

Growth, Highways
and Infrastructure



3-year plan 2025-2028

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Front cover picture: Two children from Howard Community Academy planting trees, helped by [L-R] Cllr Philip Faircloth-Mutton (Cabinet Member for Environment, Communities and Equality at Suffolk County Council), Frank Carn-Pryor (Sports & Outdoor Activity Officer at Abbeycroft Leisure), Tim De-Keyzer (Head of Natural Environment at Suffolk County Council), Alison Weir (Headteacher at Howard Community Academy) and Jodie Budd (Bury St Edmunds Town Council Clerk)

[School's healing wood continues to blossom - Suffolk County Council](#)

Back cover picture: A wooden bench situated on the sea wall at Felixstowe Ferry. The wood used was sourced sustainably and the bench was built by local craftspeople. Benches improve the visitor experience by providing resting points for those with mobility issues.

[Making the National Landscape even more accessible – Suffolk & Essex Coast & Heaths National Landscape](#)

Foreword by Andrew Cook

Executive Director Growth, Highways and Infrastructure



Welcome to the latest update of our Growth Highways and Infrastructure (GHI) three year rolling business plan. As with previous years, we're once again taking a multi-year view of our activity, much better reflecting the long-term nature of much of our work.

GHI continues to build a strong track record for delivery of both physical improvements across our geography and driving enhanced outcomes for our residents as a result. By way of illustration, last year saw the opening of the new landmark Gull Wing Bridge in Lowestoft, successfully securing a long-term legacy for the people of the town. The same can be said for the consolidation of our Archives service to deliver a better customer experience; or the provision of EV charging points and Warm Homes grants to residents and communities across the County. We continue to engage with the promoters of Nationally Significant Infrastructure Projects (NSIPs) to achieve the best outcomes for our communities. This serves to highlight just a few specific examples but the achievements and improvements range across all our functions.

Alongside our regular challenges, the years ahead are likely to be dominated by issues relating to Devolution and Local Government Reform. Government's ambitious programme to install Mayors across the country and remove traditional two-tier governance is likely to have significant implications for much of the work that we do, with our GHI services at the forefront of this opportunity.

No other directorate has either such relevance to the likely priorities of the new mayor or has the ability to explore such a wide range of complementary services across the public sector, but this does mean that to seize the exciting opportunities these programmes present, we will need to build significant involvement and resource commitments into future planning.

Foreword continued

Alongside this our business-as-usual work continues, as illustrated extensively in the pages that follow, and we cannot afford to allow our focus to slip on the delivery of these wide-ranging interventions.

Fortunately, whether it be the delivery of our projects and programmes, or responding to emergencies in support of our communities, the overwhelming sense of collaboration, high aspiration, expertise and enthusiasm throughout GHI continues to hold true, despite the challenges facing Local Government.

Work also continues on Equality, Diversity and Inclusion (EDI) and you will see a section dedicated to this in this plan, ensuring that we live and breathe the WE ASPIRE organisational values here at Suffolk County Council, promoting an inclusive authority and diverse workforce who can better understand and respond to our community's needs. I am a strong believer in embracing diversity of thought to ensure the best solutions to the issues we face and to continue to challenge ourselves to ensure that the services we provide are suitable and accessible to all in our communities.

And finally, I want to take a moment to reflect on the changing digital landscape we all operate in. Talk of AI, Automation and Big Data abounds but we are now starting to see real and tangible applications within our work, both enabling each and every one of us to work smarter and to offer meaningful insight to guide our service planning and delivery. The pace of this change will be our biggest challenge, and we will need to embrace the use of these new tools, learning as rapidly as we can. It is already clear that our residents and communities are doing exactly that as they seek our support and attempt to direct our service delivery.



Corporate objectives

Our ambitions for Suffolk



Promoting and supporting the health and wellbeing of all people in Suffolk.



Strengthening our local economy.



Protecting and enhancing our environment.



Providing value for money for the Suffolk taxpayer.

GHI objectives

1. Delivering excellent services for our residents and businesses through our business-as-usual activities.
2. Increasing our commercial expertise for greater income generation and improved supplier relationship management.
3. Increasing efficiencies and enhancing customer experience with the use of AI, GIS and other complementary technologies.
4. Delivery of Suffolk Economic Strategy to support continued economic growth-related transformation.
5. Supporting the environment and climate related programmes to achieve the authority's 2030 objectives.

Growth, Highways and Infrastructure 3-year plan 2025

Local Government transformation

Suffolk County Council faces three major transformation programmes over the coming years: Fit for the Future, Devolution and Local Government Reorganisation. Fit for the Future is an SCC-internal programme which aims to change the way of working to make it financially sustainable. Devolution enables greater devolution of Government functions to the local level. To allow this to happen, Government requires the set up of a mayoral combined county authority for Suffolk and Norfolk, as well as local government reorganisation creating new unitary councils to replace County, District and Borough Councils. Resourcing and implementing these three programmes will be a key priority for the directorate.

Fit for the Future

Fit for the Future is Suffolk County Council's corporate transformation programme to deliver a different way of working as a council; this will require a change in thinking around pace, scale, and structure of transformation. For 2025-26, the Council's savings plan include £5m delivery from this new programme. Two of the workstreams have a focus on GHI activities: GHI Income and Efficiencies; and Spend on Providers.

GHI Income and Efficiencies contains a range of initiatives, with total saving targets of £556.500 for 2025/26 and an additional £1m for 2026/27. The majority of the 2025/26 savings are related to Highway Innovations - see table below. Furthermore, aspirational proposals, particularly around commercialisation, are being considered under the workstream, but it is recognised that these would require investment and wider changes to systems which is in more challenging to achieve over the next year.

Area of savings	Saving proposals	Savings/ Income 2025/26	Savings/ Income 2026/27
Highway Innovations	Dimming of existing Street Lighting	£200,000	
	LED upgrades for Illuminated Bollards	£200,000	
	Use of Artificial Intelligence (AI) Condition Data Collection	£95,000	
Expand paid-for services for developers	Formalise charging for access to new Countywide Transport Model	£20,000	
	Further Travel Plan Services	£50,000	
Enforcement	Moving Vehicle Violations / Bus Lane Enforcement (income from 2026/27)		£1m

In "Spent on Providers", GHI are involved, alongside CYP and ASC, in a project aiming to reduce client transport spent in CYP and ASC services.

Devolution

Following the publication of the Devolution White Paper in December 2024, which set out mayoral devolution in areas with a population of 1.5m+, Suffolk and Norfolk have been accepted on the Government's Devolution Priority Programme. This means there is an expectation to create a new combined authority between Norfolk and Suffolk in time for a mayoral election in May 2026. Suffolk County Council and Norfolk County Council are the main stakeholders to move forward with the proposals.

With the majority of areas of focus for the Mayor related to GHI functions, the Executive Director for GHI has been chosen as the Senior Responsible Officer for Suffolk, and the GHI PMO is providing programme management support.

The key potential areas of focus for the mayoral authority are:

1. Transport and local infrastructure
2. Skills and employment support
3. Housing and strategic planning
4. Economic development and regeneration
5. Environment and climate change
6. Health, wellbeing and public service reform
7. Public safety (PCC/Fire)

Local Government Reorganisation (LGR)

As part of the Devolution Priority Programme, Suffolk County Council has committed to delivering local government reorganisation with an accelerated timetable. This will result in replacing Suffolk County Council and Suffolk's District and Borough Councils with one or more unitary authorities.

This will be a significant change for Suffolk County Council and has major implications for the future delivery of GHI services. LGR is led corporately, but contributing to the development of proposals, structures and strategies will be a key priority for GHI.

Environment Strategy

Leading the Council's response to the Climate Emergency, supporting the change required within the Council to achieve net zero emissions by 2030, and enabling communities, businesses, and partner organisations to transition to a low carbon economy by working in partnership to deliver the Suffolk Climate Emergency Plan.



Warm
Homes
Suffolk

Flood and Water Management

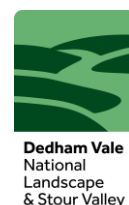
Acting as the Lead Local Flood Authority, working with communities, planning authorities and developers to ensure new development is built with a high standard of sustainable drainage that reduces flood risk to new and existing property. Responsible for investigating significant flood events and the delivery of capital projects to reduce existing surface water risk to homes and businesses. Supporting a more sustainable approach to water management that maximises the beneficial use of water resources and environmental enhancement alongside the management of flood risk.



Natural and Historic Environment

Leading the Council's work to protect and enhance Suffolk's natural and historic environment and enable people to enjoy and benefit from it. Responsible for delivering the Local Nature Recovery Strategy for Suffolk, providing the county archaeology service, protecting and managing Suffolk's rights of way and green access network, as well as hosting the Suffolk And Essex Coast & Heaths and Dedham Vale National Landscapes Management team, the Suffolk Biodiversity Information Service (SBIS) and the Brecks Fen Edge & Rivers National Lottery Heritage Fund (NLHF) project.

Suffolk Heritage Explorer



Waste

Acting as the Waste Disposal Authority, working with district and borough councils (waste collection authorities) to provide waste services which meet the needs of residents and businesses whilst minimising the cost and environmental impact. Specifically, the service is statutorily required to treat or dispose of the waste collected by the waste collection authorities, provide Recycling Centres for residents to deposit their household waste and manage closed landfill sites to mitigate/prevent damage to health and the environment.



#FOODSAVVY



Environment Strategy

- Support households and businesses to improve energy efficiency, reducing costs and emissions.
- Lead the delivery of the Council's target to achieve Net Zero for its own emissions by 2030 and support businesses and communities to deliver Net Zero Suffolk as a partner in the Suffolk Climate Emergency Plan.
- Lead the delivery of EV (electric vehicle) charging infrastructure and Car Clubs across Suffolk.



Flood and Water Management

- Reduce flood risk associated with new infrastructure and development by advising local planning authorities and developers.
- Publish flood investigation reports for all communities significantly impacted by Storm Babet and work with partners to deliver flood resilience schemes to the most vulnerable areas.
- Work with partners to develop and deliver flood resilience projects for the most vulnerable communities.
- Embed the learning from Reclaim the Rain into business as usual and champion changes to national policy.



Natural and Historic Environment

- Protect and maintain public rights of way and deliver green access network improvements.
- Deliver a Local Nature Recovery Strategy for Suffolk.
- Protect Suffolk's archaeology through planning and help people engage in it.
- Support SCC to deliver biodiversity enhancement on at least 30% of its estate.
- Implement Tree Risk Management Strategy actions across Suffolk.
- Establish King Charles III England Coast Path in Suffolk.



Waste

- Reduce waste and improve resource efficiency.
- Implement waste reforms in partnership with borough/districts.
- Improve Suffolk's waste infrastructure to support increases in re-use and recycling and meet the needs of Suffolk's growing communities.



Programmes and projects

Carbon Negative Nature Positive, Climate Emergency Programme, Reclaim the Rain, and Waste Service Transformation.

You'll find more information about these programmes and projects on page 25.



Environment and Waste achievements 2024-25

£500k+

applications for interest free loans to deliver home efficiency upgrades

200

Households benefiting from grant funded energy efficiency improvements



£1.1m

granted to residents for Storm Babet recovery *1

Responded to

1,000

customer reports of flooding and made **150** site visits

£25m

Funding secured from Sizewell C to support Benacre Flood Risk project to protect A12

2

Stretches of King Charles III England Coast path opened in Suffolk

Replacement of major Public Rights of Way structures at Halesworth, Bardwell and Ixworth



New recycling centre opened in Haverhill 3x bigger with 3x more booking slots

£7M

Estimated income from Energy From Waste contract

15

Master composting volunteers trained

100,000

Items reused through Bury and Foxhall re-use shops

*1 Suffolk has been the most successful area in the country at distributing the available government grant funding. The Flood and Investigations team have been shortlisted for Small Team of the year award 2025 in the Local Government Chronicle awards

Environment Strategy

- Lead the delivery of the government Warm Homes Local Grant to support low-income households to improve their energy efficiency and adoption of clean energy.
- Manage the ongoing delivery of the Warm Homes Suffolk 0% Loan and Retrofit Assessment Voucher Schemes.
- Develop a Suffolk wide Retrofit strategy to enable funding to be leveraged and priority areas to be targeted.
- Lead the Suffolk Carbon Charter to continue support and grow a network of small businesses seeking to reduce emissions and support green growth.
- Map carbon impacts of supply chain and engage with key suppliers on net zero.
- Coordinate delivery of the Suffolk Climate Emergency Plan on behalf of Suffolk's Public Sector Leaders, with oversight from Environment Portfolio Holders and Suffolk Climate Change, Environment & Energy Board.
- Begin the roll out of 6000+ on-street EV charging points targeting locations with limited off-street parking.
- Install at least 60 new community EV charging hubs.
- Launch EV Car Clubs in 6 locations across Suffolk.
- Publish and review EV infrastructure and adoption strategies for residents and commercial fleets.

Flood and Water Management

- Flood and Water team aim for +95% on time response for statutory responses to planning applications.
- Develop protocols during 2025, for enhanced responses to minor planning applications in high flood risk areas working in partnership with local planning authorities.
- Undertake training to further educate and inform local planning authority staff, developers and planning committee members.
- Complete and publish all 50 Storm Babet related flood investigation reports by end October 2025.
- Publish all Storm Babet flood investigation reports by end 2025.
- Continue to publicise the £5k PFR grant which is open for applications until end May and support payment to residents by year end.
- Develop a programme of projects to support impacted communities to deliver flood mitigation actions within the investigation reports.

Natural and Historic Environment

- Continue to develop and implement improvement schemes using funding available e.g. Section 106 (funds from developers), CIL (Community Infrastructure Levy, Sizewell C Public Rights of Way Fund).
- Undertake full public consultation (Q1) and publish the (LNRS) Local Nature Recovery Strategy by November 2025.
- Progress Romans Unearthed NLHF (National Lottery Heritage Fund) project to development stage (if successful).
- Continue to enable growth in the economy through Nationally Significant Infrastructure Projects and other large developments, through archaeological advice, monitoring, recording and archiving services.
- Support Suffolk Highways/ Milestone to implement biodiversity improvement plan.
- Confirm and monitor expansion of RNR (Roadside Nature Reserves) areas for 2025 and 2026 cutting schedules.
- Establish and open remaining stretches of King Charles III England Coast Path subject to Secretary of State decisions.

Waste

- Promote waste minimisation by helping people understand reuse, repair, recycling and composting through engagement with public at events and via behavioural change information across various platforms.
- Work collaboratively to deliver the required infrastructure, contract changes and resources to start the Simpler Recycling system and communicate the changes effectively to the people of Suffolk.
- Start work on a new, purpose-built recycling centre for Ipswich. Complete Transfer Station upgrades to facilitate kerbside collection of additional items for recycling/processing. Refresh Energy from Waste Visitor Centre to educate about the whole waste system and opportunities to have a positive effect on the environment.
- Secure planning permission to enhance Stowmarket recycling centre and work with SZC to improve the access into Leiston recycling centre.

Housing

The Council has a well-established Housing Approach that will be executed over the next decade. The approach is multifaceted and encompasses working with several partners to accelerate delivery of housing on County Council owned land, including:

- leading on sustainable and low energy usage housing.
- working closely to deliver community benefits alongside new housing.
- working with District Housing companies where opportunities arise to deliver sites.
- working with specialist providers to deliver exception sites and housing for vulnerable children and adults.

Planning

The Planning function discharges the statutory role as local planning authority for Minerals and Waste and the County Council's own – regulation 3 developments. This includes producing and monitoring the Minerals and Waste Local Plan, determining planning applications and enforcing planning controls.

The team inputs into local and neighbourhood plans to support District, Borough, Broads Authority and Parish Councils and secures contributions towards infrastructure (including transport, schools, waste and libraries) from new development. In addition, the team supports District and Borough Councils and the Broads Authority in the determination of planning applications.

Suffolk Economy

The role of the Suffolk Economy team is to deliver the Council's strategic priority to "Strengthen our local economy" and to work with partners to implement the Suffolk Economic Strategy, to develop jobs, skills and infrastructure that promotes economic growth, strengthens communities, reduces inequalities and encourages residents to fulfil their potential. The team has been expanded to take in the Skills Team, formerly in CYP, and some of the staff and functions of the New Anglia Local Enterprise Partnership. The team is responsible for supporting the Suffolk Business Board and works in partnership with many organisations in the following key areas:

- strategy and partnerships
- inward investment and business support
- sector development and innovation
- skills provision for growth
- infrastructure for growth

Suffolk Archives

The Suffolk Archives team help to deliver the council's strategic priority to "promote and support the health and wellbeing of all people in Suffolk". They are responsible for accepting, preserving, and maintaining the county's archives to national standards, and making these available for researchers and the public and running exhibitions, events and outreach activities to encourage local communities including educational establishments to engage with these records.



Nationally Significant Infrastructure Projects (NSIPs)

The NSIPs Function, set up as a matrix team between Planning and the Programme Management Office, coordinates the County Council's responses to and engagement in Nationally Significant Infrastructure Projects (NSIPs). There are more than 10 of these projects ongoing in Suffolk, primarily delivering new energy infrastructure. Whilst planning permission for these projects is determined by central government, local government plays an important role in mitigating the local impact of these projects and securing local benefits.

Programme Management Office (PMO)

The Programme Management Office is responsible for overseeing and coordinating the large number of transformation programmes and change projects that GHI is carrying out. Change programmes are in flight or planned in relation to, e.g., responding to the climate emergency, housing, new infrastructure, and in relation to sustainable travel. The Programme Office ensures these initiatives are appropriately resourced, monitored and ultimately that they deliver the desired benefits for Suffolk

Programmes and projects

You'll find more information about major programmes on page 25.





Housing

- Edmundham energy efficient house build programme to be fully underway with sites under construction in Lowestoft and Mildenhall, and completed in Bacton, Newmarket and West Row.
- Next wave of sites to be identified alongside emerging Local Plan processes.

Planning

- Review minerals and waste local plan.
- Support determination of key planning applications.
- Securing and delivering infrastructure and environmental mitigation



Suffolk Economy

- Grow the business base, local sectoral clusters and generate inward investment.
- Improve skills and employability.
- Support the Suffolk Business Board to implement the Suffolk Economic Strategy investment and delivery plan
- Collaborate with Norfolk to develop economic growth proposals for the Mayor and Mayoral Combined Authority.



Suffolk Archives

- Achieve TNA accreditation.
- Expand the service through digitisation of records and enhanced access.
- Attract new audiences to experience, use and contribute to the archives.



Nationally Significant Infrastructure Projects

- Bring NSIP Centre of Excellence on a financially sustainable footing and use it to influence NSIP developers.
- Ensure effective representation of SCC, with full cost recovery, on all NSIPs in Suffolk, during project development, examination and implementation phases
- Maximise opportunities and minimise impacts of Sizewell C, through implementation of Deed of Obligation and wider opportunities.



Programme Management Office

- Improve project and programme management approaches and coordination in GHI



Housing, Planning and Growth achievements 2024-25

Edmundham Developments - works started at Newmarket in November 2024



Norfolk & Suffolk
Innovation Grant Mentoring



Norfolk
County Council



Suffolk
County Council

£250m

Pledged in private investment in Freeport East

Suffolk Business Board established, and Economic Strategy agreed at Cabinet Dec24



Suffolk Archives

225 Events

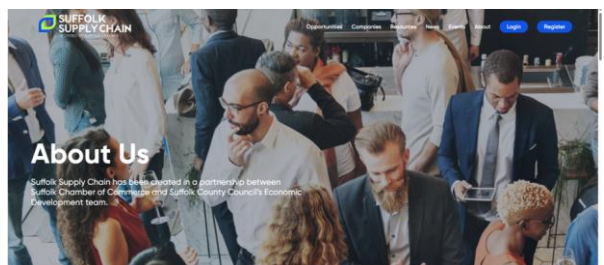
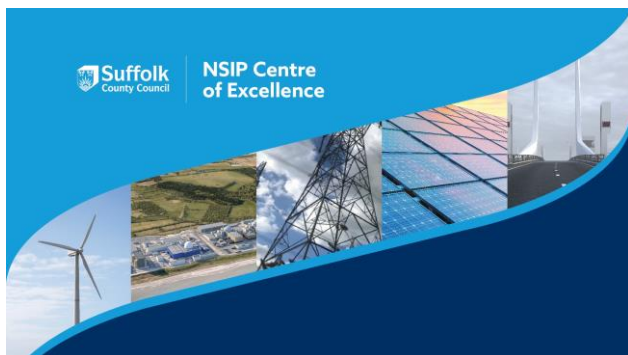
37,000 attendees

4 Exhibitions

12,000 attendees

Archives and local studies materials successfully transferred from Bury St Edmunds and Lowestoft branches to The Hold

Suffolk Archives "Arrivals" project won the Community Engagement Programme of the Year award at the national Museums and Heritage Awards



About Us

Suffolk Supply Chain has been created in a partnership between Suffolk Chamber of Commerce and Suffolk County Council's Economic Development team.

Housing

- Housing programme to complete planning process for in scope sites.
- Edmundham delivery mechanisms in place to construct and market homes.
- Agreed community outcomes delivered alongside homes.

Planning

- Approval for Minerals and Waste Local Plan programme (LDS) reflecting changes to the planning system, LGR and Devolution.
- Update validation requirements, provide training and updates for Committee Members.
- Consult and update Developer Contribution Guidance.
- Align SCC services to Local Plan programmes.
- Input into the preparation and updates for Infrastructure Delivery Plans.

Suffolk Economy

- Implement new business grants programme.
- Continue Growth Hub, scale up and high growth support.
- Promote sectors and sites at national and international events with regional partners e.g. UKREiiF, Global Offshore Wind, Farnborough etc.
- Complete cluster analysis and execution plans to grow sectors.
- Agree interventions to deliver strategy with Suffolk Business Board.
- Engage with emerging devolution work relating to future economic development activity.
- Work with partners to promote the national importance of the A14 Growth Corridor and opportunities e.g. AI Growth Zone, Enterprise Zones, Freeport East.

Suffolk Archives

- Develop long-term plan for additional archive storage.
- Continue with Ancestry digitisation programme, focusing on probate documents and gaol registers to tie in with the Criminal History exhibition.
- Continue with Suffolk Archives outreach and exhibitions programmes across the county to engage with diverse communities and widen audiences. Exhibitions for 2025-26 include Departures; Anchors Away! Suffolk and the Sea; Behind Bars: Suffolk's Criminal History; Beyond Labels.
- Apply for full reaccreditation in November 2025.

Programme Management Office

- Continuous improvement in approaches and coordination.
- Run project management masterclasses.
- Lead SCC programme management on devolution.

Nationally Significant Infrastructure Projects

- Run a national NSIP Centre of Excellence conference funded through private sector sponsorship.
- Continue to seek additional income through providing advice and training to other local authorities.
- Continue to represent SCC with current projects and at least 2 new solar NSIP's in Suffolk.



Suffolk NSIP development

Currently at various stages of development in Suffolk:

- 1 nuclear power station
- 3 solar farms
- 6 offshore wind farms
- 2 onshore grid upgrade schemes (together making over 80km in Suffolk)
- 2 sub-sea interconnectors with landing points in Suffolk
- 1 rapid response gas-fired power plan
- 2 highway schemes

Roads and Transport Teams

Operational Highways

Operational Highways are responsible for commissioning of maintenance and new highway infrastructure assets across Suffolk, and to ensure that the Council, in its capacity as the local highway authority, meets its statutory duty to provide a safe and accessible highway network:

- Asset Management and Commissioning – capital maintenance scheme identification, prioritisation and commissioning; highway asset data management; commissioning of new highway infrastructure.
- Highway Condition and Claims – routine safety inspection and defect identification; administration of third-party claims against the Council and cost recovery from third-party insurers for damage caused to highway assets.
- Community Engagement and Minor Works – community liaison, councillor highway support and the design and commissioning of councillors' local highway budget and other minor works.
- Contract Management - management of the Highways Services Contract.
- Network Assurance – operation of the Street Works Permit scheme, coordination of roadworks and monitoring the quality of reinstatements.
- Licencing and Enforcement – issuing highway licenses and undertaking highway enforcement activities.
- Maintenance and operation of the Gull Wing Bridge.



Passenger Transport

The Passenger Transport team are responsible for working collaboratively with colleagues from across Suffolk County Council to lead on policy, strategy development and performance management for the delivery of cost-effective and efficient passenger transport services for the people of Suffolk. Areas of responsibility:

- Home to School and Adult Social Care Transport.
- Customer journey experience and improvement.
- Travel data, information and management, including digital projects.
- English National Concessionary Travel Scheme.
- Continue to develop the Suffolk Bus Services Improvement Plan (BSIP), management of the funding and allocation of grants.
- Active member of the Suffolk Enhanced Partnership (EP).
- Subsidised Local Bus Services.
- Community and Green Travel.
- Transport Assets and Infrastructure, including bus stations and Park and Ride sites.
- Contribute to the Local Transport Plan.

Independent
Travel Toolkit

 **suffolkonboard**
suffolk passenger transport

Roads and Transport Teams

Transport Strategy

The Transport Strategy team are responsible for developing the transport network in Suffolk, and ensuring people have the options to travel safely and sustainably. The service consists of the following teams:

- Strategic Transport and Policy – developing for the framework for an evidenced based transport approach in Suffolk through the Local Transport Plan.
- Transport NSIPs and Technical – supporting delivery of new development by developers and ensuring new assets can be adopted.
- Transport Planning - developing active travel interventions and providing local highway authority advice to planning applications.
- Transport Travel and Safety – leading on travel behaviour change, training and road safety advice.



Winners of the 2024 Gritter naming competition in front of 2 new yellow Suffolk Highways gritters named Salty and Kieran Spreader

Highways

- Award, mobilise and evolve a new suite of new Highways Contracts that deliver on the Council's corporate objectives.
- Review operational policies and enhance the customer journey.
- Communicate and deliver annual maintenance programmes that support a well-maintained and safe highway network.



Passenger Transport

- Make the best use of our core budget and Government grants to improve the provision of passenger transport solutions across Suffolk, in line with our 2024 Bus Service Improvement Plan update.
- Analyse the data and information from operators to improve the customer journey and experience.
- Work closely with CYP colleagues to maximize efficiencies whilst managing the demand for SEND travel.
- Reporting contract management data to improve budget forecasting.



Transport Strategy

- Develop the Council's overarching framework for transport and travel in Suffolk through the new Local Transport Plan.
- Deliver key infrastructure to support the Council's aspirations and maximise opportunities for Suffolk to benefit from Government funding.
- Continue development of the A12 Major Road Network project to support growth on the corridor including Brightwell Lakes and the Energy Coast.
- Providing support to help people make logical travel choices, such as smarter delivery and road safety training.
- Support delivery of new developments through the planning process in Suffolk, ensuring commercial objectives to recover the cost of delivering highway infrastructure.



Roads and Transport achievements 2024-25

9

Wide loads moved
4500 tonnes of equipment - equivalent of 1000 elephants or double the weight the London Eye!



22,549

Potholes repaired

119,298km

of roads gritted

53,971

Safety inspections carried out



14

New bus routes/extensions to current bus routes funded - operated in partnership with local communities



Launched the Independent Travel Toolkit

£2.8m

Additional funding from Consolidated Active Travel fund

300

People benefited from Social Prescribing Pilot

150

People participated in an e-bike trail

60

Primary schools took part in Junior Road Safety Officer project

New Local Transport Plan (LTP4) adopted by Cabinet, including 15 area plans for the largest settlements in Suffolk and updated Local Cycling & Walking Infrastructure Plan

Lowestoft students benefitted from cycle loans in year 5 & 6. The scheme won Education Engagement Project of the Year at the Team Modeshift National Sustainable Travel Awards 2024

50



For more information about Highways achievements follow the link below to see the slides presented to Scrutiny Committee February 2025

[https://committeeminutes.suffolk.gov.uk/DocSetPage.aspx?MeetingTitle=\(11-02-2025\),%20Scrutiny%20Committee](https://committeeminutes.suffolk.gov.uk/DocSetPage.aspx?MeetingTitle=(11-02-2025),%20Scrutiny%20Committee)

Highways

Focus for 2025-26 is evolution, now that the new suite of highways contracts have been mobilised.

- The Suffolk Highways Joint Leadership team have identified areas for improvement, following feedback from our one-year event with our teams. These are:
 - Works programming and project management
 - Systems and IT
 - Fleet and Equipment
 - Communication and Engagement
 - Safety and Emergency Response Services
 - Cross Team Collaboration
- Further, the creation of a cross-contract strategic board will support coordinated works and opportunity identification to ensure we collectively enhance our environmental, social value and commercial offer.
- With an all-new Highways Communication Team, confirm roles and responsibilities and how these work in collaboration across our suite of highways contracts, to further improve our customer journey. This will include building new processes and embracing new opportunities as Suffolk Highways migrate to the new Aurora software system.
- Suffolk Highways will also be reviewing its Highway Maintenance Operational Plan and communicate the rationale for change.
- Enhance how Suffolk Highways share programme information, internally, externally and with our Councillors.

Passenger Transport

- Continue to develop mini-mobility hubs using existing community resources to offer safe interchange between active travel, community transport and scheduled local bus routes.
- Continue to review spending on bus and community transport, engaging with communities and operators to develop the most appropriate travel solutions.
- Continue detailed analysis of all contract management and pupil data to further improve the accuracy of budget forecasting.
- Review solo travellers to make sure we are making best use of resources.
- Build a training package to make sure everyone understands their responsibilities in relation to home to school travel.
- Promote the independent travel training programme.
- Promote the independent travel training toolkit to everyone who wants to use public transport more confidently.

Transport Strategy

- Develop and publish supporting strategies: Road Safety, Rural Strategy, updated Rail Prospectus.
- Complete Autonomous vehicle/ mobility hub feasibility study.
- Develop scheme delivery plan and capital funding programme
- Assist SZC delivering key transport mitigation (SLR, TVB)
- Deliver Active Travel improvements in 2025/26, continuing to 2026/27
- Deliver Safer Roads Fund project for A1156
- Our ambition is to extend delivery of 1-2 Bikeability training to over 5,000 year 5 and 6 students across the county by the end of 2028.
- Recruitment of a road safety apprentice to allow the development of Junior Road Safety scheme with a plan to engage over 100 schools by 2027-28 school year.
- Extend e-bike trial across the county to over 500 further people by the end of 2028.
- Represent SCC as Highway Authority during the Sealink and Norwich to Tilbury NSIPs working with the developer to identify impacts and secure suitable mitigation.
- Ensure that NSIP develops conform with relevant management plans to minimise transport disruption associated with delivery of large infrastructure projects
- A commercial offer for travel plan delivery has been developed and initial work has brought in over £100,000 in 2024 (to be spread over 5 years' worth of delivery). This commercial approach will be offered more widely to developers throughout the period 2025-28 with the intention to 'sign up' over £500,000 of revenue over the period to end of 2028. (This will be received over subsequent years subject to development timescales.)
- Review Suffolk Streets Design Guide and Guidance for Parking.

Programmes and projects

- You'll find more information about the School Travel programme on page 25.



Major programmes

GHI is at the forefront of delivering transformation and wide-ranging change for Suffolk's communities, related to climate change, infrastructure, housing and sustainable travel.

Carbon Negative Nature Positive

This flagship corporate programme is driving the change to meet the council's sustainability goals for 2030. As part of "Nature Positive", the programme aims to enhance the biodiversity value of 30% of SCC's land by 2030, within a wider programme working with stakeholders to achieve a similar goal for Suffolk as a whole. To achieve the "Carbon Negative" objective, the programme works to eliminate carbon across all SCC's operations, including buildings and travel, and the Council's procured services and goods. The programme is about the council showing leadership for the wider transition.

Climate Emergency Programme

Working with Suffolk's public sector organisations, businesses and communities, this evidence-led programme aims to set the county on the path to net zero and support our residents to make low carbon choices. Priorities include home energy efficiency, helping our businesses to decarbonise, supporting the growth of cleaner power, active travel and accelerating the transition to electric vehicles.

School Travel

Implement the Home to School Travel action plan for SEND travel. Maximising the use of the One School One Operator contracting model; further development of the Independent Travel Training Programme across Suffolk; development of a clear travel offer; work closely with the SEND Capital Programme to ensure school travel is incorporated into future planning.



Other major projects

Reclaim the Rain

Reclaim the Rain is a DEFRA funded innovation project run by Norfolk and Suffolk County Councils to test new ways of managing and harnessing water in small rural locations. To begin with, we're working with six communities to develop creative ways to improve resilience to flood and drought risk. From this work we plan to use our findings to shape national policies on water resilience that will be implemented across the country, to support current and future generations.

Waste Service Transformation

Working with Suffolk's district and borough councils to expand the range of materials collected for recycling in line with new national requirements, improving resource security, environmental impact and driving towards a zero-waste economy. This will require changes to the council's waste infrastructure, contracts and finances, as well as helping to communicate a once in a generation step change in service provision.

Prince Phillip Bridge

Continue to Design and draw up plans for the Prince Phillip Lock pedestrian and cycle bridge which will complete a circular route around Ipswich Wet Dock and link with established Public Rights of Way.



Reclaim the Rain Team

Projects supported by GHI PMO team



- NSIPs and Sizewell C
- Active Travel schemes
- Local Nature Recover Strategy
- Ipswich Policy Development Panel Investment Fund
- Local Electric Vehicle Infrastructure (LEVI)
- Sustainable Homes and Housing Retrofit
- Waste Service Transformation
- SEND travel review
- Prince Philip Bridge
- Solar Up (Schools Solar Installation – Climate Action Fund)
- Devolution

Data and Digital technologies in GHI

GHI will continue to invest in Data and Digital technologies, including tools such as AI, to continue to improve and develop its services in support of its management and plan. Working alongside its strategic partners and key stakeholders will help improve the experiences of the service users - and also help target funding at point of need. By leveraging advanced place and people-based data analytics, the Directorate can continue to make better informed decisions, to help prioritise maintenance, and enhance public safety measures.

Additionally, digital tools will also facilitate better communication and collaboration among stakeholders, help streamline project management and ensure timely delivery of projects. The integration of digital technologies and data-driven insights will continue to drive efficiency, sustainability, and innovation, ultimately lead to improved GHI services.

Equality, Diversity and Inclusion in GHI

GHI Equality, Diversity and Inclusion plan

EDI ensures fair treatment and opportunity for all. It aims to eradicate prejudice and discrimination on the basis of an individual or group of individuals' protected characteristics. Our champions have developed a plan for GHI which you can find on our [SharePoint](#) site for GHI EDI & Race Equality resources.

GHI EDI & Race Equality Champions

- DLT leads - John Clements & Tim De-Keyzer
- 13 GHI EDI champions

GHI EDI achievements

- Recruited more champions
- Positive trends in recruitment & use of EDI based interview questions
- Initiated change to Oracle wording in relation to providing protected characteristics information
- Hosted GHI EDI Lunchtime Session – good attendance
- Increase of EDI based email signatures with 'My Name Is' and BSL imagery

GHI EDI action plan 2025-26

This year we are focussing on encouraging and supporting managers to have the necessary materials and support to increase conversations and actions within teams, We are also committed to promoting positive actions that support race equality and diversity within our directorate, ensuring they align with our community values.

Encouraging and supporting managers

- Add EDI item to Directorate Managers Meeting and GHI All Hands Call
- Revamp GHI EDI SharePoint site to improve accessibility from IRIS landing page, include sample EDI interview questions and add links to corporate EDI pages for team talk themes and ideas.
- Ensure PDR's have EDI objectives

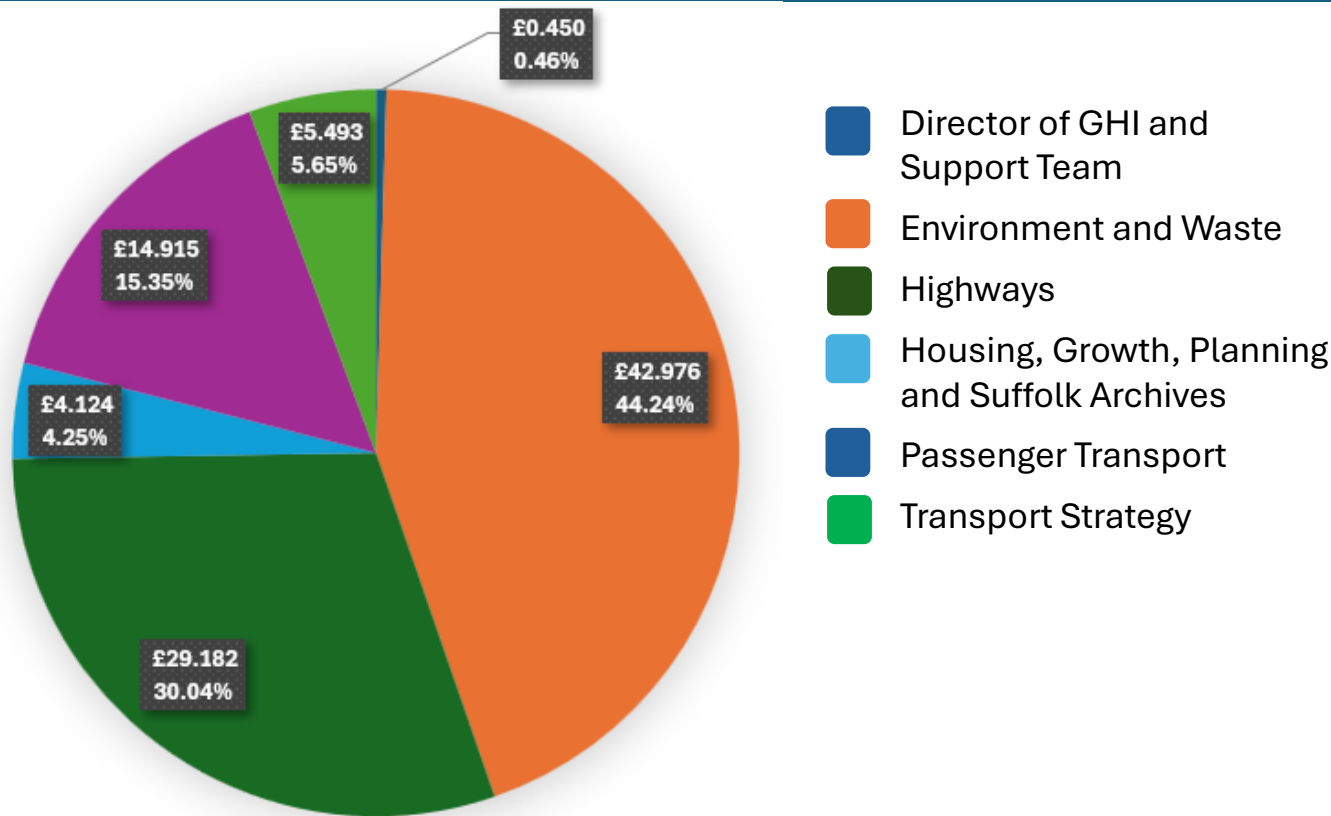
Race Equality

- Review GHI protected characteristic data
- Encourage underrepresented groups to apply for jobs in GHI
- Review Race Equality Action Plan

Equality Impact Assessments

- Increase EIA panel representation across the directorate
- Increase number of colleagues who attend EIA training

GHI Gross Revenue Budget 2025-26



REVENUE BUDGET Service	2025-26 gross expenditure budgets (£m)	2025-26 reserves, grants & external income (£m)	2025-26 net budgets (£m)
Director of GHI & Support Team	0.450	0	0.450
Environment and Waste	42.976	-24.714	18.262
Highways	29.182	-8.376	20.806
Housing, Growth, Planning & Suffolk Archives	4.124	-1.538	2.585
Passenger Transport	14.915	-3.710	11.205
Transport Strategy	5.493	-4.119	1.373
TOTAL	97.140	-42.458	54.682

CAPITAL PROGRAMME Service	2025-26 budget (£m)	2026-27 budget (£m)	2027-28 budget (£m)	2028-29 budget (£m)	Total budget 2025-29 (£m)
Environment and Waste	4.383	4.750	1.000	0	10.133
Highways	35.551	38.429	38.929	38.929	151.838
Housing	0.725	1.149	0.125	0	1.999
Other GHI schemes	1.122	0	0	0	1.122
Transport Strategy	-16.615	32.798	21.125	0	37.309
TOTAL	25.166	77.126	61.179	38.929	202.400

Growth, Highways and Infrastructure Leadership



Steve Palfrey
Assistant Director
Environment and Waste



Matt Hullis
Head of Environment
Strategy



Tim De-Keyzer
Head of Natural and
Historic Environment



John Clements
Assistant Director of
Highways



Tim Stephenson
Head of Passenger
Transport



Graeme Mateer
Head of Transport
Strategy



Rob Hancock
Assistant Director
Housing, Planning
and Growth



Michael Moll
Head of Programmes
and PMO



James Cutting
Head of Planning



Emma Cook
Business Manager
(GHI)



Lisa Roberts
Head of Economic
Strategy and
Operations



Julian Munson
Head of Enterprise
and Innovation

Michael Gray
Head of Skills

SWOT analysis

strengths, weaknesses, opportunities and threats

Overview GHI DLT undertook an exercise to identify the strengths, weaknesses, opportunities and threats that affect the directorate.

Strengths

Partnership working

- Strong working relationships with Districts and Boroughs, Government and other statutory and non statutory bodies

Staff

- Dedicated
- Supportive
- Experienced

Co-benefits

- Successful delivery has wider benefits to other services and the community

Culture

- Embedded culture of flexible working
- Cross team working
- Non-hierarchical working
- Successful 'grow your own' approach to bring new staff into professions

External Funding

- Successful track record of attracting external funding

Reputation

- Recognised for:
 - being open to innovation
 - taking on ambitious projects
 - providing expert advice
 - leading the national debate in some areas

Co-ordination across directorate

- Project Management Team to better coordinate change and improve change management culture

Weaknesses

Resourcing

- Reliance on fixed-term contracts
- Difficulty recruiting experienced professionals

Capacity

- Lack of resources to translate opportunities into delivery

Diversity

- Under representation of some groups of protected characteristics [EDI]

SWOT analysis

strengths, weaknesses, opportunities and threats

Opportunities

Government policy changes

For example:

- Devolution
- Local Government Review
- Planning reform
- Local Nature Recovery Strategy/Biodiversity Net Gain/Environmental Land Management Schemes to support nature recovery
- Resources and Waste Strategy

Commercialism

- Opportunities for income generation

Resourcing

- Succession management
- Attract and nurture new staff and ambitions of existing staff

Greater priority for Net Zero, Environment and Green Agenda

- Growth in green economy
- Modernising our services
- Funding availability
- Socio- economic opportunities

Digital innovation

- Digital, data and AI
- Mapping
- Master Gov

Partnership networks

- Influence the Government and local partners based on good existing partnerships and reputation
- Integration of LEP into local democratic institutions

Threats

Resourcing

- Competing demands for BAU, LGR and internal transformation
- Fixed-term contracts
- Competition for the same expertise
- Challenge of meeting staffing levels to support externally funded work
- Aging workforce – potential to lose a large number of skilled staff
- Competition from Sizewell for staff resources

Climate change

- Changing climate patterns and environmental assumptions impacting services

Funding

- Lack of resources/investment to meet current net zero commitments
- Asset maintenance costs limit investment
- Government funding cuts
- Short termism of Government funding
- Increased statutory requirements
- Inflation putting pressure on project costs

Delivery pressures

- Expectation to deliver targets outside of GHI's direct influence
- Increasing demand pressure
- Related reputational and political risks if ambitious targets cannot be delivered

