%	94.8% (England average)	n/a
% Young people in education and training (age 17)	86.5% (24/25 Q4)	85.6% (25/26 Q1)	70.2% (25/26 Q2)	86.4% (25/26 Q3)	87.2% (25/26 Q4)	89.4%	89.4% (England average)	n/a
£ on School transport (mainstream)	New	£15.9m (25/26 Q1)	£15.8m (25/26 Q2)	£14.7m (25/26 Q3)	£14.7m (25/26 Q4)	£16.9m	No comparison	G
£ on School transport (SEND services)	New	£38.6m (25/26 Q1)	£38.9m (25/26 Q2)	£39.1m (25/26 Q3)	£39.0m (25/26 Q4)	£39.4m	No comparison	G
Number of children using school transport	11,424 (24/25 Q4)	11,448 (25/26 Q1)	11,702 (25/26 Q2)	11,748 (25/26 Q3)	11,906 (25/26 Q4)	No target	No comparison	n/a
% children achieving a Good Level of Development	New	62.0% (2022)	66.1% (2023)	67.5% (2024)	68.3% (2025)	No target	68.3% (England average)	G
% pupils meeting the phonics threshold (Year 1)	New	73.9% (2022)	77.5% (2023)	80.2% (2024)	79.4% (2025)	No target	80.0% (England average)	A
% KS2 pupils at expected standard: Reading / Writing / Maths	New	54.0% (2022)	56.0% (2023)	58.2% (2024)	59.0% (2025)	No target	63.0% (England average)	A
% KS4 pupils achieving grades 9 - 5 (English & Maths)	New	46.0% (2022)	39.8% (2023)	39.9% (2024)	39.9% (2025)	No target	45.4% (England average)	A
[School admissions] % parents offered first preference (Primary)	New	N/A	96.6% (2024/25)	96.3% (2025/26)	94.8% (2026/27)	No target	No comparison	G
[School admissions] % parents offered first preference (Secondary)	New	N/A	92.8% (2024/25)	91.9% (2025/26)	97.8% (2026/27)	No target	No comparison	G

Comments

School inspections (Ofsted)

The Ofsted judgements (referenced in this report) were made using the previous inspection framework and grading system, now superseded by the 2025 Ofsted toolkit. As the new toolkit introduces revised evaluation areas and a five-point grading scale, these historical judgements (including Q1 and Q2) are not comparable with future inspection outcomes. Performance decreased to 85.0% in Q2 2025/26 (down from 87.0% in Q1). Despite this, outcomes remain above the England average (84%), although the decrease has resulted in an Amber rating.

School attendance

Attendance improved slightly to 93.5% in Q4 2025/26 (up from 93.3% in Q3), recovering following the previous dip. Performance remains in line with the England average (93.4%) and continues to be strong overall, maintaining a consistent 'Good' rating despite minor fluctuations.

Funded childcare

The introduction of the working parents eligibility for 2 year olds has negatively impacted on the take up for 2 year olds who are eligible under the low income criteria. This is because some families are eligible under both categories and have elected only to use the 30-hour code for working parents. The Department for Education expected them to use their 15-hour code under economic criteria and to 'top up' with the working parents code. The latest Department for Education published figures show 2 year olds (economic criteria - previously known as disadvantaged) 65% this means the latest Suffolk figure of 71% is much better than national.

Take-up of funded childcare for ages 3-4 increased slightly to 91.0% in late 2025 (up from 90.0% in the previous term), showing a modest recovery following earlier fluctuation. However, performance remains below the similar council average (95%).

Not in education, training or employment (NEET)

NEET levels increased to 4.8% in Q4 2025/26 (up from 4.1% in Q3), reversing the recent downward trend seen earlier in the year. While performance remains rated 'Red' (levels are still above the 3.5% target), indicating further improvement is required to return to earlier progress.

Performance improved significantly to 0.5% in Q4 2025/26 (down from 3.8% in Q3), recovering strongly from the spike seen earlier in the year. This represents a return to a strong performance, now well below the 2.0% target and indicating effective action to reduce unknown destinations.

Good Level of Development

Performance improved to 68.3% in 2025 (up from 67.5% in 2024), continuing a steady upward trend over recent years. Outcomes are now in line with the England average (68.3%) and remain consistently strong, maintaining a stable 'Good' performance trajectory.

Phonics threshold (Year 1)

Performance declined slightly to 79.4% in 2025 (down from 80.2% in 2024), indicating a small reversal following previous improvement. Outcomes now sit just below the England average (80.0%).

KS2 pupils at expected standard

Performance increased to 59.0% in 2025 (up from 58.2% in 2024), continuing a steady upward trend over recent years. Despite this improvement, outcomes remain below the England average (63.0%) and the gap remains static as the rate of improvement in Suffolk reflects the rate of improvement nationally.

KS4 pupils achieving grades 9 - 5 (English & Maths)

Performance remained static at 39.9% in 2025, showing no improvement from 2024 and stabilising following the earlier decline from 2022. Outcomes remain significantly below the England average (45.4%).

Parents offered first preference (Primary)

Performance declined to 94.8% in 2026/27 (down from 96.3% in 2025/26), continuing a downward trend. While still relatively high, the reduction has resulted in an Amber rating.

Parents offered first preference (Secondary)

Performance increased significantly to 97.8% in 2026/27 (up from 91.9% in 2025/26), representing a strong recovery following the previous dip. This marks the highest level in the period and indicates excellent outcomes, maintaining a strong 'Good' rating with very high levels of parental preference met.

Fire & Public Safety

Latest Data Available: **Quarter 4, 2025/26**

(RAG) overall performance rating:

G	latest performance good	R	performance below expectations
A	no significant change	n/a	Contextual - rating not applicable

Performance Measure	Previous Data				Latest	Target	Comparison	RAG
Number of Fire Service incidents attended	1,031 (24/25 Q4)	1,333 (25/26 Q1)	1,208 (25/26 Q2)	1,156 (25/26 Q3)	1,071 (25/26 Q4)	No target	No comparison	n/a
Number of fire fatalities in properties	0 (24/25 Q4)	0 (25/26 Q1)	1 (25/26 Q2)	0 (25/26 Q3)	1 (25/26 Q4)	No target	No comparison	n/a
Road traffic collision fatalities and seriously injured	13 (24/25 Q4)	8 (25/26 Q1)	14 (25/26 Q2)	19 (25/26 Q3)	15 (25/26 Q4)	No target	No comparison	n/a
On-Call availability (% fire crew available)	73% (24/25 Q4)	73% (25/26 Q1)	70% (25/26 Q2)	71% (25/26 Q3)	72% (25/26 Q4)	90%	National average 62%	R
First fire engine to a dwelling fire within 11 mins (Response Standard 1)	No data	No data	61% (25/26 Q2)	68% (25/26 Q3)	0% (25/26 Q4)	80%	No comparison	n/a
Second fire engine at dwelling fire within 16 mins (Response Standard 2)	No data	No data	56% (25/26 Q2)	72% (25/26 Q3)	0% (25/26 Q4)	80%	No comparison	n/a
First fire engine at Road Traffic Collision within 13 mins (Response Standard 3)	No data	No data	63% (25/26 Q2)	50% (25/26 Q3)	0% (25/26 Q4)	80%	No comparison	n/a
First fire engine at all incidents within 20 mins (Response Standard 4)	No data	95% (25/26 Q1)	93% (25/26 Q2)	94% (25/26 Q3)	0% (25/26 Q4)	80%	No comparison	n/a
Number of false alarms attended	585 (24/25 Q4)	623 (25/26 Q1)	659 (25/26 Q2)	688 (25/26 Q3)	568 (25/26 Q4)	<620	No comparison	G
Number of Home Fire Safety Checks and Safe & Well visits	1,241 (24/25 Q4)	1,021 (25/26 Q1)	1,173 (25/26 Q2)	1,213 (25/26 Q3)	1,284 (25/26 Q4)	>1075	No comparison	G
Building Regulation consultations carried out in 21 days	99% (24/25 Q4)	98% (25/26 Q1)	97% (25/26 Q2)	97% (25/26 Q3)	95% (25/26 Q4)	100%	No comparison	A

Performance Measure	Previous Data				Latest	Target	Comparison	RAG
Number of assigned safeguarding incidents	47 (24/25 Q4)	43 (25/26 Q1)	31 (25/26 Q2)	28 (25/26 Q3)	41 (25/26 Q4)	No target	No comparison	n/a
Statutory Licencing consultations within 21 days	94% (24/25 Q4)	92% (25/26 Q1)	89% (25/26 Q2)	89% (25/26 Q3)	100% (25/26 Q4)	100%	No comparison	G
Number of fire safety audits	221 (24/25 Q4)	194 (25/26 Q1)	174 (25/26 Q2)	132 (25/26 Q3)	120 (25/26 Q4)	>250	No comparison	R
Number of actioned fire safety audits	37 (24/25 Q4)	37 (25/26 Q1)	55 (25/26 Q2)	15 (25/26 Q3)	30 (25/26 Q4)	No target	No comparison	n/a
% site risk information records in date	99% (24/25 Q4)	97% (25/26 Q1)	95% (25/26 Q2)	96% (25/26 Q3)	98% (25/26 Q4)	100%	No comparison	A

Comments

Incidents attended

Overall incident numbers have continued to reduce this quarter, falling from 1,156 incidents in Quarter 3 to 1,071 in Quarter 4. Demand profiles remain broadly consistent, with false alarms continuing to represent the largest proportion of incidents attended. While incident numbers have reduced overall, special service activity continues to remain steady, indicating continued operational demand across a range of incident types.

On-Call availability

On-Call availability has shown a slight improvement this quarter, increasing from 71% to 72%, although performance remains below the 90% target. Availability continues to be strongest during evenings and weekends, with lower daytime availability mitigated through wholetime, day-crewed and county day crew resources. Suffolk continues to perform above the national average for comparable predominantly rural services. Work remains ongoing around employer engagement, alerter reliability and flexible crewing models to improve availability further.

First Response Standards

Work continues to improve the resilience, quality and reporting capability of incident data and performance systems following the recent system transitions. This includes ongoing development and validation work around reporting functionality and dashboard integration to strengthen future performance reporting and analysis. As part of this work, Quarter 4 response standard data will follow once the assurance, and validation process has been completed.

False alarms attended

The Fire Service is working with people with responsibility for buildings that have had repeat call outs, most repeat call outs are self-contained sheltered accommodation, HMO's (Houses in Multiple Occupation) and single occupancy dwellings. The Fire Service protection and prevention teams work together on targeted approaches.

Home Fire Safety Checks

This quarter saw a 3.4% increase in Home Fire Safety Checks, rising from 1,173 to 1,213. A refocus on priorities has supported a better balance between attendance at community events and practical community engagement. The new partnerships manager is in post, providing valuable support to crews and partners alongside strengthened quality assurance and evaluation. Safeguarding activity remains consistent, with additional line management support from the safeguarding manager improving practitioner support within the team.

Building reg consultations

Performance against Building Regulation consultations remains strong, with 95% completed within the required timeframe. A small number of consultations exceeded the target timescale, largely linked to team capacity and fluctuating workloads.

Assigned safeguarding incidents

Safeguarding referrals increased this quarter from 28 to 41. This reflects continued staff awareness and understanding of safeguarding responsibilities, ensuring vulnerable individuals are identified and referred appropriately when concerns are identified through operational or prevention activity.

Statutory Licencing

Performance improved significantly this quarter, with 100% of Statutory Licensing consultations completed within the required timeframe. This demonstrates effective management of workloads and prioritisation within the Protection team.

Fire safety audits

The number of fire safety audits completed reduced slightly this quarter from 132 to 120 and remains below the expected target. This continues to reflect the significant level of enforcement activity and complex casework being undertaken by the Protection team. Resources continue to be prioritised towards the highest-risk premises and enforcement outcomes. Recruitment activity remains ongoing to increase capacity and support future audit delivery.

Actioned fire safety audits

The number of audits resulting in formal action increased this quarter from 15 to 30. This reflects continued targeted enforcement activity and demonstrates that where non-compliance or serious fire safety concerns are identified, appropriate action is being taken to improve compliance and public safety outcomes.

Risk information records

Performance improved this quarter, increasing from 96% to 98% of site risk information records remaining in date. Continued focus on upskilling staff, improving processes and supporting operational familiarisation activity has contributed positively to performance and operational preparedness.

Roads & Transport

Latest Data Available: **Quarter 4, 2025/26**

(RAG) overall performance rating:

G	latest performance good	R	performance below expectations
A	no significant change	n/a	Contextual - rating not applicable

Performance Measure	Previous Data				Latest	Target	Comparison	RAG
Number of customer enquiries (contact centre)	9,537 (21/22 Q4)	11,913 (22/23 Q4)	16,275 (23/24 Q4)	10,622 (24/25 Q4)	13,002 (25/26 Q4)	No target	No comparison	n/a
Number of complaints relating to Suffolk Highways	35 (21/22 Q4)	34 (22/23 Q4)	69 (23/24 Q4)	57 (24/25 Q4)	42 (25/26 Q4)	No target	No comparison	G
% A roads where maintenance should be considered	2.0% (2020/21)	1.9% (2021/22)	2.3% (2022/23)	2.6% (2023/24)	5.6% (2024/25)	No target	5.0% (England average)	n/a
% B/C roads where maintenance should be considered	3.0% (2020/21)	3.3% (2021/22)	3.7% (2022/23)	4.1% (2023/24)	4.8% (2024/25)	No target	7.0% (England average)	n/a
% U roads: where maintenance should be considered	23% (2020/21)	29% (2021/22)	36% (2022/23)	Not reported (2023/24)	Not reported (2024/25)	No target	No comparison	n/a
Number of bus passenger journeys per head population	6.1 (2020/21)	12.4 (2021/22)	15.9 (2022/23)	16.0 (2023/24)	16.0 (2024/25)	No target	20.0 (Similar council average)	n/a
Number of Connecting Communities passengers	80,001 (2022/23)	98,376 (2022/23)	96,871 (2023/24)	82,104 (2024/25)	77,534 (2025/26)	No target	No comparison	A
Percentage of staff using sustainable travel options	20% (2021)	30% (2022)	27% (2023)	29% (2024)	34% (2025)	No target	No comparison	G
Reported Road Casualties - All Casualties	1,427 (2021)	1,590 (2022)	1,265 (2023)	1,450 (2024)	1,500 (2025)	No target	1,791 (Similar council average)	n/a
Reported Road Casualties - Killed or Seriously Injured	298 (2021)	314 (2022)	312 (2023)	355 (2024)	340 (2025)	No target	419 (Similar council average)	A
Road traffic accidents (killed/serious injuries) per 10,000 population	4.03 (2021)	3.80 (2022)	3.96 (2023)	4.16 (2024)	4.27 (2025)	No target	5.11 (Similar council average)	R

Comments

(Road condition) % where maintenance should be considered

These figures have been collected from local Highway Authorities and published nationally by the Department for Transport (DfT). The data is collected using an automated UK survey method that uses specially equipped vehicles to measure road surface condition. The data presented shows the percentage of the road network that is in the worst condition (as the main indicator of road condition). For A roads Suffolk 's performance is 5.6% compared with the regional average of 4.4%. Suffolk compares reasonably with Norfolk (6%) and Cambridgeshire (7%). The national average is 5.0%.

For B and C roads, Suffolk's performance is 4.8% compared with a regional average of 6.8%. Suffolk compares well with Norfolk (7%) and Cambridgeshire (16%). The national average is 7.0%.

Connecting Communities

Some operators report ongoing challenges with recruiting and retaining volunteer drivers, and this together with increasing operating costs impacts on the countywide reduction in passenger journeys. The Council is working with operators (those experiencing the biggest challenges with recruitment) on developing a recruitment campaign.

Waste & Environment

Latest Data Available: **Quarter 4, 2025/26**

(RAG) overall performance rating:

G latest performance good	R performance below expectations
A no significant change	n/a Contextual - rating not applicable

Performance Measure	Previous Data				Latest	Target	Comparison	RAG
Per capita CO2 emissions (council influence) tonnes/person	4.9 (2019)	4.5 (2020)	4.8 (2021)	4.4 (2022)	3.9 (2023)	3.9	3.7 (Similar council average)	n/a
Scores for Council Climate Action Scorecard (Climate Emergency UK scorecard)	New	New	53% (2021)	41% (2023)	38% (2025)	No target	42% (England average)	R
Energy Efficiency (ECO) measures per 1,000 households	(2021)	68.9 (2022)	71.4 (2023)	76.4 (2024)	78.9 (2025)	No target	145.0 (England average)	n/a
% of top 100 suppliers with carbon reduction plan	44% (24/25 Q4)	49% (25/26 Q1)	49% (25/26 Q2)	50% (25/26 Q3)	50% (25/26 Q4)	No target	No comparison	G
Energy used across Suffolk County Council buildings (GWh) Gigawatt hours	44 (2021/22)	33 (2022/23)	29 (2023/24)	29 (2024/25)	29 (2024/25)	< Annual	No comparison	G
SCC's Carbon Footprint (tCO2e) – emissions under council's direct control (Scope 1&2)	14,821 (2020/21)	13,907 (2021/22)	10,030 (2022/23)	9,066 (2023/24)	8,798 (2024/25)	10,407	No comparison	G
Suffolk County Council's Carbon Footprint (tCO2e) - Emissions from SCC estate	11,939 (2020/21)	12,295 (2021/22)	8,828 (2022/23)	8,024 (2023/24)	7,929 (2024/25)	7,620	No comparison	R
CO2 emissions from Suffolk County Council owned vehicles (tCO2e)	971 (2020/21)	1,084 (2021/22)	1,053 (2022/23)	791 (2023/24)	726 (2024/25)	958	No comparison	G
Public electric vehicle charging devices (all) per 100k population	101.0 (24/25 Q4)	106.3 (25/26 Q1)	119.1 (25/26 Q2)	121.1 (25/26 Q3)	124.9 (25/26 Q4)	No target	96.3 (Similar council average)	n/a
Public electric vehicle charging (rapid devices) per 100k population	24.1 (24/25 Q4)	25.1 (25/26 Q1)	26.0 (25/26 Q2)	27.5 (25/26 Q3)	28.1 (25/26 Q4)	No target	29.5 (Similar council average)	n/a
Total residual household waste per household (kg)	451 (22/23 Q3)	423 (23/24 Q3)	425 (24/25 Q3)	429 (25/26 Q3)	432 (25/26 Q3)	429	513kg (England average)	A

Performance Measure	Previous Data				Latest	Target	Comparison	RAG
Total household waste per household (kg)	769 (22/23 Q3)	699 (23/24 Q3)	734 (24/25 Q3)	733 (25/26 Q3)	709 (25/26 Q3)	733	No comparison	G
% Household waste reused, recycled, or composted	39.9% (22/23 Q3)	38.0% (23/24 Q3)	40.3% (24/25 Q3)	39.7% (25/26 Q3)	37.7% (25/26 Q3)	39.7%	43.7% (England average)	R
Number of waste education talks/engagements	New	28 (23/24 Q3)	61 (24/25 Q3)	69 (25/26 Q3)	26 (25/26 Q3)	30	No comparison	A
% County matter planning applications decided in time	100% (24/25 Q4)	100% (25/26 Q1)	100% (25/26 Q2)	100% (25/26 Q3)	100% (25/26 Q4)	60%	87% (Similar council average)	G

Comments

Climate Action Scorecard

The Council Climate Action Scorecards (developed by Climate Emergency UK Advisory Group) are an assessment on all UK councils on the actions they have taken towards achieving net zero. The Scorecard assessment consists of around 90 questions, depending on the council type, across 7 different themes, created in consultation with over 90 different organisations and individuals. Each council is scored against the agreed criteria, then each area is given a right to reply before the scores undergo a final audit.

Top 100 suppliers

The number of suppliers that have a published carbon reduction plan is used as a measure to track progress of the council's supply chain commitments to carbon reduction targets. In collaboration with all Suffolk local authorities, the county is developing a joint Environmental Ask of suppliers as a review of the existing Climate Change Commercial Ask. The new approach will be clearer, more achievable, and scalable, and will be the consistent approach across Suffolk.

Council's Carbon Footprint

The latest data reflects the change relative from the 2019/20 baseline for emissions within the council's direct control. These emissions have reduced by 45.9%, against a target of 36% to be in line with a linear progress towards the 2030 goal. The associated energy reduction means that in 2024/25, the council spent over £4.5m less than had energy use remained at the same level as in 2019/20. These emissions represent only about 2-3% of the council's total footprint from all activity including supply chain (Scope 3), but as the element where the organisation has direct control, they remain a priority.

Recent measures include installations of solar panels at Beacon House and Stowmarket library. The Council now generates the equivalent of 15% of the electricity consumed across all its buildings, reducing the amount that needs to be purchased. Thermal improvement and better controls mean our buildings need less heating. The savings in the report include a 53% reduction in gas use

at Constantine House and a 33% reduction at Endeavour House. Progress continues – in the year to date across these two buildings, we have seen a 36% reduction in gas; figures not captured yet in the main indicator.

Emissions from council owned vehicles have dropped by 55% from baseline, largely due to electrification. The pool car fleet is fully electric, and a substantial portion of the fire fleet has been electrified. The Co-Wheels car club vehicles provide another option for pool car use, which is both more cost effective for the council and means vehicles sited in a broader range of locations. It is hoped that this will help to reduce emissions from the council's rising dependence on grey fleet, and that the offer could be extended to other organisations to reduce the overheads and help improve air quality in Suffolk.

Residual household waste

Levels of residual waste continue to rise a little each year. This year Q1-3 saw Suffolk households each produce +3kg more residual waste than the same period last year. However, 432 kg per household is less than the levels reported during covid restrictions in 2020 which reached 444kg residual per household. The increase in residual waste this quarter is attributable to the recycling centres where residual waste has increased by 1,096 tonnes. This is largely due to the number of visitors increasing by 5% compared to the same period last year, totalling over 812,000 visits April-Dec 2025.

Total household waste

Total waste per household has decreased compared to the previous couple of years. This is largely due to the amount of organic waste at the kerbside decreasing by 9,000 tonnes in the dry conditions of 2025 compared to 2024 when wetter weather conditions led to much more organic garden waste. Additionally, in 2025 Ipswich Borough Council introduced a chargeable garden waste service which has seen garden waste tonnages in Ipswich reduce by 36% from the previous year when the service was free of charge (compared to the other authorities which have seen a 15% reduction in garden waste due to weather conditions).

Household waste recycled

The rolling 12-month household recycling rate has decreased compared to last year. This is due to the weather conditions leading to less garden waste being generated for composting (-9,000 tonnes at kerbside and -1,124 tonnes at recycling centres), and more residual waste at recycling centres (+1,096 tonnes) largely due to an increase in customers. The planned roll out of new recycling services to households across Suffolk from June 2026 is expected to significantly increase the recycling rate.

Waste education talks

The number of waste education talks was lower this quarter due to one of the contractors having a vacancy in their education officer role. However, the average over the year remains high.

Corporate Health

Latest Data Available: **Quarter 4, 2025/26**

(RAG) overall performance rating:

G	latest performance good	R	performance below expectations
A	no significant change	n/a	Contextual - rating not applicable

Performance Measure	Previous Data				Latest	Target	Comparison	RAG
Staff Numbers (Full Time Equivalent FTE) - Total	4,810 (24/25 Q4)	4,937 (25/26 Q1)	5,005 (25/26 Q2)	5,005 (25/26 Q3)	5,015 (25/26 Q4)	No target	No comparison	n/a
Working days lost as a % of available days - Total	4.1% (21/22 Q4)	4.1% (22/23 Q4)	5.0% (23/24 Q4)	4.8% (24/25 Q4)	4.8% (25/26 Q4)	4.8%	No comparison	R
% Staff who have had a 'Return to Work' interview - Total	66% (24/25 Q4)	88% (25/26 Q1)	91% (25/26 Q2)	90% (25/26 Q3)	89% (25/26 Q4)	No target	No comparison	A
£ Spend on temporary staff and contractors - Total	£1.57m (25/26 Q1)	£1.57m (25/26 Q2)	£2.09m (25/26 Q2)	£1.96m (25/26 Q3)	£1.64m (25/26 Q4)	No target	No comparison	G
[Finance] Total insurance claims received	156 (24/25 Q4)	118 (25/26 Q1)	70 (25/26 Q2)	67 (25/26 Q3)	101 (25/26 Q4)	No target	No comparison	n/a
[Finance] % insurance claims processed in 5 working days	87.3% (24/25 Q4)	81.6% (25/26 Q1)	99.8% (25/26 Q2)	100% (25/26 Q3)	99.8% (25/26 Q4)	No target	No comparison	G
[Finance] % Invoices paid on time	98.3% (24/25 Q4)	98.2% (25/26 Q1)	98.7% (25/26 Q2)	98.5% (25/26 Q3)	98.9% (25/26 Q4)	94.0%	No comparison	G
[Finance] Total aged debtor days (31+ days)	£47.3m (24/25 Q4)	£54.5m (25/26 Q1)	£56.7m (25/26 Q2)	£57.9m (25/26 Q3)	£58.4m (25/26 Q4)	No target	No comparison	n/a
[Finance] Total debt outstanding	£72.9m (24/25 Q4)	£73.2m (25/26 Q1)	£74.4m (25/26 Q2)	£71.6m (25/26 Q3)	£85.4m (25/26 Q4)	No target	No comparison	n/a
[Finance] Debt +31 days as a % total debt	New	73.2% (25/26 Q1)	71.0% (25/26 Q2)	80.8% (25/26 Q3)	68.4% (25/26 Q4)	No target	No comparison	R

Comments

Staff Numbers

The most significant change in numbers at directorate level has been in Children's Services where the Children's Community Health Services moved into Public Health.

Debt management

This is a key measure for debt management and is currently rated Red because of the significant change in percentage score. This measure will be closely monitored during 2026 and additional mitigation actions put in place if the percentage continues to rise.

Customer Experience

Latest Data Available: **Quarter 4, 2025/26**

(RAG) overall performance rating:

G	latest performance good	R	performance below expectations
A	no significant change	n/a	Contextual - rating not applicable

Performance Measure	Previous Data			Latest	Target	Comparison	RAG
Number of new complaints received - Total SCC	287 (22/23 Q4)	377 (23/24 Q4)	415 (24/25 Q4)	469 (25/26 Q4)	No target	No comparison	R
% of complaints partially/fully upheld - Total SCC	68.8% (22/23 Q4)	67.8% (23/24 Q4)	67.3% (24/25 Q4)	67.4% (25/26 Q4)	No target	No comparison	A
% complaints acknowledged on time (within 5 working days)	90.0% (22/23 Q4)	92.6% (23/24 Q4)	88.6% (24/25 Q4)	77.3% (25/26 Q4)	90%	No comparison	R
% standard complaint responses sent on time (within 10 working days)			New	55.4% (25/26 Q4)	80%	No comparison	R
% complex complaint responses sent on time (within 20 working days)			New	57.4% (25/26 Q4)	80%		R
Number of complaint escalations beyond Stage 1	4 (22/23 Q4)	4 (23/24 Q4)	2 (24/25 Q4)	89 (25/26 Q4)	No target	No comparison	n/a
Number of LGSCO decisions - Complaints	32 (22/23 Q4)	19 (23/24 Q4)	40 (24/25 Q4)	32 (25/26 Q4)	No target	No comparison	n/a
Number of compliments received by Suffolk County Council	132 (22/23 Q4)	190 (23/24 Q4)	260 (24/25 Q4)	272 (25/26 Q4)	No target	No comparison	G
Number of customer contacts - using phone	40,135 (22/23 Q4)	21,874 (23/24 Q4)	19,631 (24/25 Q4)	25,182 (25/26 Q4)	No target	No comparison	n/a
Number of customer contacts - using online options	26,190 (22/23 Q4)	15,906 (23/24 Q4)	13,228 (24/25 Q4)	19,060 (25/26 Q4)	No target	No comparison	n/a
Customer Service - % First Call Resolution	93.8% (22/23 Q4)	97.6% (23/24 Q4)	98.7% (24/25 Q4)	98.7% (25/26 Q4)	No target	No comparison	G

Customer Service - % Failure Demand	1.2% (22/23 Q4)	2.0% (23/24 Q4)	3.9% (24/25 Q4)	12.4% (25/26 Q4)	No target	No comparison	R
% Blue Badge applications processed on time (Govt <12 weeks)	70.5% (22/23 Q4)	92.0% (23/24 Q4)	92.1% (24/25 Q4)	28.4% (25/26 Q4)	90% (12 weeks)	No comparison	R
% Customer transactions undertaken online (Contact Centre)	93.8% (22/23 Q4)	93.0% (23/24 Q4)	92.1% (24/25 Q4)	N/A (25/26 Q4)	85%	No comparison	n/a
% Customer transactions undertaken online (Suffolk County Council total)	87.5% (22/23 Q4)	88.8% (23/24 Q4)	90.3% (24/25 Q4)	N/A (25/26 Q4)	85%	No comparison	n/a
% Customer Satisfaction - Customer Services	87.2% (22/23 Q4)	84.7% (23/24 Q4)	78.8% (24/25 Q4)	83.0% (25/26 Q4)	85%	No comparison	A
Suffolk County Council website usage - number of users	1.05m (22/23 Q4)	1.55m (23/24 Q4)	1.30m (24/25 Q4)	1.21m (25/26 Q4)	No target	No comparison	n/a
Suffolk County Council website usage - number of page views	1.51m (22/23 Q4)	1.97m (23/24 Q4)	1.61m (24/25 Q4)	1.76m (25/26 Q4)	No target	No comparison	n/a
Suffolk County Council website usage - % Quality Assurance score	94.4% (22/23 Q4)	97.6% (23/24 Q4)	96.7% (24/25 Q4)	96.1% (25/26 Q4)	No target	No comparison	G
Suffolk County Council website usage - number of online payments made	2,010 (22/23 Q4)	20,399 (23/24 Q4)	19,131 (24/25 Q4)	20,586 (25/26 Q4)	No target	No comparison	n/a

Comments

Customer complaints

Quarter 4 saw complaint numbers rise by over 13% compared to last year, an increase of 54 cases. Children's Services complaints rose by 31, with Adult Social Care seeing an increase of 18. The top three complaint themes all related to Inclusion Services: Needs Unmet, Delays, and Education, Health & Care Plan (EHCP) Reviews.

Escalations beyond Stage 1

In Quarter 4, 89 complaints progressed beyond Stage 1. This is a result of changes introduced by the LGSCO's Complaint Handling Code, which requires all requests from complainants to escalate a corporate complaint to be taken forward for a secondary review and response. As a result, comparisons with last year are not meaningful. Of these escalations, the majority (74) were complaints relating to Children's Services.

LGSCO (Local Government & Social Care Ombudsman) decisions

During Quarter 4, the LGSCO (Local Government & Social Care Ombudsman) issued eight fewer decisions than in the same period last year. In total, £3,525 in remedy payments were made.

Complaints upheld

The number of complaints in Quarter 4 that were fully or partially upheld was in line with the same period last year. Children's Services saw over 83% of complaints where fault was found, whereas Growth, Highways & Infrastructure saw just over 32%.

Complaints acknowledged

Complaint acknowledgement performance (within five working days) fell to 77.3% in Quarter 4, below the Council's target of 90% and representing a drop of 11.3% compared to last year. This is partly a result of increased complaint volumes and is also linked to a greater focus on attempting to resolve outstanding issues before formally registering a new customer complaint.

Complaint responses

(Standard complaints) In Quarter 4, 55.4% of standard complaints were responded to within the 10-working-day target. This is the first quarter in which we have measured performance against the revised SLA (Service Level Agreement). Had the previous SLA been applied, performance would have been 77.4%, representing a slight improvement on the same quarter last year. Work continues to support directorates to meet refreshed SLAs.

(Complex complaints) In Quarter 4, Complex cases saw 57.4% responded to within the 20-working-day target. Corporate Services and Public Health were the only Directorates to achieve target this quarter. This is the first quarter in which we have measured performance against the revised SLA (Service Level Agreement). Had the previous SLA been applied, performance would have been 77.4%, representing a slight improvement on the same quarter last year. Work continues to support directorates to meet refreshed SLAs.

Compliments received

Overall compliments rose by 126 (75.9%) compared to Quarter 3 last year. Children's Services, Corporate Services, and Fire & Public Safety all saw significant increases, rising by 57, 48, and 31 respectively.

Customer contacts

Overall customer service demand rose by over 20% compared to Quarter 4 last year. Demand was higher than Quarter 4 last year for several reasons. First, the Contact Centre was not handling statutory SEND calls last year, resulting in an uplift of 3,125 calls. Secondly, the Department for Transport (DfT) national IT system fault affecting Blue Badge applications drove additional demand. Finally, extreme wet weather in early 2026 led to significant flooding impacts on Highways, increasing demand for this service by over 75% compared to the previous year.

First Call Resolution

First call resolution in the Customer Service Contact Centre remains strong at nearly 99%, meaning most customer enquiries are resolved at first contact. This figure is in line with previous years.

Failure Demand

Failure demand (customer contact chasing overdue services) increased by 8.5% compared to Quarter 4 last year. The two largest contributors were Blue Badge and SEN, accounting for 6.4% and 4.7% respectively. The Blue Badge team experienced IT issues in Quarter 3, which resulted in a backlog of applications carrying into Quarter 4. Combined with business-as-usual demand, this significantly impacted processing times and led to increased calls chasing badges. For SEN, the queue was only taken over in July 2025, meaning there is no historic data for comparison. However, ongoing transformation activity continues, and some of the failure demand reflects improved accessibility to the service.

Blue Badge Applications

Between September and December 2025, the Department for Transport (DfT) national IT system used to process Blue Badge applications experienced intermittent availability nationwide. While the issue was resolved at the DfT end, the impact continued into Quarter 4 due to applications being held and inaccessible. These had to be downloaded in batches into Dynamics for processing. All applications have now been transferred into Dynamics, and the Blue Badge team has returned to processing times consistently under 12 weeks. This improvement will be reflected in the next quarter's data.

Transactions undertaken online

The council is currently unable to provide an accurate figure for customer transactions- work continues with Highways to address this.

Customer Satisfaction

Customer satisfaction for the Customer Service teams (Contact Centre and Blue Badge) was 83% in Quarter 4, an increase of 4.2% compared to the same period last year.

Website usage

Website visitor numbers fell by just over 7% compared to Quarter 4 last year. However, page views increased by 9.1%. This suggests visitors are spending longer on the site and searching more actively for information.

The volume of online self-service payments increased by 7.6% in Quarter 4, with 20,586 customers making payments totalling nearly £3.7m. This represents a 7.6% increase in transactions compared to last year.

Quality Assurance Score

The website Quality Assurance score at the end of Quarter 4 was 96.1%, in line with last year and significantly above the industry benchmark of 79.7%.

Governance & Assurance

Latest Data Available: **Quarter 4, 2025/26**

(RAG) overall performance rating:

G	latest performance good	R	performance below expectations
A	no significant change	n/a	Contextual - rating not applicable

Performance Measure	Previous Data				Latest	Target	Comparison	RAG
Number of internal audits completed	11 (24/25 Q4)	8 (25/26 Q1)	8 (25/26 Q2)	9 (25/26 Q3)	11 (25/26 Q4)	No target	No comparison	n/a
Number of referrals for possible fraud	11 (24/25 Q4)	10 (25/26 Q1)	10 (25/26 Q2)	13 (25/26 Q3)	11 (25/26 Q4)	No target	No comparison	n/a
Number of referrals for possible Blue Badge misuse	3 (24/25 Q4)	1 (25/26 Q1)	7 (25/26 Q2)	1 (25/26 Q3)	15 (25/26 Q4)	No target	No comparison	n/a
Number of successful prosecution (fraud)	0 (24/25 Q4)	0 (25/26 Q1)	2 (25/26 Q2)	2 (25/26 Q3)	1 (25/26 Q4)	No target	No comparison	n/a
Information Requests received (FOIs / EIRs)	392 (24/25 Q4)	332 (25/26 Q1)	411 (25/26 Q2)	350 (25/26 Q3)	384 (25/26 Q4)	No target	No comparison	n/a
% Information Requests (FOIs & EIRs) responded to in 20 working days	99.7% (24/25 Q4)	100% (25/26 Q1)	97.2% (25/26 Q2)	98.5% (25/26 Q3)	98.6% (25/26 Q4)	No target	No comparison	G
Subject Access Requests (SARs) received	127 (24/25 Q4)	103 (25/26 Q1)	145 (25/26 Q2)	137 (25/26 Q3)	181 (25/26 Q4)	No target	No comparison	n/a
% Subject Access Requests (SARs) responded to within statutory timescales	85% (24/25 Q4)	73% (25/26 Q1)	91% (25/26 Q2)	98% (25/26 Q3)	99% (25/26 Q4)	No target	No comparison	G
Subject Access Requests (SARs) closed	103 (24/25 Q4)	95 (25/26 Q1)	159 (25/26 Q2)	147 (25/26 Q3)	156 (25/26 Q4)	No target	No comparison	n/a
Total number of Security Incidents	187 (24/25 Q4)	183 (25/26 Q1)	212 (25/26 Q2)	191 (25/26 Q3)	211 (25/26 Q4)	No target	No comparison	n/a
Total number of confirmed Personal Data Breaches	91 (24/25 Q4)	84 (25/26 Q1)	110 (25/26 Q2)	110 (25/26 Q3)	133 (25/26 Q4)	No target	No comparison	n/a

Performance Measure	Previous Data				Latest	Target	Comparison	RAG
Information Commissioner Office (ICO) Security Incident Notifications	2 (24/25 Q4)	0 (25/26 Q1)	0 (25/26 Q2)	1 (25/26 Q3)	0 (25/26 Q4)	No target	No comparison	n/a

Comments

Information Governance

(FOIs) Quarter 4 saw a 9.7% increase in the number of FOI/EIR requests received compared to the previous Quarter (384 compared to 350). The usual pattern of Growth, Highways & Infrastructure and Corporate Services receiving the highest number of requests, followed by Children & Young People's Services, has continued. The most common themes for requests remain road maintenance issues (especially potholes) and SEND.

The compliance rate Quarter 4 was 98.6%, so very little change since Quarter 3 (98.5%).

(SARs) Quarter 4 saw SCC the highest ever number of Subject Access Requests (SARs) submitted to SCC - 181. Combined with high levels of requests in the previous two Quarters, this means that the total for the year as a whole is 49% higher than the previous year.

Despite the significant increase in demand, with only 1 SAR completed later than the statutory deadline, the compliance rate actually increased in Quarter 4 (to 99%) - the highest compliance rate for any three-month period since SARs were introduced. However, the number of 'open' SARs is inevitably starting to increase as a result of the demand, which is likely to impact negatively on compliance rates in the early part of 2026/27.

(Security incidents) There was a 10% increase in the number of Information Security Incidents from 191 in Quarter 3 to 211 in Quarter 4.

Quarter 4 also saw an increase in the number of confirmed personal data breaches (up from 110 in Q3 to 133 in Q4). Over 60% of the confirmed personal data breaches occurred within Children & Young People's Services (a total of 84 reported). Information sent to the wrong recipient remains by far the most prevalent cause of both incidents and breaches.

No personal data breaches met the threshold for notification to the Information Commissioner's Office (ICO); as a result, no ICO notifications were made during Quarter 4.