



CORPORATE PERFORMANCE DASHBOARD

(Simplified version)

Quarter 1, 2026/27

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 1, 2026/27**

(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% (25/26 Q1)	100% (25/26 Q2)	100% (25/26 Q3)	100% (25/26 Q4)	100% (26/27 Q1)	80%	No comparison	G
% successful completion of drug treatment (opiates)	6.8% (24/25 Q4)	6.4% (25/26 Q1)	5.7% (25/26 Q2)	6.0% (25/26 Q3)	7.9% (25/26 Q4)	>7.0%	No comparison	G
% successful completion of alcohol treatment	26.5% (24/25 Q4)	25.9% (25/26 Q1)	24.6% (25/26 Q2)	25.7% (25/26 Q3)	29.5% (25/26 Q4)	>35%	No comparison	A
Number of adults in structured treatment				New	No data until Q2	3,058	No comparison	n/a
% parents who are breastfeeding their baby at 6-8 weeks old	55.4% (25/26 Q1)	56.3% (25/26 Q2)	57.1% (25/26 Q3)	56.1% (25/26 Q4)	58.9% (26/27 Q1)	54%	No comparison	G
% families receiving a health visit (babies 10-14 days)	87.1% (25/26 Q1)	84.3% (25/26 Q2)	85.2% (25/26 Q3)	86.4% (25/26 Q4)	86.7% (26/27 Q1)	90%	No comparison	A
% families receiving a health visit (babies 2-2.5 years old)	91.3% (25/26 Q1)	88.2% (25/26 Q2)	88.3% (25/26 Q3)	88.7% (25/26 Q4)	90.8% (26/27 Q1)	90%	No comparison	G
Number of individuals setting a smoking quit date (starting a quit journey)				New	1,788 (25/26 Q4)	No target	No comparison	n/a
% smoking quit success rate (% of those setting a quit date who are smokefree at 4 weeks)				New	44.9% (26/27 Q1)	35%	No comparison	G
Number of NHS Health Checks delivered				New	7,337 (25/26 Q4)	5,616	No comparison	G
Number of physical issues in period to library users	443,703 (25/26 Q1)	528,130 (25/26 Q2)	447,190 (25/26 Q3)	461,994 (25/26 Q4)	442,080 (26/27 Q1)	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	516,686 (25/26 Q1)	563,027 (25/26 Q2)	584,466 (25/26 Q3)	602,584 (25/26 Q4)	553,703 (26/27 Q1)	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
Local Welfare Assistance Scheme applications approved	3,681 (25/26 Q1)	1,839 (25/26 Q2)	3,598 (25/26 Q3)	3,759 (25/26 Q4)	3,964 (26/27 Q1)	No target	No comparison	n/a
% of eligible of adults on Refugee Resettlement Programmes accessing ESOL				New	88% (26/27 Q1)	95%	No comparison	A
Number of calls into the Domestic Abuse Outreach Service	298 (25/26 Q1)	273 (25/26 Q2)	369 (25/26 Q3)	364 (25/26 Q4)	319 (26/27 Q1)	No target	No comparison	n/a
Number of No Cold Calling Zones (Suffolk Trading Standards)	277 (25/26 Q1)	296 (25/26 Q2)	318 (25/26 Q3)	342 (25/26 Q4)	354 (26/27 Q1)	No target	No comparison	n/a
Number of Trading Standards Champions (Suffolk)	1,256 (25/26 Q1)	1,271 (25/26 Q2)	1,291 (25/26 Q3)	1,312 (25/26 Q4)	1,656 (26/27 Q1)	No target	No comparison	n/a
Number of followers on social media (Suffolk Trading Standards)	20,501 (25/26 Q1)	20,621 (25/26 Q2)	20,830 (25/26 Q3)	22,122 (25/26 Q4)	16,546 (26/27 Q1)	No target	No comparison	n/a

Comments

Health visiting

The percentage of families receiving a health visit (both baby 10-14 days and 2-2.5 years old) - the target for 2-2.5 years now achieved and performance improving for 10-14 days. A quality improvement plan has been in place for the 2 year visit measure which is contributing to this increase.

Refugee resettlement schemes

The percentage of eligible adults on Refugee Resettlement Programmes accessing ESOL (English for Speakers of Other Languages). For Quarter 1, the target was not met due to three newly arrived individuals moving to the UK who have not yet had an opportunity to enrol.

Local Welfare Assistance Scheme

Local Welfare Assistance Scheme applications approved - This quarter saw the highest number of approved applications since Q4 2024/25 reflecting continued cost of living pressures, efficiency of processing applications and awareness of the LWAS scheme. This equated to £1,014,700 in payments made.

Domestic Abuse Outreach Service

Number of referrals into the Domestic Abuse Outreach Service - Numbers do fluctuate throughout the year and referrals are broadly in line with previous quarterly reporting. Targeted promotion of the service, through a recent social media campaign to tie in with the World Cup may see an increase in numbers during Q2 which the service is monitoring closely.

SEND Services

Latest Data Available: **Quarter 1, 2026/27**

(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	123 (25/26 Q1)	172 (25/26 Q2)	227 (25/26 Q3)	205 (25/26 Q4)	178 (26/27 Q1)		No target	No comparison	n/a
Number of applications for assessment for EHCP for Quarter (population figure / 10,000)	38.2 (25/26 Q1)	36.8 (25/26 Q2)	43.3 (25/26 Q3)	51.4 (25/26 Q4)	53.4 (26/27 Q1)		No target	No comparison	n/a
Number of active EHC Needs Assessment caseloads	1,875 (25/26 Q1)	1,360 (25/26 Q2)	893 (25/26 Q3)	893 (25/26 Q4)	953 (26/27 Q1)		No target	No comparison	n/a
Number of EHCPs issued for Quarter (population figure / 10,000)	44.7 (25/26 Q1)	57.9 (25/26 Q2)	61.9 (25/26 Q3)	39.1 (25/26 Q4)	35.0 (26/27 Q1)		No target	No comparison	n/a
Number of new EHCPs issued	680 (25/26 Q1)	881 (25/26 Q2)	942 (25/26 Q3)	595 (25/26 Q4)	467 (26/27 Q1)		No target	No comparison	n/a
Number of Plans issued within timescale (YTD current Academic year)	59 (25/26 Q1)	124 (25/26 Q2)	159 (25/26 Q3)	281 (25/26 Q4)	317 (26/27 Q1)		No target	No comparison	n/a
Percentage of new EHCPs issued within timescale (year to date - current academic year)	8.9% (25/26 Q1)	14.9% (25/26 Q2)	19.3% (25/26 Q3)	57.1% (25/26 Q4)	67.9% (26/27 Q1)		No target	36.3% (similar council average)	G

Performance Measure	Previous Data				Latest	Target	Comparison	RAG
% of New EHCPs issued going into mainstream	85.0% (25/26 Q1)	77.5% (25/26 Q2)	77.9% (25/26 Q3)	70.5% (25/26 Q4)	72.9% (26/27 Q1)	No target	No comparison	n/a
% of New EHCPs issued going into specialist	14.7% (25/26 Q1)	12.3% (25/26 Q2)	12.3% (25/26 Q3)	11.3% (25/26 Q4)	12.3% (26/27 Q1)	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
% 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
Suffolk Local Offer Number of website views	30,945 (25/26 Q1)	28,674 (25/26 Q2)	27,750 (25/26 Q3)	22,558 (25/26 Q4)	20,183 (26/27 Q1)	No target	No comparison	n/a
% of pupils with progress in areas of need identified	New	78.6% (25/26 Q2)	80.7% (25/26 Q3)	81.7% (25/26 Q4)	75.7% (26/27 Q1)	No target	No comparison	n/a
% pupils making progress in learning and inclusion	New	81.9% (25/26 Q2)	81.0% (25/26 Q3)	83.0% (25/26 Q4)	76.1% (26/27 Q1)	No target	No comparison	n/a
% pupils making progress in attendance, safety and wellbeing	New	58.3% (25/26 Q2)	55.4% (25/26 Q3)	59.7% (25/26 Q4)	62.6% (26/27 Q1)	No target	No comparison	n/a
Number of independent placements	554 (25/26 Q1)	550 (25/26 Q2)	676 (25/26 Q3)	683 (25/26 Q4)	870 (26/27 Q1)	No target	No comparison	n/a
£ total cost of independent settings	£35.8m (25/26 Q1)	£35.4m (25/26 Q2)	£42.5m (25/26 Q3)	£44.4m (25/26 Q4)	£43.0m (26/27 Q1)	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)	3,112 (25/26 Q1)	3,370 (25/26 Q2)	3,805 (25/26 Q3)	3,849 (25/26 Q4)	3,828 (26/27 Q1)	No target	No comparison	n/a
Total number of complaints received in quarter	211 (25/26 Q1)	184 (25/26 Q2)	210 (25/26 Q3)	214 (25/26 Q4)	301 (26/27 Q1)	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	2.0% (25/26 Q1)	1.6% (25/26 Q2)	1.8% (25/26 Q3)	1.8% (25/26 Q4)	2.4% (26/27 Q1)	No target	No comparison	n/a

Performance Measure	Previous Data				Latest	Target	Comparison	RAG
Total number of compliments received in quarter	50 (25/26 Q1)	47 (25/26 Q2)	111 (25/26 Q3)	35 (25/26 Q4)	17 (26/27 Q1)	No target	No comparison	n/a

Comments

EHC Plans issued within timescale

The percentage of new EHCPs issued within the statutory 20-week timeframe increased to 67.9% in 2026/27 Q1, up from 57.1% in the previous quarter. This continues the strong improvement seen since 2025/26 Q1 and is the highest level recorded within the reporting period, performing above the similar council average of 36.3%.

Pupils making progress

These are new measures for 2026/27. The measures are made up of pupils making progress (in one or more curriculum area), being able to partake in activities, events and learning tasks alongside their peers, being able to communicate their needs appropriately and being able to actively engage with and participate in/access learning with interest, with appropriate adaptations. The other part to these measures is to monitor pupils making progress in their attendance at school. Better attendance reduces the risk of permanent exclusion and fewer suspensions - also raising safety awareness and the ability to act safely.

Complaints received

The number of complaints received increased to 301 in 2026/27 Q1, up from 214 in the previous quarter and the highest level recorded in the period shown. This represents a continuation of the upward trend seen since 2025/26 Q2, with complaints increasing by 41% compared to the previous quarter.

Children's Social Care

Latest Data Available: **Quarter 1, 2026/27**

(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	£44.0m (25/26 Q1)	£45.9m (25/26 Q2)	£46.7m (25/26 Q3)	£47.8m (25/26 Q4)	£45.7m (26/27 Q1)	£44.6m	No comparison	R
Children in Need (CIN) per 10,000 children (ex CiC/CPP)	139.8 (25/26 Q1)	145.6 (25/26 Q2)	176.9 (25/26 Q3)	182.8 (25/26 Q4)	158.0 (26/27 Q1)	No target	No comparison	n/a
Total number of Children in Need (CIN)	2,102 (25/26 Q1)	2,217 (25/26 Q2)	2,693 (25/26 Q3)	2,783 (25/26 Q4)	2,405 (26/27 Q1)	No target	No comparison	n/a
Number of referrals to children's social care (per 10,000 aged 0-17)	402.4 (25/26 Q1)	489.6 (25/26 Q2)	615.3 (25/26 Q3)	453.1 (25/26 Q4)	468.2 (26/27 Q1)	337.0	No comparison	n/a
Percentage of re-referrals (to children's social care)	18.0% (25/26 Q1)	19.2% (25/26 Q2)	17.5% (25/26 Q3)	16.9% (25/26 Q4)	24.6% (26/27 Q1)	18%	21% (Similar council average)	R
% Social work assessments completed within 45 days	91.1% (25/26 Q1)	92.9% (25/26 Q2)	94.4% (25/26 Q3)	88.6% (25/26 Q4)	84.6% (26/27 Q1)	91%	88% (Similar council average)	A
Number of children subject to a Child Protection Plan per 10,000	32.5 (25/26 Q1)	34.1 (25/26 Q2)	32.7 (25/26 Q3)	31.1 (25/26 Q4)	32.8 (26/27 Q1)	33.0	32.4 (Similar council average)	n/a
Number of Children subject to Child Protection Plans and Child Protection cases	489 (25/26 Q1)	519 (25/26 Q2)	498 (25/26 Q3)	473 (25/26 Q4)	500 (26/27 Q1)	No target	No comparison	n/a
% Children with Child Protection Plans (CPP) cases open two years or more	1.6% (25/26 Q1)	2.5% (25/26 Q2)	2.4% (25/26 Q3)	3.0% (25/26 Q4)	1.2% (26/27 Q1)	3.0%	4.0% (Similar council average)	G
% Reviews of Child Protection cases on time	97.4% (25/26 Q1)	96.9% (25/26 Q2)	98.0% (25/26 Q3)	96.6% (25/26 Q4)	95.7% (26/27 Q1)	97%	93% (Similar council average)	G
Number of Children in Care (CiC) per 10,000 children	61.6 (25/26 Q1)	60.8 (25/26 Q2)	63.2 (25/26 Q3)	62.1 (25/26 Q4)	62.1 (26/27 Q1)	No target	57.0 (Similar council average)	n/a

Performance Measure	Previous Data				Latest	Target	Comparison	RAG
Actual number of Children in Care (CiC)	926 (25/26 Q1)	925 (25/26 Q2)	962 (25/26 Q3)	945 (25/26 Q4)	945 (26/27 Q1)	No target	No comparison	n/a
Actual number of Children in Care (CiC) SMC (Separated Migrant Children)	93 (25/26 Q1)	88 (25/26 Q2)	91 (25/26 Q3)	78 (25/26 Q4)	72 (26/27 Q1)	No target	No comparison	n/a
Actual number of Children in Care (CiC) Non-SMC	833 (25/26 Q1)	837 (25/26 Q2)	871 (25/26 Q3)	867 (25/26 Q4)	873 (26/27 Q1)	No target	No comparison	n/a
% Care leavers in education, employment, or training (EET)	56.9% (25/26 Q1)	57.5% (25/26 Q2)	52.6% (25/26 Q3)	53.8% (25/26 Q4)	59.1% (26/27 Q1)	No target	No comparison	G

Comments

Spot placements purchased externally

Expenditure on externally purchased Children in Care spot placements decreased to £45.7m in 2026/27 Q1 from £47.8m in the previous quarter. Despite this reduction, spending remains above the target of £44.6m and is higher than at the start of the reporting period (£44.0m in 2025/26 Q1).

Re-referrals

The proportion of re-referrals to Children's Social Care increased to 24.6% in 2026/27 Q1, up from 16.9% in the previous quarter and above the target of 18.0%. This is the highest level recorded in the reporting period and is also above the similar council average of 21.0%.

Social work assessments

The percentage of social work assessments completed within 45 days decreased to 84.6% in 2026/27 Q1, down from 88.6% in the previous quarter and below the target of 91.0%. This continues the downward trend seen since 2025/26 Q3 and is the lowest level recorded during the reporting period, although performance remains close to the similar council average of 88.0%.

Child protection cases open two years or more

The percentage of Child Protection Plan (CPP) cases open for two years or more decreased to 1.2% in 2026/27 Q1, down from 3.0% in the previous quarter. This is below the target of 3.0%, below the similar council average of 4.0%, and among the lowest levels recorded during the reporting period.

Child protection reviews

The percentage of Child Protection case reviews completed on time was 95.7% in 2026/27 Q1, compared with 96.6% in the previous quarter. Although performance remains below the target of 97.0%, it continues to perform above the similar council average of 93.0% and has remained consistently above 95% since 2024/25 Q4.

Care leavers in education, employment or training

The proportion of care leavers in education, employment or training (EET) increased to 59.1% in 2026/27 Q1, up from 53.8% in the previous quarter. This is the highest level recorded during the reporting period, continuing the recovery seen since 2025/26 Q3.

Adult Social Care

Latest Data Available: **Quarter 1, 2026/27**

(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	£816 (25/26 Q1)	£816 (25/26 Q2)	£822 (25/26 Q3)	£834 (25/26 Q4)	£857 (26/27 Q1)	£863	No comparison	G
Permanent admissions residential care (18-64 per 100,000) cumulative figure each quarter	3.1 (25/26 Q1)	8.3 (25/26 Q2)	11.0 (25/26 Q3)	14.4 (25/26 Q4)	3.1 (26/27 Q1)	4.8	No comparison	G
Permanent admissions residential care (65+ per 100,000) cumulative figure each quarter	122.6 (25/26 Q1)	273.8 (25/26 Q2)	427.0 (25/26 Q3)	603.9 (25/26 Q4)	137.5 (26/27 Q1)	163.0	No comparison	G
Number of home care customer hours in the Quarter (ages 18-64)	82,936 (25/26 Q1)	167,638 (25/26 Q2)	245,909 (25/26 Q3)	326,784 (25/26 Q4)	82,972 (26/27 Q1)	No target	No comparison	n/a
Number of home care customer hours in the Quarter (age 65+)	290,781 (25/26 Q1)	581,063 (25/26 Q2)	875,123 (25/26 Q3)	1,158,998 (25/26 Q4)	285,998 (26/27 Q1)	No target	No comparison	n/a
% long term customers getting annual reviews <12 mths (Social Work Area Teams)	64.5% (25/26 Q1)	68.0% (25/26 Q2)	70.0% (25/26 Q3)	67.8% (25/26 Q4)	65.9% (26/27 Q1)	70%	No comparison	A
% of learning disability customers living independently or with family/friends	79.9% (25/26 Q1)	78.1% (25/26 Q2)	77.2% (25/26 Q3)	77.3% (25/26 Q4)	76.8% (26/27 Q1)	80%	No comparison	A

Performance Measure	Previous Data				Latest	Target	Comparison	RAG
Number of Mental Health (MH) customers (pooled fund)	236 (25/26 Q1)	238 (25/26 Q2)	237 (25/26 Q3)	236 (25/26 Q4)	235 (26/27 Q1)	No target	No comparison	n/a
Number of Mental Health (MH) customers (CPLIs)	614 (25/26 Q1)	595 (25/26 Q2)	649 (25/26 Q3)	642 (25/26 Q4)	654 (26/27 Q1)	No target	No comparison	n/a
Number of Mental Health (MH) customers (S117 duty)	1,816 (25/26 Q1)	1,845 (25/26 Q2)	1,885 (25/26 Q3)	1,912 (25/26 Q4)	1,933 (26/27 Q1)	No target	No comparison	n/a
Number of referrals into the Adult Social Care MASH	1,240 (25/26 Q1)	1,356 (25/26 Q2)	1,431 (25/26 Q3)	1,906 (25/26 Q4)	2,165 (26/27 Q1)	No target	No comparison	n/a
% safeguarding referrals; outcome fully or partially achieved	94.2% (25/26 Q1)	95.3% (25/26 Q2)	93.4% (25/26 Q3)	94.0% (25/26 Q4)	93.9% (26/27 Q1)	95%	93.2% (Region average)	A
% of customers with reduced or no ongoing care needs following reablement	78.8% (25/26 Q1)	73.4% (25/26 Q2)	77.1% (25/26 Q3)	76.4% (25/26 Q4)	77.3% (26/27 Q1)	78%	No comparison	G
Total number of people waiting for DOLS investigation	1,955 (25/26 Q1)	1,867 (25/26 Q2)	2,000 (25/26 Q3)	2,107 (25/26 Q4)	On hold	No target	No comparison	n/a
Number of priority 1 customers waiting for DOLS investigation	213 (25/26 Q1)	123 (25/26 Q2)	256 (25/26 Q3)	318 (25/26 Q4)	On hold	No target	No comparison	n/a
Number of DOLS signed off in the month	255 (25/26 Q1)	286 (25/26 Q2)	341 (25/26 Q3)	320 (25/26 Q4)	On hold	No target	No comparison	n/a
Customers in services regulated (CQC) rated Inadequate	0.5% (25/26 Q1)	0.6% (25/26 Q2)	0.4% (25/26 Q3)	0.6% (25/26 Q4)	0.7% (26/27 Q1)	<1.0%	No comparison	G

Comments

Average cost per customer

The average cost per customer increased last quarter, however when inflation is excluded there was a net reduction in real terms. The average cost is currently 2.8% above the final quarter of last year but when annual inflation is factored in (+3.5%) this represents a real terms decrease of 0.7%.

Permanent admissions to residential care

The rates of admissions for both age groups are within the quarterly targets although it should be noted that in certain cases (such as individuals transferring from private to public funded care) there can be a delay in recording and reporting admissions. 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

Improvement activity undertaken throughout 2025/26 resulted in an increase in completed reviews compared to Q1 last year. While performance is below target, further work is underway to prioritise overdue reviews, maximise available practitioner capacity and improve workload management.

Multi-Agency Safeguarding Hub

Quarter 1 saw a significant increase in the number of MASH (Multi-Agency Safeguarding Hub) contacts, especially in June. While initial analysis indicates that the increase originated from service providers, further work and consultation is being undertaken to ascertain the causes.

Customers with reduced or no ongoing care needs following reablement

This indicator measures the impact of reablement provided by both the Council's internal reablement provider 'Home First' and external reablement providers commissioned by the Council. Although slightly below target, the council's approach to prevention means that reablement is offered to a wide cohort of individuals whose needs vary in terms of complexity. This variation impacts the effectiveness of reablement.

Deprivation of Liberty Safeguards

On 2nd June 2026, the UK Supreme Court issued a landmark ruling that completely changed the laws around the Deprivation of Liberty Safeguards and overturned the previous 2014 Cheshire West decision. This decision has had a major impact for local authorities and until new guidance and policy has been established and implemented. It is therefore proposed that reporting on DOLS activity is paused.

Customers in regulated services

Suffolk County Council continues to support a high-quality care market with only 0.7% of providers being rated as inadequate by CQC. Strategic Commissioning Managers continue to closely support providers to ensure the quality of market provision remains high.

Schools & Education

Latest Data Available: **Quarter 1, 2026/27**

(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 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
Number of pupils Electively Home Educated (EHE)	2,172 (25/26 Q1)	1,744 (25/26 Q2)	1,892 (25/26 Q3)	2,035 (25/26 Q4)	2,148 (26/27 Q1)	No target	No comparison	n/a
Number of pupils eligible for Free School Meals (FSM)	28,921 (25/26 Q1)	30,101 (25/26 Q2)	29,755 (25/26 Q3)	30,277 (25/26 Q4)	31,030 (26/27 Q1)	No target	No comparison	n/a
% Young people aged 16 to 17 who are NEET	4.85% (25/26 Q1)	4.22% (25/26 Q2)	4.08% (25/26 Q3)	4.78% (25/26 Q4)	5.06% (26/27 Q1)	3.69%	3.69% England average	R
% Young people aged 16 to 17 with no known destination	1.52% (25/26 Q1)	20.43% (25/26 Q2)	3.78% (25/26 Q3)	0.54% (25/26 Q4)	1.00% (26/27 Q1)	1.97%	1.97% England average	G
% Young people in education and training (age 16)	92.1% (25/26 Q1)	73.6% (25/26 Q2)	91.7% (25/26 Q3)	93.9% (25/26 Q4)	93.0% (26/27 Q1)	94.3%	94.3% England average	A
% Young people in education and training (age 17)	85.6% (25/26 Q1)	70.2% (25/26 Q2)	86.4% (25/26 Q3)	87.2% (25/26 Q4)	86.1% (26/27 Q1)	89.3%	89.3% England average	A
% Of eligible (age 2) accessing funded childcare	90% 2024 09-12	82% 2025 01-04	74% 2025 04-07	71% 2025 09-12	64% 2026 01-04	No target	71% (Similar council average)	A

Performance Measure	Previous Data				Latest	Target	Comparison	RAG
% Of eligible (ages 3 & 4) accessing funded childcare	91% 2024 09-12	92% 2025 01-04	90% 2025 04-07	91% 2025 09-12	92% 2026 01-04	No target	98% (Similar council average)	G
£ on School transport (mainstream)	£15.9m (25/26 Q1)	£15.8m (25/26 Q2)	£14.7m (25/26 Q3)	£14.7m (25/26 Q4)	£14.1m (26/27 Q1)	£16.0m	No comparison	G
£ on School transport (SEND services)	£38.6m (25/26 Q1)	£38.9m (25/26 Q2)	£39.1m (25/26 Q3)	£39.0m (25/26 Q4)	£46.2m	£44.2m	No comparison	R
Number of children using school transport	11,702 (25/26 Q2)	11,748 (25/26 Q3)	11,906 (25/26 Q4)	11,906 (25/26 Q4)	12,516 (26/27 Q1)	No target	No comparison	n/a
Overall attendance by term (primary & secondary) schools	93.4% (25/26 Q1)	94.1% (25/26 Q2)	93.3% (25/26 Q3)	93.5% (25/26 Q4)	93.6% (26/27 Q1)	No target	93.3% England average	G
[School admissions] % parents offered first preference (Primary)	N/A	N/A	96.6% (2024/25)	96.3% (2025/26)	94.8% (2026/27)	No target	No comparison	A
[School admissions] % parents offered first preference (Secondary)	N/A	N/A	92.8% (2024/25)	91.9% (2025/26)	97.8% (2026/27)	No target	No comparison	G

Comments

Good Level of Development

The percentage of children achieving a Good Level of Development increased to 68.3% in 2025, up from 67.5% in 2024 and continuing the year-on-year improvement seen since 2022. Performance is now in line with the England average of 68.3% and is at the highest level recorded during the reporting period.

Phonics threshold (Year 1)

The percentage of pupils meeting the Year 1 phonics threshold was 79.4% in 2025, a decrease from 80.2% in 2024. Despite the decline, performance remains above 2022 and 2023 levels and is broadly in line with the England average of 80.0%.

KS2 pupils at expected standard

The percentage of KS2 pupils achieving the expected standard in reading, writing and maths increased to 59.0% in 2025, up from 58.2% in 2024 and continuing the year-on-year improvement seen since 2022. Despite this progress, performance remains below the England average of 63.0%.

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

The percentage of KS4 pupils achieving grades 9-5 in English and Maths was 39.9% in 2025, unchanged from 2024. Performance has remained broadly stable over the last three years but is below both the 2022 level of 46.0% and the England average of 45.4%.

Not in education, training or employment (NEET)

The proportion of young people aged 16 to 17 who are not in education, employment or training (NEET) increased to 5.1% in 2026/27 Q1, up from 4.8% in the previous quarter. This is above both the target of 3.7% and the England average of 3.69%, and represents the highest level recorded during the reporting period.

The percentage of young people aged 16 to 17 with no known destination was 1.0% in 2026/27 Q1, compared with 0.5% in the previous quarter. Despite this increase, performance remains below the target of 2.0%.

Young people in education and training

The percentage of young people aged 16 in education and training was 93.0% in 2026/27 Q1, a decrease from 93.9% in the previous quarter. Performance remains close to the target and England average of 94.3%, having recovered from the lower level recorded in 2025/26 Q2.

The percentage of young people aged 17 in education and training was 86.1% in 2026/27 Q1, a decrease from 87.2% in the previous quarter. Performance remains below the target and England average of 89.3%, although it has remained stable since recovering from the lower level recorded in 2025/26 Q2.

Funded childcare

The proportion of eligible two-year-olds accessing funded childcare decreased to 64.0% in 2026 (01-04), down from 71.0% in the previous period. This continues the downward trend seen since the peak of 90.0% in 2024 (09-12) and is below the similar council average of 71.0%.

The proportion of eligible three and four-year-olds accessing funded childcare increased to 92.0% in 2026 (01-04), up from 91.0% in the previous period. Performance has remained consistently between 90% and 92% throughout the reporting period and is approaching the similar council average of 98%.

School Transport

Forecast expenditure on mainstream school transport is £14.1m in 2026/27 Q1, which is £1.9m below the target budget of £16.0m. As lower expenditure represents better performance, spending is currently forecast to remain within budget.

Forecast expenditure on SEND school transport is £46.2m in 2026/27 Q1, which is £2.0m above the target of £44.2m. Projected spending remains above the expected level.

School attendance

Overall school attendance increased slightly to 93.6% in 2026/27 Q1, compared with 93.5% in the previous quarter. Performance has remained consistently above 93% throughout the reporting period and is marginally above the England average of 93.3%.

Parents offered first preference

The percentage of parents offered their first preference primary school place was 94.8% in 2026/27, down from 96.3% in the previous year. This continues the gradual decline seen since 2024/25, although the majority of parents continue to receive their preferred school place.

The percentage of parents offered their first preference secondary school place increased to 97.8% in 2026/27, up from 91.9% in the previous year. This is the highest level recorded during the reporting period and represents a strong improvement following the decline seen in 2025/26.

Fire & Public Safety

Latest Data Available: **Quarter 1, 2026/27**

(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	1,333 (25/26 Q1)	1,208 (25/26 Q2)	1,156 (25/26 Q3)	1,071 (25/26 Q4)	1,616 (26/27 Q1)	No target	No comparison	n/a
Number of fire fatalities in properties	0 (25/26 Q1)	1 (25/26 Q2)	0 (25/26 Q3)	1 (25/26 Q4)	0 (26/27 Q1)	No target	No comparison	n/a
Road traffic collision fatalities and seriously injured	8 (25/26 Q1)	14 (25/26 Q2)	19 (25/26 Q3)	15 (25/26 Q4)	13 (26/27 Q1)	No target	No comparison	n/a
On-Call availability (% fire crew available)	73% (25/26 Q1)	70% (25/26 Q2)	71% (25/26 Q3)	72% (25/26 Q4)	70% (26/27 Q1)	90%	National average 62%	R
First fire engine to a dwelling fire within 11 mins (Response Standard 1)	No data	61% (25/26 Q2)	68% (25/26 Q3)	0% (25/26 Q4)	0% (26/27 Q1)	80%	No comparison	n/a
Second fire engine at dwelling fire within 16 mins (Response Standard 2)	No data	56% (25/26 Q2)	72% (25/26 Q3)	0% (25/26 Q4)	0% (26/27 Q1)	80%	No comparison	n/a
First fire engine at Road Traffic Collision within 13 mins (Response Standard 3)	No data	63% (25/26 Q2)	50% (25/26 Q3)	0% (25/26 Q4)	0% (26/27 Q1)	80%	No comparison	n/a
First fire engine at all incidents within 20 mins (Response Standard 4)	95% (25/26 Q1)	93% (25/26 Q2)	94% (25/26 Q3)	0% (25/26 Q4)	94% (26/27 Q1)	80%	No comparison	G
Number of false alarms attended	623 (25/26 Q1)	659 (25/26 Q2)	688 (25/26 Q3)	568 (25/26 Q4)	623 (26/27 Q1)	<620	No comparison	A
Number of Home Fire Safety Checks and Safe & Well visits	1,021 (25/26 Q1)	1,173 (25/26 Q2)	1,213 (25/26 Q3)	1,284 (25/26 Q4)	1,221 (26/27 Q1)	>1075	No comparison	G
Building Regulation consultations carried out in 21 days	98% (25/26 Q1)	97% (25/26 Q2)	97% (25/26 Q3)	95% (25/26 Q4)	96% (26/27 Q1)	100%	No comparison	A

Performance Measure	Previous Data				Latest	Target	Comparison	RAG
Number of assigned safeguarding incidents	43 (25/26 Q1)	31 (25/26 Q2)	28 (25/26 Q3)	41 (25/26 Q4)	27 (26/27 Q1)	No target	No comparison	n/a
Statutory Licencing consultations within 21 days	92% (25/26 Q1)	89% (25/26 Q2)	89% (25/26 Q3)	100% (25/26 Q4)	90% (26/27 Q1)	100%	No comparison	R
Number of fire safety audits	194 (25/26 Q1)	174 (25/26 Q2)	132 (25/26 Q3)	120 (25/26 Q4)	151 (26/27 Q1)	>250	No comparison	R
Number of actioned fire safety audits	37 (25/26 Q1)	55 (25/26 Q2)	15 (25/26 Q3)	30 (25/26 Q4)	34 (26/27 Q1)	No target	No comparison	n/a
% site risk information records in date	97% (25/26 Q1)	95% (25/26 Q2)	96% (25/26 Q3)	98% (25/26 Q4)	98% (26/27 Q1)	100%	No comparison	A

Growth, Highways & Infrastructure

Latest Data Available: **Quarter 1, 2026/27**

(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)	9,064 (22/23 Q1)	10,226 (23/24 Q1)	13,498 (24/25 Q1)	8,024 (25/26 Q1)	12,063 (26/27 Q1)	No target	No comparison	n/a
Number of complaints relating to Suffolk Highways	36 (22/23 Q1)	22 (23/24 Q1)	46 (24/25 Q1)	29 (25/26 Q1)	36 (26/27 Q1)	No target	No comparison	A
% 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
Percentage of staff using sustainable travel options	30% (2022)	27% (2023)	29% (2024)	34% (2025)	37% (2026)	No target	No comparison	G
Number of bus passenger journeys per head population	6.2 (2021)	12.4 (2022)	15.9 (2023)	15.3 (2024)	15.7 (2025)	No target	24.6 East of England average	n/a
% passenger journeys on local bus services taken by elderly and disabled concessionary passengers	28% (2020/21)	27% (2021/22)	25% (2022/23)	27% (2023/24)	28% (2024/25)	No target	27% (Similar council average)	n/a
Number of Connecting Communities passengers	98,376 (2022/23)	96,871 (2023/24)	82,104 (2024/25)	77,534 (2025/26)	76,740 (2026/27)	No target	No comparison	A
Reported Road Casualties - All Casualties	1,427 (2021)	1,592 (2022)	1,266 (2023)	1,450 (2024)	1,578 (2025)	No target	1,884 (Similar council average)	n/a
Reported Road Casualties - Killed or Seriously Injured	298 (2021)	314 (2022)	312 (2023)	355 (2024)	375 (2025)	No target	419 (Similar council average)	n/a

Performance Measure	Previous Data				Latest	Target	Comparison	RAG
Road traffic accidents (killed/serious injuries) per 10,000 population	4.03 (2021)	3.80 (2022)	3.96 (2023)	4.16 (2024)	4.41 (2025)	No target	4.87 (Similar council average)	R
% County matter planning applications decided in time	100% (25/26 Q1)	100% (25/26 Q2)	100% (25/26 Q3)	100% (25/26 Q4)	100% (26/27 Q1)	60%	87% (Similar council average)	G
Total residual household waste per household (kg)	601 (21/22 Q4)	563 (22/23 Q4)	569 (23/24 Q4)	573 (24/25 Q4)	579 (25/26 Q4)	573	501kg (England average)	A
Total household waste per household (kg)	994 (21/22 Q4)	912 (22/23 Q4)	953 (23/24 Q4)	949 (24/25 Q4)	928 (25/26 Q4)	949	No comparison	G
% Household waste reused, recycled, or composted	39.6% (21/22 Q4)	38.2% (22/23 Q4)	40.3% (23/24 Q4)	39.7% (24/25 Q4)	37.6% (25/26 Q4)	39.7%	43.7% (England average)	R
Number of waste education talks/engagements	New	106 (22/23 Q4)	69 (23/24 Q4)	71 (24/25 Q4)	36 (25/26 Q4)	30	No comparison	G

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%.

Residual household waste

Levels of residual waste continue to rise a little each year. This year saw Suffolk households each produce +6 kg more residual waste than the same period last year. However, 579 kg per household is less than the levels reported during covid restrictions in 2021 which reached 601kg residual per household. The increase in residual waste this quarter is attributable to the recycling centres where residual waste has increased by 2,481 tonnes. This is largely due to the number of visitors increasing by 5% compared to the same period last year, totalling over 1,053,000 visits.

Total household waste

Total household waste per household has decreased by 21 kg per household compared to last year. This is largely due to the amount of organic waste at the kerbside decreasing by 8,781 tonnes in the year 2025/26 compared to 2024 when weather conditions led to a lot of organic garden waste.

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 (-8,781 tonnes at kerbside and -1,272 tonnes at recycling centres), and more residual waste at recycling centres (+1,426 tonnes) largely due to a 5% increase in customers. The roll out of new recycling services to households across Suffolk from June 2026 is expected to increase the recycling rate during 2026/27.

Waste education talks

Whilst the number of talks remains above the target, it's lower than previous years as there were no talks undertaken in quarter 4 due to a temporary staff vacancy.

Corporate Health

Latest Data Available: **Quarter 1, 2026/27**

(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	4,937 (25/26 Q1)	5,005 (25/26 Q2)	5,005 (25/26 Q3)	5,015 (25/26 Q4)	4,977 (26/27 Q1)	No target	No comparison	n/a
Working days lost as a % of available days - Total	3.8% (22/23 Q1)	3.7% (23/24 Q1)	4.3% (24/25 Q1)	4.2% (25/26 Q1)	4.4% (26/27 Q1)	4.1%	No comparison	A
% Staff who have had a 'Return to Work' interview - Total	88% (25/26 Q1)	91% (25/26 Q2)	90% (25/26 Q3)	89% (25/26 Q4)	90% (26/27 Q1)	No target	No comparison	G
£ Spend on temporary staff and contractors - Total	£1.57m (25/26 Q2)	£2.09m (25/26 Q2)	£1.96m (25/26 Q3)	£1.64m (25/26 Q4)	£1.58m (26/27 Q1)	No target	No comparison	G
[Finance] Total insurance claims received	118 (25/26 Q1)	70 (25/26 Q2)	67 (25/26 Q3)	101 (25/26 Q4)	179 (26/27 Q1)	No target	No comparison	n/a

Performance Measure	Previous Data				Latest	Target	Comparison	RAG
[Finance] % insurance claims processed in 5 working days	81.6% (25/26 Q1)	99.8% (25/26 Q2)	100% (25/26 Q3)	99.8% (25/26 Q4)	99.8% (26/27 Q1)	No target	No comparison	G
[Finance] % Invoices paid on time	98.2% (25/26 Q1)	98.7% (25/26 Q2)	98.5% (25/26 Q3)	98.9% (25/26 Q4)	98.2% (26/27 Q1)	94.0%	No comparison	G
[Finance] Total aged debtor days (31+ days)	£54.5m (25/26 Q1)	£56.7m (25/26 Q2)	£57.9m (25/26 Q3)	£58.4m (25/26 Q4)	£62.5m (26/27 Q1)	No target	No comparison	n/a
[Finance] Total debt outstanding	£73.2m (25/26 Q1)	£74.4m (25/26 Q2)	£71.6m (25/26 Q3)	£85.4m (25/26 Q4)	£85.5m (26/27 Q1)	No target	No comparison	n/a
[Finance] Debt +31 days as a % total debt	73.2% (25/26 Q1)	71.0% (25/26 Q2)	80.8% (25/26 Q3)	68.4% (25/26 Q4)	73.1% (26/27 Q1)	No target	No comparison	R

Comments

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 1, 2026/27**

(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	302 (23/24 Q1)	344 (24/25 Q1)	418 (25/26 Q1)	606 (26/27 Q1)	No target	No comparison		R
% of complaints partially/fully upheld - Total SCC	67.7% (23/24 Q1)	72.9% (24/25 Q1)	75.5% (25/26 Q1)	72.8% (26/27 Q1)	No target	No comparison		A

% complaints acknowledged on time (within 5 working days)	92.1% (23/24 Q1)	91.0% (24/25 Q1)	89.4% (25/26 Q1)	66.1% (26/27 Q1)	90%	No comparison	R
% complaint responses sent on time (within 20 working days for complex cases, 10 working days for standard)	57.1% (23/24 Q1)	75.7% (24/25 Q1)	83.3% (25/26 Q1)	73.1% (26/27 Q1)	80%	No comparison	A
Number of complaint escalations beyond Stage 1	5 (23/24 Q1)	3 (24/25 Q1)	5 (25/26 Q1)	76 (26/27 Q1)	No target	No comparison	n/a
Number of LGSCO decisions - Complaints	17 (23/24 Q1)	10 (24/25 Q1)	14 (25/26 Q1)	22 (26/27 Q1)	No target	No comparison	n/a
Number of compliments received by Suffolk County Council	143 (23/24 Q1)	180 (24/25 Q1)	254 (25/26 Q1)	319 (26/27 Q1)	No target	No comparison	G
Number of customer contacts - using phone	22,433 (23/24 Q1)	22,573 (24/25 Q1)	18,384 (25/26 Q1)	20,771 (26/27 Q1)	No target	No comparison	n/a
Number of customer contacts - using online options	12,338 (23/24 Q1)	12,977 (24/25 Q1)	12,915 (25/26 Q1)	25,662 (26/27 Q1)	No target	No comparison	n/a
Customer Service - % First Call Resolution	98.2% (23/24 Q1)	98.5% (24/25 Q1)	98.9% (25/26 Q1)	98.0% (26/27 Q1)	No target	No comparison	G
Customer Service - % Failure Demand	1.5% (23/24 Q1)	1.2% (24/25 Q1)	1.0% (25/26 Q1)	16.8% (26/27 Q1)	No target	No comparison	R
% Blue Badge applications processed on time (Govt <12 weeks)	94.7% (23/24 Q1)	69.8% (24/25 Q1)	94.6% (25/26 Q1)	16.2% (26/27 Q1)	90% (12 weeks)	No comparison	R
% Customer transactions undertaken online (Contact Centre)	94.1% (23/24 Q1)	93.6% (24/25 Q1)	88.5% (25/26 Q1)	93.1% (26/27 Q1)	85%	No comparison	G
% Customer transactions undertaken online (Suffolk County Council total)	88.6% (23/24 Q1)	87.6% (24/25 Q1)	86.5% (25/26 Q1)	95.3% (26/27 Q1)	85%	No comparison	G
% Customer Satisfaction - Customer Services	90.3% (23/24 Q1)	85.3% (24/25 Q1)	81.8% (25/26 Q1)	69.7% (26/27 Q1)	85%	No comparison	R
Suffolk County Council website usage - number of users	1.14m (23/24 Q1)	1.22m (24/25 Q1)	1.03m (25/26 Q1)	1.16m (26/27 Q1)	No target	No comparison	n/a
Suffolk County Council website usage - number of page views	1.41m (23/24 Q1)	1.52m (24/25 Q1)	1.37m (25/26 Q1)	1.70m (26/27 Q1)	No target	No comparison	n/a

Suffolk County Council website usage - % Quality Assurance score	95.3% (23/24 Q1)	97.4% (24/25 Q1)	95.6% (25/26 Q1)	96.2% (26/27 Q1)	No target	No comparison	G
Suffolk County Council website usage - number of online payments made	1,030 (23/24 Q1)	20,295 (24/25 Q1)	20,364 (25/26 Q1)	19,040 (26/27 Q1)	No target	No comparison	n/a

Comments

Customer complaints

Complaint volumes increased by 45% compared to Q1 last year, with Children and Young People's Services (CYP) receiving 406 complaints, representing 67% of all complaints received. Of those complaints, the Inclusion Service accounted for 301 cases, equating to 74% of all CYP complaints. Most directorates experienced an increase in complaint volumes compared with Q1 last year. Complaints increased by 48.7% in Children's Services, 46.2% in Corporate Services, 43.0% in Adult Social Care, and 22.0% in Growth, Highways and Infrastructure (GH&I). While Corporate Services and GH&I recorded significant percentage increases, this represented only 17 additional complaints combined. Fire and Public Safety received four complaints, compared to none during the same period last year. Whilst some of the increase can be attributed to known service pressures and areas undergoing focussed improvement activity, particularly within SEND, the rise across all directorates suggests residents feel encouraged to raise concerns with the Council. This may, in part, reflect the recent change in political administration, with residents either encouraged by changes in leadership and the opportunity for concerns to be explored, or seeking reassurance regarding the impact of future policy changes.

Complaints upheld

The proportion of complaints fully or partially upheld decreased by 2.7% compared with Q1 last year. ASC and CYP experienced small increases in upheld complaints, with rates rising by 0.6% and 3.1% respectively. GH&I, Corporate Services and Fire & Public Safety recorded reductions in complaints where fault was identified, falling by 3.2%, 57.9% and 66.7 % respectively. Public Health saw an increase, with the proportion of upheld complaints rising by 33.3% compared with Q1 last year.

Complaints acknowledged

The target for acknowledging complaints is now within five working days of receipt. During Q1, overall acknowledgement performance was 66.1%, representing a decrease of 23.3% compared with the same period last year. The decline in performance was primarily driven by Adult Social Care and Children's Social Care related complaints, which achieved acknowledgement rates of 51.6% and 63.6% respectively. As these directorates account for 85.6% of all complaints received, their performance has had a significant impact on the corporate position. Part of the reduction in performance reflects the substantial increase in complaint volumes, which has created additional challenges for both the Complaints Team and operational services in reviewing concerns and determining whether they meet the criteria for formal complaint handling within the required timescales. This has been further compounded by increased use of artificial intelligence by residents when submitting complaints. The Complaints Team is increasingly receiving lengthy

submissions, in some cases exceeding 100 pages, all of which must be reviewed thoroughly to ensure a full understanding of the issues raised. The council is currently reviewing its complaints policy in light of these emerging trends.

Complaint responses

Performance against the target for standard complaint responses (10 working days from acknowledgement) was 67.8% during Q1. Performance against the target for complex complaints (20 working days from acknowledgement) was 78.7%, resulting in an overall response performance of 73.1%. Direct comparisons with Q1 last year cannot be made, as response targets were revised in October 2025 following the council's implementation of the LGSCO's Complaint Handling Code which introduced reduced timescales for responding to standard complaints. Corporate Services and Adult Social Care exceeded the corporate target of 80% for standard complaints, while Children's Social Care exceeded the target for complex complaint responses.

Escalations beyond Stage 1

Changes to requirements for managing complaints following the implementation of the LGSCO's Complaint Handling Code continue to result in significantly higher numbers of complaint escalations. However, many of these escalated complaints are less complex in nature and do not require the extensive investigations that were often necessary under the previous policy. A total of 76 complaints were escalated beyond Stage 1 during Q1. CYP recorded the highest number of escalations with 61 cases, followed by GHI with 11 cases. As the current escalation process and associated targets were not in place during Q1 last year, direct comparisons are not available.

LGSCO (Local Government & Social Care Ombudsman) decisions

During Q1, the LGSCO issued 22 final decisions, of which 20 related to Children's Social Care (CYP) complaints. Fault was identified in 10 CYP cases and two Adult Social Care cases. These decisions resulted in total remedy payments of £19,241.70.

Compliments received

Overall, compliment volumes increased by 25.0% compared with Quarter 1 last year. Adult Social Care experienced the most significant increase, with compliments rising by 92.1%, reflecting positive feedback across several service areas.

Customer contacts

Overall Customer Service demand across all channels increased by 47.1% compared with Q1 last year. A significant proportion of this increase was driven by a 317% rise in social media contacts. Demand increased across all customer contact channels, with telephone contacts up by 13.0%, email contacts by 18.0%, and webchat contacts by 86.4%. Much of this increased demand is likely to have been generated by residents seeking updates on services such as Blue Badges, Highways and SEND. Increased engagement from residents following the change in political administration, particularly through social media channels, has also contributed to higher contact volumes.

First Call Resolution

First Contact Resolution within the Customer Service Contact Centre remained strong during Q1 at almost 98%, demonstrating the team's continued ability to resolve customer enquiries at the first point of contact.

Failure Demand

The number of customers contacting the Council to chase overdue services increased significantly compared with Q1 last year, rising by 15.8%. This increase was largely driven by two service areas. Blue Badge enquiries relating to application progress increased by 356%, whilst the Contact Centre received 1,314 calls from customers seeking updates from their SEND lead or case worker. As SEND case worker calls were only introduced to Contact Centre reporting during Q2 2025/26, direct year-on-year comparisons should be treated with caution.

Blue Badge Applications

Blue Badge processing performance during Q1 was 16.8%, measured against the target of issuing badges within 12 weeks of receipt. This represents a reduction of 78.4% compared with the same period last year. The decline in performance is primarily attributable to the implementation of the council's new Blue Badge case management system and prior issues affecting Central Government Blue Badge systems, both of which have impacted processing times. A new local system was introduced in early July and is expected to deliver significant performance improvements and reduce the council's reliance on Central Government Blue Badge systems. During the final two weeks of July alone, processing performance improved by 13.5%, with further improvements anticipated over the coming months as the service returns towards historical performance levels.

Transactions undertaken online

During Q1, customers chose self-service options for more than 93% of transactions that could be completed without Contact Centre intervention. It should be noted that this figure does not yet represent the full position due to the migration of services from legacy digital platforms as part of wider transformation activity, including the Blue Badge service. Overall, 95.3% of customer transactions were completed through self-service channels during Q1.

Customer Satisfaction

Customer satisfaction across the Contact Centre and Blue Badge Service was 69.7% during Q1, a decrease of 12.1% compared with the same period last year. The result is based on 1,443 customer survey responses. Most dissatisfaction relates to the email channel, where satisfaction was 47.3%. Telephone and webchat performance remained closer to the corporate target of 85%, achieving 79.6% and 73.1% respectively. Much of the decline in satisfaction, particularly within the email channel, can be attributed to Blue Badge service delays. Customer satisfaction is expected to improve as Blue Badge processing times continue to recover.

Website usage

Website visitor numbers increased by 12.6% during Quarter 1 compared with the same period last year, while page views rose by 24%.

Quality Assurance Score

The website Quality Assurance (QA) score stood at 96.2% at the end of Q1, representing an improvement of 0.6% compared with last year. This continues to compare favourably against the wider industry benchmark of 79.3%.

Governance & Assurance

Latest Data Available: **Quarter 1, 2026/27**

(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	8 (25/26 Q1)	8 (25/26 Q2)	9 (25/26 Q3)	11 (25/26 Q4)	9 (26/27 Q1)	No target	No comparison	n/a
Number of referrals for possible fraud	10 (25/26 Q1)	10 (25/26 Q2)	13 (25/26 Q3)	11 (25/26 Q4)	4 (26/27 Q1)	No target	No comparison	n/a
Number of referrals for possible Blue Badge misuse	1 (25/26 Q1)	7 (25/26 Q2)	1 (25/26 Q3)	15 (25/26 Q4)	7 (26/27 Q1)	No target	No comparison	n/a
Number of successful prosecution (fraud)	0 (25/26 Q1)	2 (25/26 Q2)	2 (25/26 Q3)	1 (25/26 Q4)	1 (26/27 Q1)	No target	No comparison	n/a
Information Requests received (FOIs / EIRs)	332 (25/26 Q1)	411 (25/26 Q2)	350 (25/26 Q3)	384 (25/26 Q4)	427 (26/27 Q1)	No target	No comparison	n/a
% Information Requests (FOIs & EIRs) responded to in 20 working days	100% (25/26 Q1)	97.2% (25/26 Q2)	98.5% (25/26 Q3)	98.6% (25/26 Q4)	99.8% (26/27 Q1)	No target	No comparison	G
Subject Access Requests (SARs) received	103 (25/26 Q1)	145 (25/26 Q2)	137 (25/26 Q3)	181 (25/26 Q4)	192 (26/27 Q1)	No target	No comparison	n/a
% Subject Access Requests (SARs) responded to within statutory timescales	73% (25/26 Q1)	91% (25/26 Q2)	98% (25/26 Q3)	99% (25/26 Q4)	98% (26/27 Q1)	No target	No comparison	G

Performance Measure	Previous Data				Latest	Target	Comparison	RAG
Subject Access Requests (SARs) closed	95 (25/26 Q1)	159 (25/26 Q2)	147 (25/26 Q3)	156 (25/26 Q4)	171 (26/27 Q1)	No target	No comparison	n/a
Total number of Security Incidents	183 (25/26 Q1)	212 (25/26 Q2)	191 (25/26 Q3)	210 (25/26 Q4)	213 (26/27 Q1)	No target	No comparison	n/a
Total number of confirmed Personal Data Breaches	85 (25/26 Q1)	113 (25/26 Q2)	113 (25/26 Q3)	143 (25/26 Q4)	161 (26/27 Q1)	No target	No comparison	n/a
Information Commissioner Office (ICO) Security Incident Notifications	0 (25/26 Q1)	0 (25/26 Q2)	1 (25/26 Q3)	0 (25/26 Q4)	1 (26/27 Q1)	No target	No comparison	n/a

Comments

Information Requests (FOIs/EIRs)

Quarter 1 saw a 11% increase in the number of FOI/EIR requests received compared to the previous Quarter (427 compared to 384). The usual pattern of Growth, Highways & Infrastructure and Corporate Services receiving the highest number of requests, followed by Children & Young People's Services, continued. The most common themes for requests remain road maintenance issues (especially potholes) and SEND; however, post-election the organisation has seen an increase in requests relating to councillors and the new administration.

Despite the increase in requests received, the compliance rate for Quarter 1 was 99.8%, an improvement on the previous quarter.

Subject Access Requests (SARs)

The council continues to see high numbers of new Subject Access Requests (SARs) submitted, with 192 received in Quarter 1, a further increase on the already high number received in the previous quarter. The number of 'open' SARs is inevitably starting to increase as a result of the demand, which could impact negatively on compliance rates during 2026/27.

Despite the significant increase in demand, a high compliance rate (98%) was achieved in Quarter 1. A very small number of SARs did not meet the statutory deadline, these were very large and complex 'leaving care' requests. Where there are delays, requesters are kept informed.

Information Security Incidents

There was a slight increase in the number of Information Security Incidents reported, from 210 in Quarter 4 to 213 in Quarter 1.

Quarter 1 also saw a 21% increase in the number of confirmed personal data breaches (up from 143 in Quarter 4 to 161 in Quarter 1. Over 50% 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.

One personal data breach in Quarter 1 met the threshold for notification to the Information Commissioner's Office (ICO), but the ICO have responded with no further action.