



East Suffolk House, Riduna Park, Station  
Road, Melton, Woodbridge, IP12 1RT

# Full Council

Members: All Councillors

Members are invited to a **Meeting of the Full Council**  
to be held on **Wednesday, 24 March 2021 at 6:30pm**

This meeting will be conducted remotely, pursuant to the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020.

The meeting will be facilitated using the Zoom video conferencing system and broadcast via the East Suffolk Council YouTube channel at  
<https://youtu.be/qnwJ64kQX6o>

An Agenda is set out below.

## Part One – Open to the Public

Pages

- 1 Apologies for Absence**  
To receive apologies for absence, if any.
- 2 Declarations of Interest**

Members and Officers are invited to make any declarations of Disclosable Pecuniary or Local Non-Pecuniary Interests that they may have in relation to items on the Agenda and are also reminded to make any declarations at any stage during the Meeting if it becomes apparent that this may be required when a particular item or issue is considered.

### **3 Announcements**

To receive any announcements from the Chairman, the Leader of the Council, members of the Cabinet, or the Chief Executive, in accordance with Council Procedure Rule 5.1(e).

### **4 Questions from the Public**

The following questions have been submitted by the public in pursuance of Council Procedure Rule 8:

#### (a) Question from Ms T Smith to the Cabinet Member with responsibility for The Environment

East Suffolk Council has declared a climate emergency, and as part of that pledge has committed to work with Government to a) deliver its 25 year Environmental Plan and b) increase the powers and resources available to local authorities in order to make the 2030 target easier to achieve. Does the Council agree that the Climate and Ecological Emergency Bill provides a suitable framework to achieve both the Council's and the government's aims with the required urgency and scale of response?

#### (b) Question from Mr J Valentine to the Cabinet Member with responsibility for The Environment

The Climate and Ecological Emergency Bill provides the opportunity to assess and account for all Climate and Ecological costs now and into the future, and invites us to start the work of repairing the damage that's been done, and preventing further damage. Does the Council consider that the proposals and innovations contained within the CEE Bill will contribute towards improving the quality of life for current and future generations of East Suffolk residents, or does the Council think they would prefer for us to delay starting work on this necessary and inevitable task, in case something better comes along?

### **5 Questions from Members**

The following questions from Members have been submitted in pursuance of Council Procedure Rule 9:

#### (a) Question from Councillor Janet Craig to the Deputy Leader and Cabinet Member with responsibility for Economic Development

The Government has acknowledged that some parts of England need a boost to 'level up', to spread prosperity more evenly, and we have seen that with the welcome award of £24.9 million from the Town's Fund to Lowestoft.

How will East Suffolk Council, charged with managing that significant grant, ensure that it makes the maximum material difference to the livelihoods of the

substantial number of Lowestoft residents that the Government has recognised as being deprived, left behind or just managing?

(b) Question from Councillor Louise Gooch to the Deputy Leader and Cabinet Member with responsibility for Economic Development

This Council needs to ensure that it engages effectively with residents of Greater Lowestoft during the development of the Business Case for the Town's Fund. Therefore, how will this Council gain the trust of local people that the many developments proposed in the various plans for the area are not done **to** or **for** the people of Lowestoft, but **with** them?

To kick-start this greater public engagement, this Council owns the old Lowestoft Post Office building, so what is to prevent our building being used as a temporary 'drop-in centre'?

This would enable residents across the age-groups to see how all of the plans for Greater Lowestoft are interlinked, and would then offer the opportunity for them to engage with Officers and to submit comments.

## 6 Petitions

No petitions have been received as provided by Council Procedure Rule 10.

## 7 Notices of Motion

The following Motion has been submitted by Councillor Rachel Smith-Lyte in pursuance of Council Procedure Rule 11:

### **Council notes that**

- i. This council has declared a climate and ecological emergency;
- ii. Many local authorities have established Citizens' Assemblies that are playing an important role in assisting them in their plans to achieve net zero by 2030 or before; and that
- iii. There is a Bill before Parliament - the Climate and Ecological Emergency Bill (published as the "Climate and Ecology Bill") - according to which the Government must develop an emergency strategy that:
  - a. requires that the UK plays its fair and proper role in reducing greenhouse gas emissions consistent with limiting global temperature increase to 1.5 degrees C above pre-industrial temperatures;
  - b. ensures that all the UK's consumption emissions are accounted for;
  - c. includes emissions from aviation and shipping;
  - d. protects and restores biodiverse habitats along overseas supply chains;
  - e. restores and regenerates the UK's depleted soils, wildlife habitats and species populations to healthy and robust states, maximising their capacity to absorb CO2 and their resistance to climate heating;
  - f. sets up an independent Citizens' Assembly, representative of the UK's population, to engage with Parliament and Government and help develop the emergency strategy.

### **Council therefore resolves to:**

- i. Support the Climate and Ecological Emergency Bill

- ii. Inform the local media of this decision;
- iii. Write to local MPs, asking them to support the Bill; and
- iv. Write to the CEE Bill Alliance, the organisers of the campaign for the Bill, expressing its support ([campaign@ceebill.uk](mailto:campaign@ceebill.uk)).

<b>8</b>	<b>Appointment of Chief Finance Officer and Section 151 Officer ES/0702</b>	<b>1 - 3</b>
	Report of the Cabinet Member with responsibility for Resources.	
<b>9</b>	<b>Towns Fund - Lowestoft ES/0703</b>	<b>4 - 36</b>
	Report of the Deputy Leader and the Cabinet Member with responsibility for Economic Development.	
<b>10</b>	<b>Proposed Changes to the East Suffolk Council Constitution ES/0711</b>	<b>37 - 42</b>
	Report of the Leader of the Council	
<b>11</b>	<b>Cabinet Members' Report and Outside Bodies Representatives' Report to Council ES/0701</b>	<b>43 - 54</b>
	Report of the Leader of the Council.	

## Part Two – Exempt/Confidential

There are no Exempt or Confidential items for this Agenda.

### Close



Stephen Baker, Chief Executive

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## FULL COUNCIL

Wednesday, 24 March 2021

### APPOINTMENT OF CHIEF FINANCE OFFICER AND SECTION 151 OFFICER

#### EXECUTIVE SUMMARY

1. Local authorities are required to have in place certain statutory officers, one of which is the Chief Finance Officer and Section 151 Officer who undertakes a range of key financial responsibilities.
2. Following the ill health retirement of the Council's Chief Finance Officer and Section 151 Officer in October 2020 and the temporary appointment of Mr Brian Mew to this post, the Council has now successfully completed the formal recruitment process and this report is to update Members on the current situation regarding this position.

Is the report Open or Exempt?	Open
<b>Wards Affected:</b>	All Wards in East Suffolk
<b>Cabinet Member:</b>	Cllr Maurice Cook Cabinet Member with responsibility for Resources
<b>Supporting Officer:</b>	Stephen Baker Chief Executive 01394 444378 <a href="mailto:stephen.baker@eastsuffolk.gov.uk">stephen.baker@eastsuffolk.gov.uk</a>

## **1 INTRODUCTION**

- 1.1 Section 151 of the Local Government Act 1972 requires that every local authority shall make arrangements for the proper administration of their financial affairs and appoint one of their Officers to have responsibility for the administration of those affairs.
- 1.2 The Chief Finance Officer and Section 151 Officer is one of three statutory roles which the Council must have, the others being the Head of Paid Service and the Monitoring Officer. These roles have specific statutory duties assigned to them. The Chief Finance Officer and Section 151 Officer is responsible for the proper administration of the financial affairs of the Council which includes ensuring the lawfulness and financial prudence of the Council's decision-making, the administration of financial affairs, contributing to the corporate management of the Council and the provision of financial information and advice.
- 1.3 Following the ill health retirement of the former Chief Finance Officer and Section 151 Officer, Simon Taylor-Buglione, in October 2020, Mr Brian Mew was temporarily appointed as the Council's Chief Finance Officer and Section 151 Officer pending recruitment to this post.

## **2 APPOINTMENT OF A CHIEF FINANCE OFFICER AND SECTION 151 OFFICER**

- 2.1 Formal recruitment to the post began in January 2021 and as an Equal Opportunities employer, the post was widely advertised.
- 2.2 An Appointments Committee was held on Monday 1 March 2021 and this Committee unanimously agreed to offer the post to Mr Brian Mew on a permanent basis and Mr Mew accepted the appointment.
- 2.3 As detailed in the report to Full Council dated 25 November 2020, Mr Mew is extremely well qualified and has been an Accountant Member of the Chartered Institute of Public Finance and Accountancy since 1989 and has an impressive track record of work experience and achievements, including support to East Suffolk Council and the predecessor councils on a consultancy basis.
- 2.4 Mr Brian Mew will continue as the Interim Chief Finance Officer and Section 151 Officer until 31 March 2021 and will become the permanent postholder from 1 April 2021.

## **3 HOW DOES THIS RELATE TO THE EAST SUFFOLK BUSINESS PLAN?**

- 3.1 The East Suffolk Strategic Plan expects the Council to maintain the highest financial standards and governance arrangements thereby delivering against one of its five key themes which is to remain financially sustainable. Appointing a permanent Chief Finance Officer and Section 151 Officer is essential to meet both these and legislative requirements and to maintain the support the Council needs from its Financial Services Team.

## **4 FINANCIAL AND GOVERNANCE IMPLICATIONS**

- 4.1 Section 151 of the Local Government Act 1972 places a legal requirement on the Council to have a Section 151 Officer in place.

## **5 OTHER KEY ISSUES**

- 5.1 There are no other issues.

## **6 CONSULTATION**

- 6.1 Consultation was not necessary; a formal recruitment process was followed and the appointment was made by the Appointments Committee in accordance with the Council's Constitution.

## **7 OTHER OPTIONS CONSIDERED**

- 7.1 No other option was considered given that the Chief Finance Officer and Section 151 Officer is required to be an Officer of the Council. The only viable option was therefore to recruit to the position on a permanent basis.

## **8 REASON FOR RECOMMENDATION**

- 8.1 To ensure that the necessary financial governance arrangements are in place for East Suffolk Council.

### **RECOMMENDATION**

That the formal appointment of Mr Brian Mew as the Chief Finance Officer and Section 151 Officer for East Suffolk Council from 1 April 2021 be noted.

**APPENDICES** – None

**BACKGROUND PAPERS** – None





## FULL COUNCIL

Wednesday 24 March 2021

## TOWNS FUND – LOWESTOFT

### EXECUTIVE SUMMARY

1. In 2019, Lowestoft was identified as one of 100 UK towns to benefit from the Government's £3.6 billion Towns Fund initiative and was invited to develop a proposal for a Towns Deal. In November 2020, East Suffolk Council (ESC) facilitated the development of the Lowestoft Town Investment Plan, which sets out town's regeneration ambitions, opportunities and challenges over the next ten years was submitted to the Ministry for Housing, Communities and Local Government (MHCLG). Within the Town Investment Plan was a bid for £24.9m from the Towns Fund to deliver five transformational regeneration projects. In March 2021 ESC were informed that they had been successful in securing the full amount requested and this would subsequently form a Towns Deal with Government.
2. The Towns Deal requires that a local Place Board oversee the development and delivery of the Town Investment Plan and Towns Deal (the Lowestoft Place Board consisting of local and regional stakeholders was established to undertake this role), with ESC as the accountable body and responsible for the management and delivery of the projects for which funding has been provided. A Heads of Terms in respect of this funding has been developed by government and this requires the approval of the ESC Chief Executive and Chair of Lowestoft Place Board to allow progress to be to the business case development phase.
3. The Towns Deal for Lowestoft sets out 5 priority projects identified in the Town Investment Plan. These projects will now enter business case development phase, which may take up to 12 months to complete. Once the business cases have been approved, Government will release the money in accordance with an agreed spending profile over the agreed project delivery phase.
4. This report is seeking approval from Full Council for ESC to accept £24.9m from the Towns Fund subject to the successful completion of project business cases and to revise the Capital Programme to incorporate these Towns Fund Projects

- The report also seeks approval for growth in the Council's General Fund Revenue budget to
5. ensure that there are adequate staff resources across the authority to deliver the Towns Fund and Town Investment Plan programmes.

Is the report Open or Exempt?	Open
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<b>Wards Affected:</b>	Carlton and Whitton, Gunton and St Margarets, Harbour and Normanston, Kirkley and Pakefield, Oulton Broad
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<b>Cabinet Member:</b>	Councillor Craig Rivett Deputy Leader and Cabinet Member with responsibility for Economic Development
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<b>Supporting Officer:</b>	Paul Wood Head of Economic Development and Regeneration 01394 444249 <a href="mailto:paul.wood@eastsoffolk.gov.uk">paul.wood@eastsoffolk.gov.uk</a>  Karen Staples Regeneration and Growth Manager 01502 523214 <a href="mailto:karen.staples@eastsoffolk.gov.uk">karen.staples@eastsoffolk.gov.uk</a>
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## 1 INTRODUCTION

- 1.1 In September 2019, Lowestoft was selected as 1 of 101 towns to be a part of the Government's Towns Fund programme, which provided the town with the opportunity to bid for up to £25 million through a 5-year Town Deal. A Town Investment Plan for Lowestoft, developed in partnership with the Lowestoft Place Board (consisting of local and regional stakeholders including organisations such as Lowestoft Town Council, New Anglia LEP, ABP and Scottish Power Renewables – see Appendix 3 for full list of stakeholders), setting out the strategic case for investing in transformative projects in Lowestoft over the next 10 years was submitted to Government in October 2020. Within the Town Investment Plan, a financial request (Town Deal) was detailed, totalling £24.9m across 5 key capital projects.

## 2 THE TOWNS FUND

- 2.1 The Towns Fund is central to the Government's 'levelling up' agenda and involves the promotion of inclusive economic growth to build stronger and more resilient local economies and communities in areas of the country which have not benefitted from economic growth in recent decades. In addition, the fund is seen as contributing to the economic and social recovery following the Covid 19 pandemic.

- 2.2 The overarching aim of the Towns Fund is to drive the sustainable economic regeneration of towns to deliver long term economic growth. This will be done through:

**Urban regeneration** - Ensuring towns are thriving places for people to live and work, including by:

- Increasing density in town centres.
- Strengthening local economic assets including local cultural assets.
- Site acquisition, preparation, remediation, and/or development.
- Making full use of planning tools to bring strategic direction and change.

### **Skills and enterprise infrastructure**

- Driving private sector investment and small business development.
- Ensuring towns have the space to support skills and small business development.

### **Connectivity**

- Improving local transport connectivity within the towns that complement regional, national networks and existing schemes such as the Gull Wing bridge
- Supporting the delivery of improved digital connectivity.

- 2.3 The Towns Fund involves a two-stage process, with a decision gateway at the end of each. The first stage was the development and submission of a Town Investment Plan. This details all the regeneration projects for Lowestoft, as part of an overarching strategy, which can be delivered over a 10-year period (subject to securing further funding), with a more detailed section focusing on those projects, which would form a Town Deal funding request of up to £25m, to be delivered over a 5-year period. The Town Investment Plan was submitted to Government on the 31 October 2020.
- 2.4 Projects within the Lowestoft Town Investment Plan have been assessed to identify those which are both transformative and deliverable within the 5-year timeframe set by Government. Each project within the Town Investment Plan was considered against the Towns Fund Intervention

Framework but also taking into consideration the impact Covid-19 has had on the town / town centre and the delivery / eligibility requirements in terms of timescales. Projects were scored using a robust prioritisation methodology and were ultimately approved by the Lowestoft Place Board.

2.5 This process led to 5 capital projects being selected to form part of the financial request to Government through a 5-year Town Deal. The projects are:

- **Cultural Quarter**  
This project will redevelop an existing town centre car park (Battery Green) and retail units to provide a landmark building to deliver cultural / leisure activity, set within high-quality public realm with improved connectivity to the clean energy sector employment hub.
- **Historic Quarter**  
A conservation-led approach to bring forward benefits beyond the scope of the current Heritage Action Zone, through improvements to the built environment (Lowestoft town hall / Lowestoft scores) to create a strong sense of place, improving community confidence, and adding to the visitor destination offer to enable economic growth.
- **Station Quarter**  
Redevelop this key gateway site through a number of interventions including public realm enhancement, redevelopment of the former post office building and the old railway building which has been vacant for 50 years.
- **Seafront Vision**  
A programme of seafront improvement projects on Lowestoft south beach. The programme will complement previous investments across a series of projects which will set the foundations for future growth. The south beach masterplan, which is currently being developed will be used to prioritise which projects will be taken forward.
- **Improvements to port gateway**  
This project will create a high-quality gateway to the port, improvements to quay wall, storage units and public realm. This will help improve perceptions of the town and stimulate future inward investment, safeguard, and create new high skilled jobs, and support growth opportunities from within the town.

2.6 The Town Investment Plan has been through a robust assessment and moderation process led by MHCLG, which resulted in the confirmation of a Town's Fund financial offer of £24.9m. This was detailed within the Heads of Terms document received from MHCLG on 3 March 2021.

### **3 HEADS OF TERMS PROCESS AND AGREEMENT**

3.1 The Heads of Terms document (see Appendix A) sets out the agreed offer for Lowestoft, under the Towns Fund. This is not a contractually binding document and the offer is subject to various conditions being met. The Heads of Terms will act as a Memorandum of Understanding for the future development and delivery of Lowestoft's Town Investment Plan and project proposals. It sets out the joint expectations of ESC and MHCLG as the projects enter the business case development phase.

3.2 The Heads of Terms provides the assurance of funding from Government; however, this may be withdrawn if the business case of any of the projects is deemed unviable. This is a very unlikely scenario since these projects have all been subject to a robust assessment process before being submitted. However, in the unlikely event of a project being found to be unviable it is possible to

put forward an alternative project featured within the Town Investment Plan to be considered for funding.

- 3.3 To progress to the business case phase, the Heads of Terms must be approved by ESC and sent back to Government by 24 March 2021. Within two months of accepting the offer set out in the Heads of Terms, ESC is required to confirm, in writing, details of the projects being taken forward and a plan for addressing any key conditions relating to those projects and the overall Town Investment Plan.
- 3.4 Once the Heads of Terms are agreed between both parties, the 5 projects selected for Towns Deal funding will progress to a 12-month (maximum) business plan development stage. MHCLG will then provide the agreed funding up to the maximum amount of £24.9m for those projects, provided that all the conditions set out in the Heads of Terms are met. To support the business plan development stage, further capacity funding of £110k, to cover the business case development costs, has been applied for from MHCLG. ESC expects to hear shortly if this request has been successful.
- 3.5 ESC and the Lowestoft Place Board will work with government to demonstrate the feasibility, viability and value for money of their projects by developing and submitting a Town Deal Summary Document within 12 months of the agreeing the Heads of Terms (at the end of the business plan development stage). This will include:
- A list of agreed projects.
  - Details of business case assurance processes followed for each project.
  - An update on actions taken in relation to the Heads of Terms key conditions and requirements.
  - A delivery plan.
  - A monitoring and evaluation plan.
  - Confirmation of funding arrangements and financial profiles for each project
  - Undertaking public sector equalities duty analysis
  - Approvals from the Lowestoft Place Board and ESC
- 3.6 ESC will also act as the accountable body for the Towns Deal and will be responsible for receiving and accounting for the Towns Fund allocation.

#### **4 RESOURCE REQUIREMENTS**

- 4.1 The Economic Regeneration Team will manage the delivery of the Towns Fund projects over the next 5 years and the wider Lowestoft Investment Plan over the next 10 years. This will include the management of the Lowestoft Place Board which will provide strategic oversight of both the Towns Fund projects and wider TIP. To deliver these significant and long-term programmes it is crucial that the appropriate staff resources is in place. It is therefore proposed that the current fixed-term roles within the Economic Regeneration Team are reviewed and where appropriate extended to cover the delivery of these programmes. This report is therefore seeking approval for growth in Council's General Fund Revenue to cover the staff costs associated with delivering these growth programmes.
- 4.2 The delivery of a regeneration and development programme of this size will also result in an increased workload for other internal teams across ESC. Over recent months discussions have

been held with the Corporate Management Team and individual teams to ensure that appropriate resources are available to support the delivery of this key programme for Lowestoft. This work is ongoing, and at this stage, additional resource requirements have been identified in respect of the Assets Team and Finance.

- 4.3 As a significant amount of the funding will be focussed on development and regeneration of assets within the town two key areas have been identified as needing strengthening, namely development surveying and capital project management capacity. The additional cost of this increased capacity should largely be accounted for as part of the capital build costs within the £24.9m Towns Fund, but an allowance has been made in the revenue budget growth identified in this report in respect of costs that may not be able to be capitalised.
- 4.4 Development of business cases, accounting, monitoring, and administering Towns Fund funding arrangements will also entail significant additional input from Financial Services, particularly in the early years of these projects. Section 6.1 sets out the request for additional resources to cover the additional capacity required to deliver this programme.
- 4.5 At this point in the development stage of the 5 priority projects there is no match funding requirement. However, the detailed costs of each project will be available once the business cases are fully developed over the next 12 months and at this point the need for match funding may be identified. In light of this, discussions with other potential funding bodies (e.g. the Arts Council, Heritage Lottery Fund, LEP, etc) have already begun. However, if a gap in match funding is identified there may be a need for ESC to consider additional capital funding from its own resources.

## 5 HOW DOES THIS RELATE TO THE EAST SUFFOLK STRATEGIC PLAN?

- 5.1 There is an urgent need to invest in enhancing Lowestoft to enable people to engage with their community and feel a sense of pride about the place within which they live. The projects within the Town Investment Plan are focussed on reshaping Lowestoft so that it has a new purpose, one that is based upon community needs, health and wellbeing; as well as providing a more sustainable economy with high value employment opportunities and ensuring economic growth is inclusive. There is an urgent need to show that Lowestoft is not a “forgotten” town.
- 5.2 The Towns Fund projects will directly contribute to the delivery of the five themes of the East Suffolk Strategic Plan (2020-2024):

**Growing Our Economy:** The Town Investment Plan aims to build a strong, sustainable and inclusive economy for Lowestoft based on existing strengths in the marine sector but also the growing offshore wind, cultural and digital sectors.

**Remaining Financially Stable:** The Towns Fund projects are making the best use of available external funding opportunities to deliver the Council’s ambitions. The economic growth that this investment will enable will also increase the District’s business rates base and Council revenues.

**Enabling Our Communities:** Projects within the Town Investment Plan aim to provide the right environment for everyone to lead healthy, active, safe and fulfilling lives and enable community pride. The local community have been consulted widely on these projects and their delivery will represent their ambitions for the town being realised. The plan has also been developed in close liaison with Business In The Community (BITC) who have selected Lowestoft to be part of their placemaking programme. In addition to their valuable support on the Place Board they are also engaged in important work to link business with local level community projects.

**Delivering Digital Transformation:** projects within the plan will provide improved access to digital connectivity such as the new ultrafast broadband network which will be of significant benefit to businesses and communities within the town.

**Caring for our Environment:** projects within the plan are focused on investing in offshore renewable energy, ensuring resilience to climate change, greening of the town centre and improving sustainable transport.

## 6 FINANCIAL AND GOVERNANCE IMPLICATIONS

- 6.1 To deliver the Towns Fund projects and the wider Town Investment Plan it is vital that appropriate resources are in place for the duration of these programmes. The currently estimated financial implications of these resourcing requirements on the General Fund Budget are shown below. To reduce the impact on the core budget a contribution of £100k pa will be made from Enterprise Zone income. Further resourcing requirements may need to be considered by Cabinet as the development of business cases progresses.

Towns Fund – General Fund Budget Implications				
	2021/22	2022/23	2023/24	2024/25
	£	£	£	£
Economic Regeneration	286,700	282,900	326,100	344,900
Asset Management	68,500	68,500	68,500	68,500
Financial Services	28,500	59,300	31,100	0
<b>Total</b>	383,700	410,600	425,600	413,300
Less: EZ Contribution	(100,000)	(100,000)	(100,000)	(100,000)
<b>Net Increase in Revenue Budget</b>	283,700	310,600	325,600	313,300

- 6.2 Towns Deal funding needs to be spent as agreed within the parameters set by Government. The grant funding will be managed through ESC's standard accountancy procedures and monitoring of expenditure will be managed by ESC's Funding Manager.
- 6.3 ESC will be the accountable body for the grant funding and therefore will own and manage the risks associated with the delivery of the projects. Robust project management and financial processes will be applied to ensure the projects are delivered to the agreed specification and on time.
- 6.4 Acceptance of the Towns Fund funding requires the Council to revise its previously approved Capital Programme. The revised Capital Programme for Economic Development and Regeneration reflecting the Towns Fund projects is attached as Appendix B. The programme shows the initial projected phasing of the projects. Taking into account the need to develop agreed business cases over the next 12 months, the bulk of capital expenditure is anticipated to commence from 2022/23 onwards. As referred to earlier in this report, additional match funding could potentially need to be considered from the Council's own capital resources should any gaps in match funding be identified. The revised Capital Programme includes an additional £500k in funding from the Council in respect of the Station Quarter.

- 6.5 A governance structure has already been established in the form of the multi-stakeholder (see Appendix C) Lowestoft Place Board, which was created to oversee the development and delivery of the TIP. Regular progress reports will be provided to this Board on the progress of the Towns Fund projects as they are a key deliverable within the TIP. ESC is represented on the Place Board by the Deputy Leader and Cabinet member for Economic Development. Appropriate governance will also be established at the individual project level to ensure robust management in project delivery.

## **7 OTHER KEY ISSUES**

- 7.1 This report has been prepared having considered the results of an Equality Impact Assessment (Ref EQIA314733167). The EIA result was positive for disability since all the projects within the plan will involve public realm enhancements and buildings designed to be accessible to all groups, specifically the seafront vision project which will implement a boardwalk project designed to improve access for people with disabilities. For all other protected characteristics, the assessment was neutral.
- 7.2 Overall, the Town Investment Plan will drive economic growth and enhance the local environment for all members of the community and therefore will act as a significantly positive initiative for the town.

## **8 CONSULTATION**

- 8.1 Stakeholder and Community engagement is an integral part of the Towns Deal Process. Throughout the development of the Town Investment Plan a framework for stakeholder engagement was established (see Appendix D – Stakeholder Engagement Strategy) and this involved significant consultation throughout the plan's development through the Place Board, the Ambassador Programme and placemaking work.
- 8.2 As part of the development of the Town Investment Plan, the Regeneration Team undertook an intensive stakeholder engagement process, which included workshops, engagement events and over 30 one to one sessions with public, private and third sector organisations and presentations to business and community groups, providing a wide range of opportunities for participatory engagement into the Investment Plan. In addition, the community were invited to put forward their ideas for future projects in Lowestoft using the 'Mytowns' website created by Government to engage local communities.
- 8.3 The importance of strong engagement with Lowestoft Town Council in delivering a successful Town Investment Plan has been recognised and that is why they are a key member of the Lowestoft Place Board and were heavily engaged during the plan development phase. Furthermore, the Town Investment Plan has been a regular agenda item on the ESC/ LTC quarterly liaison meetings.
- 8.4 A condition of acceptance of Towns Fund award is that this stakeholder engagement activity continues through the five-year project business case development and delivery period. This is welcomed since comprehensive and meaningful engagement/ consultation is very much in line with ESC's approach to strategy development and delivery. The Stakeholder Engagement Strategy (Appendix D) sets out how future engagement through the project development and implementation phase will take place. To ensure this commitment to engagement the Economic Regeneration team has implemented a programme of placemaking work that sits alongside the Town Investment Plan. This work involves the creation of a network of Ambassadors with a



group of “lead ambassadors” to help communicate information about the Town Investment Plan and positive information about the development of Lowestoft to both the local community and visitors.

- 8.5 This placemaking engagement approach work has received national recognition through the nomination for the IESE Public Sector Transformation Award for Innovation in Economic Regeneration and Asset Management. A case study highlighting this approach has also been submitted to the LGA to demonstrate the value of this engagement in developing a successful place strategy.
- 8.6 Council has been identified as a key stakeholder group to be kept informed on the implementation of the Towns Fund projects and it is proposed that updates are provided to Council in line with the six-monthly monitoring submissions that will be provided to MHCLG.

## **9 OTHER OPTIONS CONSIDERED**

- 9.1 Prior to the development of the Town Investment Plan, ESC had developed a comprehensive regeneration delivery plan for Lowestoft. This was being delivered incrementally based on successfully bidding for external funding for individual projects. ESC could have decided not to pursue the Towns Fund invitation and carried on delivering the regeneration of Lowestoft in this fashion however, the Towns Fund and Town Investment Plan provides a huge opportunity to deliver a series of transformational regeneration projects simultaneously and thereby having a much greater positive impact on the town than the previous approach.
- 9.2 The Town Investment Plan contains a range of capital projects to deliver regeneration and development for the town over the next 10 years. As a result, the Place Board had several options around which projects should be put forward for Towns Deal funding. The projects chosen were based on a range of criteria and a methodology that assessed how developed they were and the deliverability within the 5-year framework of the funding. Whilst the focus of activity over the next 5 years will be the delivery of the Towns Fund projects the economic regeneration team will also continue to develop and secure funding for the remaining projects within the plan.

## **10 REASON FOR RECOMMENDATION**

- 10.1 Acceptance of the Towns Fund award and the Heads of Terms will provide the initial funding to deliver the priority regeneration projects within the Lowestoft TIP. The significant scale and scope of these projects will have a transformative effect on the town in terms of repurposing and revitalising the high street and wider Lowestoft area. It will also be a major contributor to substantial employment and economic growth in the coming years supporting the regeneration of Lowestoft and the wider East Suffolk post Covid economic recovery.

## RECOMMENDATIONS

1. That it be agreed to accept the Towns Fund grant of the £24.9m external funding from Government as set out in the Heads of Terms attached as Appendix A.
2. That delegated authority be provided to the Cabinet to oversee and approve the development of businesses cases for each of the Towns Fund projects.
3. That the growth in the Council's General Fund budget shown in paragraph 6.1 be approved.
4. That the revised Economic Development and Regeneration Capital Programme attached as Appendix B, including a net addition to the Capital Programme of £500k, be approved.

## APPENDICES

<b>Appendix A</b>	Towns Fund Heads of Terms
<b>Appendix B</b>	Revised Economic Development and Regeneration Capital Programme 2021/22 – 2024/25
<b>Appendix C</b>	Lowestoft Place Board membership
<b>Appendix D</b>	Lowestoft Town Investment Plan – Stakeholder Engagement Strategy

## BACKGROUND PAPERS

Please note that copies of background papers have not been published on the Council's website [www.eastsuffolk.gov.uk](http://www.eastsuffolk.gov.uk) but copies of the background papers listed below are available for public inspection free of charge by contacting the relevant Council Department.

Date	Type	Available From
09/03/2021	Equality Impact Assessment EQIA314733167	Democratic Services



Ministry of Housing,  
Communities &  
Local Government

**Luke Hall MP**

*Minister for Regional Growth and Local  
Government*

**Ministry of Housing, Communities & Local  
Government**

Fry Building  
2 Marsham Street  
London  
SW1P 4DF

Stephen Javes  
Chair, Lowestoft Town Deal Board  
[stephenjaves@gmail.com](mailto:stephenjaves@gmail.com)

Tel: 0303 444 3440  
Email: [luke.hall@communities.gov.uk](mailto:luke.hall@communities.gov.uk)  
[www.gov.uk/mhclg](http://www.gov.uk/mhclg)

Stephen Baker  
Chief Executive, East Suffolk District Council  
[stephen.baker@eastsuffolk.gov.uk](mailto:stephen.baker@eastsuffolk.gov.uk)

3 March 2021

Dear Mr Javes and Mr Baker,

### **Lowestoft Town Deal**

In September 2019, the Government announced the initial 101 places invited to develop Town Deal proposals as part of the £3.6 billion Towns Fund.

Lowestoft was included in this initial 101 places and we were pleased to receive Lowestoft's Town Investment Plan in October. We are grateful for your hard work, and that of your team and Town Deal Board, in developing this set of project proposals to deliver long-term and sustainable economic growth in Lowestoft.

I am delighted to be offering you a Town Deal for Lowestoft to a value of up to £24.9 million. The Draft Heads of Terms for this deal are attached to this letter. A list of the projects that we are content to support within this funding envelope is also attached, with conditions as appropriate; it is for Lowestoft to choose which projects to proceed with.

I understand that you will need to secure the agreement of the Town Deal Board to take up this offer. I would therefore request that you do so and return to us the signed Heads of Terms as confirmation by 24 March 2021. My officials are of course on hand to answer any questions you may have.

This is an exciting opportunity to come together to drive long-term economic and productivity growth in Lowestoft, particularly as we meet the challenges presented by Covid-19. I look forward to working with you to make Lowestoft's plans a reality.

Yours sincerely,

LUKE HALL MP

## Heads of Terms offer for Lowestoft

### Introduction

Lowestoft is the UK's most easterly town and is a popular visitor destination for those drawn to the East Suffolk coastline. The town has a broad spectrum of opportunities, including some stemming from both public and private sector investment and support. There is potential for sustainable growth through maximising skill sets of the local population, especially within the energy sector. The town's Enterprise Zones also show promise in creating new opportunities, as does Lowestoft's potential housing growth, cultural and tourism developments. However, Lowestoft has suffered from several inhibitory factors, including attracting inward investment due to poor transport connectivity; the retention of young people within the town due to limited opportunities in terms of employment and wages compared to other areas of UK, and high development costs to remediate brownfield land.

Government will work with East Suffolk District Council and its Town Deal Board to support the delivery of a Town Deal, with the ultimate goal of ensuring all Lowestoft residents have a share in the town's success.

### The commitment

This document lays out the Heads of Terms offer to Lowestoft, under the Towns Fund. This is not a contractually binding document and the offer is subject to various conditions being met. The Heads of Terms will act as a Memorandum of Understanding for the future development and delivery of Lowestoft's Town Investment Plan and project proposals. It sets out joint expectations as Lowestoft enters the business case development phase.

Government will provide up to **a total of £24.9 million from the Towns Fund**, which will be used to improve stock and sustainability of housing; enhance the natural environment; invest in infrastructure to attract private investment; transform the core of the town and seafront to increase investment; improve digital infrastructure, encourage active and sustainable transport; capitalise on the clean energy market; increase long-term employment opportunities; enhance facilities; secure a long-term, sustainable delivery of a cultural programme that capitalises on the town's assets and acts as catalyst for investment, and; provide an environment that keeps young people working and living there.

Lowestoft has proposed a range of projects that will contribute towards achieving this vision. These include:

- The redevelopment of an existing town centre car park and retail units to provide a landmark building to deliver cultural / leisure activity in the Cultural Quarter
- The redevelopment of the Station Quarter key gateway, including the redevelopment of the old vacant railway building
- The development of the built environment around the Historic Quarter
- Improvements to the Port Gateway project that seeks to improve perceptions and stimulate inward investment
- Seafront Vision investment and improvement projects.

Lowestoft will need to prioritise these projects within the funding envelope being offered. Funding for individual projects will be subject to successfully completing Phase 2 of the Towns Fund process. This includes detailed project development and business case assurance at local level.

## Process, governance and assurance

Local partners will work with government to demonstrate the feasibility, viability and value for money of their projects by developing and submitting the Town Deal Summary Document, including (as per the Further Guidance and Stage two guidance: business case development):

- A list of agreed projects
- Details of business case assurance processes followed for each project
- An update on actions taken in relation to the Heads of Terms key conditions and requirements
- A Delivery Plan (including details of the team, working arrangements and agreements with stakeholders)
- A Monitoring and Evaluation Plan
- Confirmation of funding arrangements and financial profiles for each project
- Undertaking Public Sector Equalities Duty analysis
- Approval from the Town Deal Board and Lead Council

Lowestoft should conduct project assurance in line with agreed routes for each individual project. If the priority projects identified for funding do not progress, MHCLG cannot guarantee that funding can be assigned to alternative projects or that if it is those will be to the same value. This may result in an overall reduction in the amount of funding received.

Within two months of accepting this offer, Lowestoft should confirm in writing details of projects being taken forward and a plan for addressing key conditions relating to those projects and the overall Town Investment Plan. This should be sent to [towns.fund@communities.gov.uk](mailto:towns.fund@communities.gov.uk), copied to the town lead.

Lowestoft must then complete business cases for the projects being taken forward and submit the Summary Document within 12 months of the deal being agreed. MHCLG will then provide the agreed funding up to the maximum amount of **£24.9m** for those projects, provided that all of the conditions are met.

Signed:

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Chair of the Town Deal Board

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Chief Executive of lead Council

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MHCLG Secretary of State / Minister

---

Date

## ANNEX TO THE HEADS OF TERMS: PROJECTS WITHIN SCOPE OF THE TOWN DEAL

The Town Deal offer is a maximum of **£24.9 million** of MHCLG funding in total.

Within this maximum amount, Lowestoft may take forward projects selected from those listed below.

This funding will be subject to successfully completing Phase 2 of the Towns Fund process. It is also dependent on final spending profiles, including the RDEL/CDEL split being provided, and the further project-specific conditions set out below being met.

Project	Funding offer limit	Match	Expected outputs and outcomes	Conditions	Fast track (Y/N)
<b>Cultural Quarter</b> The project will redevelop an existing town centre car park and retail units to provide a landmark building to deliver cultural / leisure activity, set within high-quality public realm with improved connectivity to the clean energy sector employment hub.	£14.7m	£1.9m	<ul style="list-style-type: none"> <li>1 upgraded theatre venue</li> <li>1 new arts venue</li> <li>9135sqm increase in the amount of high quality, affordable commercial floorspace</li> <li>9678sqm public spaces delivered</li> <li>1million visitors to arts, cultural and heritage events and venues</li> <li>12 businesses</li> <li>378 direct/indirect jobs</li> </ul>	<ul style="list-style-type: none"> <li>Provide a more detailed delivery plan including risks and interdependencies, and more detail regarding the outputs and outcomes.</li> <li>Clarify total project value</li> <li>Complete consultation before plans are finalised.</li> <li>Ensure the connection to Power Park includes provision for cyclists as well as pedestrians.</li> </ul>	N
<b>Station Quarter</b> The project will redevelop this key gateway through a number of interventions including redevelopment of the old railway building that has been vacant for 50 years.	£2.9m	£5.2m	<ul style="list-style-type: none"> <li>1200sqm quality resident space delivered</li> <li>2 upgraded heritage buildings</li> <li>1500sqm public space delivered</li> <li>2140sqm increase in the amount and diversity of high quality, affordable commercial floorspace</li> <li>193 direct/indirect jobs</li> <li>70% improvement in perceptions of the place by residents, businesses and visitors</li> <li>5 businesses</li> </ul>	N/A	N

<b>Historic Quarter</b> The project will take a conservation-led approach to bring forward benefits beyond the scope of the current Heritage Action Zone, through improvements to the built environment to create a strong sense of place, improving community confidence, and adding to the visitor destination offer to increase economic growth.	£3.3m	£0.37m	<ul style="list-style-type: none"> <li>• 11 scores of upgraded and prominent landmarks</li> <li>• 1 upgraded and protected historical building</li> <li>• 16,200sqm public space delivered</li> <li>• 70% improvement in perceptions of the place by residents, businesses and visitors</li> <li>• 240,000 visitors to arts, cultural and heritage events and venues</li> <li>• 10 businesses</li> </ul>	N/A	N
<b>Improvements to the Port Gateway</b> The project will create a high-quality gateway to the port, which will help improve perceptions and stimulate inward future investment, safeguard and create new high skilled jobs, and supporting growth opportunities from within the town.	£2.7m	£1.9m	<ul style="list-style-type: none"> <li>• 8,093sqm of abandoned site remediated for delivery of commercial space in gateway areas</li> <li>• 1 other scheme to support enterprise and business productivity and growth</li> <li>• 28,137sqm public space developed</li> <li>• 40 enterprises utilising high quality, affordable and sustainable commercial spaces</li> <li>• 70% improvement in perceptions of the place by residents, businesses and visitors</li> <li>• 8% increase in land values</li> </ul>	N/A	N
<b>Seafront Vision</b> This is a programme of seafront	£1.3m	£4.45m	<ul style="list-style-type: none"> <li>• 1 upgraded prominent landmark</li> <li>• 72 upgraded seafront facilities</li> </ul>	N/A	N

improvement projects, which has been in development since 2018. The next stage of the programme will build upon previous investments across a series of projects which will set the foundations for future growth.			<ul style="list-style-type: none"> <li>• 300,000sqm public space developed</li> <li>• 912sqm increase in the amount and diversity of high quality, affordable commercial floorspace</li> <li>• 1,225,220 visitors to arts, cultural and heritage events and venues</li> <li>• 8 businesses</li> <li>• 32 direct/indirect jobs</li> </ul>		
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### General conditions

There are also the following requirements for the process and governance:

- **Assurance:** The business cases for projects will be taken through East Suffolk District Council, in line with local assurance processes.
- **Public Sector Equalities Duty:** Lowestoft will undertake programme-wide level impact assessment, relevant project-level impact assessment and relevant Environmental Impact Assessments.

If the priority projects identified for funding do not progress, MHCLG cannot guarantee that funding can be assigned to alternative projects or that if it is those will be to the same value. This may result in an overall reduction in the amount of funding received.

Within two months of accepting this offer, Lowestoft should provide the following information to [towns.fund@communities.gov.uk](mailto:towns.fund@communities.gov.uk), copied to the town lead (annex a in business case guidance):

- Details of the projects being taken forward (including for each project the capital/revenue split and the financial profile)
- Overall capital/revenue split and financial profile for the Town Deal
- A plan for addressing key conditions relating to those projects and the overall Town Investment Plan.

Lowestoft must complete business cases for the projects being taken forward and submit the Town Deal Summary Document within 12 months of accepting this offer. Business cases should follow the Lead Council's usual assurance processes and be undertaken in partnership with the Town Deal Board.

If Lowestoft wishes to alter the projects being developed, change them for other projects, or otherwise depart from the conditions placed on the projects above, it will inform the Towns Hub as soon as possible setting out clear justifications and evidence. A form for requesting such changes is in the business case guidance.



ES/0703

ECONOMIC DEVELOPMENT & REGENERATION	2021/22	2022/23	2023/24	2024/25	New Project Added	Funding Type
	£000	£000	£000	£000		
	Original Budget	Original Budget	Original Budget	Original Budget		
Towns Fund - Cultural Quarter (Phase 1)	0	800	1,800	12,100	New Project	EG
Towns Fund -Station Quarter (Main Railway Building)	0	150	750	0	New Project	EG
Towns Fund -Station Quarter (Former Post & Sorting Office)	500	3,330	0	0	New Project	EG/IB
Towns Fund -Station Quarter (Public Realm)	0	500	500	0	New Project	EG
Towns Fund - Historic Quarter	0	700	2,600	0	New Project	EG
Towns Fund - Port Gateway Improvement Project	0	300	2,400	0	New Project	EG
Towns Fund - Seafront Vision Delivery	0	200	1,100	0	New Project	IR/EC
<b>Total Budgeted Expenditure</b>	<b>500</b>	<b>5,980</b>	<b>9,150</b>	<b>12,100</b>		
<b>Financed By:-</b>						
<b>Internal Funding:</b>						
Internal Borrowing	500	1,000	0	0		IB
Capital Receipt	0	0	0	0		ICR
Reserve	0	0	0	0		IR
	500	1,000	0	0		
<b>External Funding:</b>						
Grants	0	4,980	9,150	12,100		EG
Contributions	0	0	0	0		EC
Borrowing	0	0	0	0		EB
	0	4,980	9,150	12,100		
<b>Total Budgeted Financing</b>	<b>500</b>	<b>5,980</b>	<b>9,150</b>	<b>12,100</b>		
<b>Project</b>	<b>Description</b>					
Towns Fund - Cultural Quarter	The project will redevelop an existing town centre car park and retail units to provide a landmark building to deliver cultural / leisure activity, set within high-quality public realm with improved connectivity to the clean energy sector employment hub (PowerPark)					
Towns Fund -Station Quarter	The project will redevelop a key landing and access point for the town centre, providing links to the seafront tourist area and central connections via road, rail and sea. This will include the Main Railway Station Building and Former Post & Sorting Office in the Towns main precinct area.					
Towns Fund - Historic Quarter	The project will take a conservation-led approach to bring forward benefits beyond the scope of the current Heritage Action Zone (HAZ), through improvements to the built environment to create a strong sense of place, improving community confidence, and adding to the visitor destination offer to increase economic growth					
Towns Fund - Port Gateway Improvement Project	The project will unlock future inward investment, securing the town's future as a hub for the clean energy sector. The development will include two key elements at vital entry points to the port. The first will involve reinforcing the quay wall which will bring back an under-utilised site to full working order. This will then enable provision for the development of a secure and sustainable, 317 space parking solution for port workers and those using the port. The second element of the project looks at improvements to the entry point to the port, the outer harbour and PowerPark (an area specifically designated for a cluster of businesses to support clean energy). The development will include improved connectivity, which is vital to ensure that access is suitable to the outer harbour to meet the increasing needs of the clean energy sector.					
Towns Fund - Seafront Vision Delivery	The Seafront Vision, is a programme of seafront improvement projects, which has been in development since 2018. Improved and co-ordinated public realm along 1.5 miles of promenade, Redevelopment of the East Point Pavilion, Improvements to Royal Plain Fountains and Redevelopment of Jubilee Beach Chalets					

**Appendix C – Lowestoft Place Board Membership**

Anglia Water

Associated British Ports

Business In the Community

CEFAS

Department for Work & Pensions

East Coast College

East Suffolk Council

Environment Agency

Flipside

Lowestoft Rising

Lowestoft Town Council

Lowestoft Vision

Marina Theatre

Marks & Spencers

New Anglia LEP

Parish Councils representative

Peter Aldous MP

Scottish Power

Stephen Javes (Chair)

Suffolk Chamber of Commerce

Suffolk County Council



# LOWESTOFT TOWN INVESTMENT PLAN

STAKEHOLDER ENGAGEMENT STRATEGY

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# 01

## INTRODUCTION

The Lowestoft Town Investment Plan (Lowestoft TIP) has been created by stakeholders within the town and is overseen by the Lowestoft Place Board.

The governance of the Lowestoft TIP is set out in the TIP document.

The Stakeholder Engagement Plan should be read in conjunction with the Communication Activity Plan and Stakeholder Mapping document, which are live documents that sit within the TIP Project Control file in the Economic Regeneration team at East Suffolk Council.

Following Prince II principles of project management all of the individual projects within the Town Investment Plan have their own Stakeholder Engagement and Communication Plans.





## 02 PLACEMAKING

The involvement of stakeholders in regeneration plans has been influenced by the “Placemaking” work that East Suffolk Council began at the end of 2018 through the 'Making Waves Together' project. The Placemaking work aims to fully understand the public perceptions of Lowestoft and the priorities of businesses, stakeholders, and the community who will shape and benefit from the Investment Plan.

The process began with an online survey of local residents followed by a series of workshops to gain feedback from the community about the town’s strengths and weaknesses. Whilst many people highlighted the opportunities and strengths of the place, the survey revealed a long list of challenges.

The challenges included behavioural weaknesses which included: lack of pride, a culture of disappointment, reputation, fear of change and a lack of a joined-up approach. Therefore following this, East Suffolk Council and its partners started development of a “Lowestoft Story”. It is from this that the investment plan began to take shape, by having a placemaking programme that includes detailed stakeholder engagement. This includes the establishment of a Place Board containing key stakeholders to create a town vision, development of a brand for the town and an Ambassadors Programme.

The Lowestoft Placemaking project sits alongside the Town Investment Plan and has a Placemaking Plan that sets out the internal and external communication activities that will take place to continue to promote the “Lowestoft Story” and get positive messages out about Lowestoft.





## 03 WORKING IN PARTNERSHIP

### BUSINESS IN THE COMMUNITY (BITC)

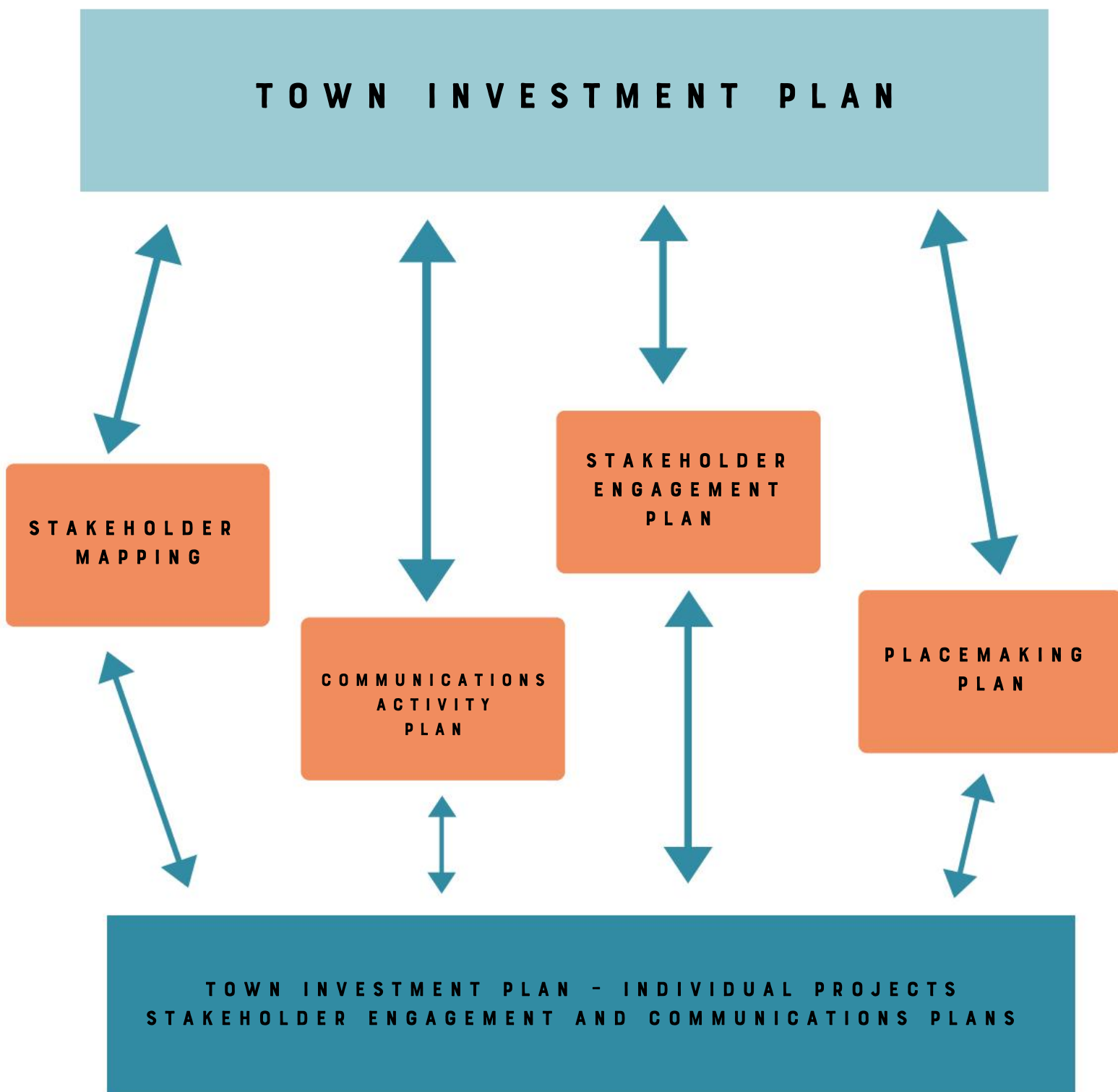
Business in the Community (BiTC) is a business led membership organisation dedicated to responsible business. Lowestoft was chosen by BiTC to be their next 'Place' as part of their national placemaking programme, previous places include Blackpool and Wisbech.

This has involved partnership working with BiTC members to create relationships that improve the future prospects of Lowestoft. BiTC East of England is Chaired by the Chief Executive of Anglian Water.

East Suffolk Council was approached to work with both Anglian Water and BiTC on Lowestoft. Anglian Water introduced BiTC member, Kier, to the placemaking programme who seconded a member of staff for 2 years to work as a Business Connector to work in the community in Lowestoft and to support partnership and stakeholder engagement with the private sector to aid development in the town.



## 04 STRUCTURE OF ENGAGEMENT







## 05 STAKEHOLDER ENGAGEMENT OBJECTIVES

The Stakeholder Engagement Objectives within the TIP can be split into the three phases:

### PHASE I - CREATION OF TIP

- Stakeholders identify and agree on the challenges, opportunities and priorities for the town.

### PHASE II - DEVELOPMENT OF THE TIP AND THE BUSINESS CASES

- Stakeholders understand the aims and objectives of the TIP
- Stakeholders understand and accept the detail in the Towns Fund priority projects

### PHASE III - DELIVERY OF TIP

- Stakeholders are informed on the outcome of TIP development
- Stakeholders continue to be involved in the delivery of the TIP to ensure acceptance and inclusion in delivery and outputs.



## 06 PRINCIPLES OF ENGAGEMENT

Stakeholder engagement in the Lowestoft Town Investment plan should be:

### **OPEN AND TRANSPARENT**

To be open and transparent so that stakeholders understanding the governance and processes of the TIP, so that it is clear how decisions have been made and how they can be involved in the process. This includes how their input will be used in the development of the plan and ensure feedback is given back to stakeholders about the results of actions taken.

### **CLEAR AND CONCISE**

To ensure that communication is clear and easy to understand for all stakeholders.

### **INCLUSIVE**

To ensure engagement approached and methods ensure that all stakeholders can participate and feel included.







## 07 KEY STAKEHOLDERS

TOWN, DISTRICT AND COUNTY  
COUNCILLORS

LOCAL MP

LOCAL ENTERPRISE PARTNERSHIP  
CENTRAL GOVERNMENT -  
MHCLG/TOWNS HUB

NATIONAL FUNDERS - ACE, HE,  
NHLF, HOMES ENGLAND,

ESC SENIOR MANAGEMENT  
LEADER TEAM/CORPORATE  
MANAGEMENT TEAM

ESC INTERNAL COLLEAGUES

LOWESTOFT PLACE BOARD CHAIR  
AND MEMBERS

LOWESTOFT LEAD  
AMBASSADORS

LOWESTOFT AMBASSADOR  
NETWORK

BUSINESS IN THE COMMUNITY  
(BITC) - INCLUDING REGIONAL  
ANGLIAN WATER

EDUCATION PROVIDERS -  
SCHOOLS, COLLEGES AND  
UNIVERSITIES

CHAMBER OF COMMERCE

LOWESTOFT CULTURAL  
LEADERSHIP GROUP

LOWESTOFT RISING

LOWESTOFT VISION

LOWESTOFT STRATEGIC  
COMMUNITY PARTNERSHIP

LOCAL MEDIA



# 08 ENGAGEMENT APPROACH

## 8.1.GOVERNANCE

Engagement of the TIP is overseen by the Place Board. A placemaking steering sub group was set up to support engagement and consists of place board representatives (Lowestoft Rising, BiTC, First Light Festival), ESC Regeneration Team, ESC Economic Development Team, ESC Communications Team.

ESC Regeneration Team will manage the Stakeholder Engagement Plan to ensure the key objectives of the plan are being met and the principles of engagement are being upheld. The Stakeholder Engagement Plan sits alongside the Lowestoft Placemaking Plan, within the TIP Project Management Control file of the ESC Regeneration Team.

## 8.2.ENGAGEMENT METHODS

The Ambassador Programme, Lead Ambassadors and Ambassador Network provide the key channels for advocacy, to engage stakeholders and communicate about the TIP. The individual project working groups and stakeholder groups will engage and communicate specifically on those projects. The role of the TIP Stakeholder Engagement Plan is provide the holistic view, communicating about all of the projects within the TIP and how it is being developed and delivering as a whole plan.







## 8.2.ENGAGEMENT METHODS

- Place Board meetings
- Ambassador Events – both digitally and physically (post Covid)
- Project working group meetings
- Stakeholder workshops specific to individual projects
- The Lowestoft Website and social platforms
- The Lowestoft Podcast
- The “My Towns” Platform
- The East Suffolk Council website
- Surveys
- Local media
- Partners will be encourage to share and link content on their platforms e.g. Lowestoft Vision, Town Council, First Light Festival, Place Board members platforms
- Awareness raising events in the Town Centre/Project areas – opportunities at First Light Festival, Heritage Action Zone events, Heritage Open Days,
- Urban room/pop up displays in vacant Town Centre unit
- Specific project campaigns, linking to partner projects Gullwing Stakeholder Engagement, HAZ Stakeholder Engagement
- Targeted campaigns – visitors, inward investors, developers
- Outdoor advertising – Bill boards



## 09 INCLUSIVE ENGAGEMENT

It is acknowledged that Lowestoft will have barriers to overcome in respect of ensuring full engagement of the community for the engagement plan. Members of the community who are disconnected or disengaged create a challenge.

However, over a number of years Lowestoft has worked had on partnership working, having established Lowestoft Rising within the public sector to pool resources and maximise engagement opportunities. We will use this partnership to engage with the organisations who represent the hard to reach groups e.g. Access Community Trust, Kirkley People's Forum, Most Easterly Community Group, Waveney Youth Forum.







## 10 COVID-19

The COVID-19 pandemic creates disruption to stakeholder engagement. However, during lockdown digital engagement of stakeholders has been successful.

Place Board meetings and Ambassador Events have been held successfully virtually, with strong attendance numbers. Furthermore, increasing social media content has seen promotion of the TIP reach large numbers. The aim will be to continue with this work.

It is envisaged that post-COVID digital engagement will remain an important tool to sit alongside face to face opportunities.







# 11 MONITORING AND EVALUATION

Monitoring and Evaluation of engagement is a key part of the overall monitoring and evaluation of the Town Investment Plan. This will be managed through the project management controls within the ESC Regeneration Team. Stakeholder engagement will be given key performance indicators as part of the individual projects and the overall plan.

The engagement will be monitored so that feedback can be collected to review the TIP during its development and delivery phases. Engagement will be monitored to see how it influences the TIP, ensuring that feedback is provided to stakeholders on how their engagement has shaped the plan.







THIS  
STAKEHOLDER ENGAGEMENT STRATEGY  
HAS BEEN PRODUCED BY





## COUNCIL

Wednesday 24 March 2021

### PROPOSED CHANGES TO THE EAST SUFFOLK COUNCIL CONSTITUTION

#### EXECUTIVE SUMMARY

1. All Councils must have a written Constitution which includes its standing orders, code of conduct, and such other documents as the Council considers to be appropriate. The East Suffolk Council's (ESC) Constitution was approved by the Shadow Council for East Suffolk on Monday 28 January 2019 – Report REP 29(SH).
2. The Constitution sets out the Council's governance arrangements. Any changes to the Constitution must be approved by the Audit and Governance Committee and Full Council, as required by the Constitution.
3. This report proposes some changes to the Constitution which have been approved, unanimously, by the Audit and Governance Committee at its meeting on Monday, 15 March 2021 (Report ES/0710 refers), and asks that they be approved by Full Council.

Is the report Open or Exempt?	Open
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Wards Affected:	All
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Cabinet Member:	Councillor Steve Gallant Leader of the Council
-----------------	---

Supporting Officers:	Hilary Slater Head of Legal and Democratic Services & Monitoring Officer 01394 444336 <a href="mailto:Hilary.slater@eastsuffolk.gov.uk">Hilary.slater@eastsuffolk.gov.uk</a>
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## **1 INTRODUCTION**

- 1.1 The ESC must have a written Constitution which has to include its standing orders, code of conduct and such other documents as the ESC considers to be appropriate. (S37 of the Local Government Act 2000).
- 1.2 The Council drafted a new Constitution when the ESC was created, on 1 April 2018. The Constitution was approved by the Shadow Council for East Suffolk on Monday 28 January 2019 – report reference REP 29(SH) refers.
- 1.3 It was recognised by the Shadow Authority that the Constitution would need to be reviewed, to fit the working practices of the newly formed ESC. This report proposes some changes to the Constitution.
- 1.4 Part 2 of the ESC Constitution outlines the Council’s functions and responsibilities. Paragraph 2.1 of Section B of this part of the Constitution details specific functions that are reserved for Council and states that one of these functions is changing the Constitution. In addition, Paragraph 10.3 of Part 1 of the Constitution states that the Audit and Governance Committee (AGC) has responsibility to advise the Council on substantive changes to the Constitution. Any substantive changes to the Council’s decision-making arrangements and committee structure have to be considered by the AGC which will recommend changes to the Full Council. The Monitoring Officer has authority to make minor amendments and corrections to the Constitution. The Leader may change Cabinet Portfolios and delegations.
- 1.5 This report proposes changes to the Constitution which the Monitoring Officer does not consider to be “minor amendments” and which, therefore, were considered by the AGC, at its meeting on 15 March 2021 (Report ES/0710 refers). The AGC had no particular comments, queries or concerns about what was proposed. The AGC approved the proposed changes unanimously and recommended them to Council for approval.

## **2 FIRST PROPOSED CHANGE TO THE CONSTITUTION**

- 2.1 The Council has an Appointments Committee (AC) whose terms of reference are set out in Section C5 of Part 2 of the Constitution which is about “Functions and Responsibilities”.
- 2.2 The AC is responsible for the appointment/dismissal of Strategic Management Team and Heads of Service. It recommends to Council that a formal offer of appointment be made for the Head of Paid Service and appoints other members of Strategic Management Team and Heads of Service. The AC must include at least one Member of the Cabinet.
- 2.3 At the moment, the AC has six Members, and must be politically balanced. Its membership would normally comprise:
  - Leader or Deputy Leader of the Council in their absence.
  - Cabinet Member for the Service Area concerned or another Cabinet Member in their absence.
  - One Member of the Opposition (or nominated substitute in their absence).
- 2.4 Each of the six Members of the AC has one vote and the Chairman will be the Leader/Deputy Leader of the Council.
- 2.5 Members appointed to the AC are asked to undertake refresher training regarding the interview process, prior to sitting on the AC, in accordance with good practice and to ensure that the recruitment process is fair and robust. Where External Stakeholder

Panels form part of the recruitment process, the Leader may invite other Members to participate in the informal part of the process.

- 2.6 The membership of 6 reflected how appointments were handled before the Council was formed, in 2019. When the former district Councils of Suffolk Coastal and Waveney were working in partnership together, appointments to the shared officer structure were made by an AC of six, being three Members from each Council.
- 2.7 Having six Members, plus senior Officers and an HR representative on the interview panel means that candidates are facing at least 8 people asking them questions. This can be daunting, if not a little oppressive, for the candidate, especially if the meeting is held remotely. Only six faces can be seen in gallery view at one time, on Teams, so, it is difficult for the candidate to be aware of the whole panel, and to know who is going to pose a question next.
- 2.8 Instead, it is suggested that the AC be reduced from six to three, comprising the Leader or Deputy Leader in their absence, the relevant Portfolio Holder, or another Cabinet Member in their absence, and one Member of the Opposition.
- 2.9 It would not be usual to have a committee with an even number of Members, because deadlock can occur in the voting, in which case, the Chairman would have to exercise their casting vote. On that basis, having four members of the AC would not be appropriate. If the number of the AC was reduced to five, there would be at least seven panel members asking the candidates questions. Seven or more is still considered to be too large and inappropriate for an interview panel. A reduction from six to three is more realistic, manageable and fairer to the candidates.
- 2.10 Therefore, it is suggested that the amendments shown in Appendix A to this report be made to paragraph 5 of Section C of Part 2 of the Constitution.

### **3 SECOND PROPOSED CHANGE TO THE CONSTITUTION**

- 3.1 Also in Part 2 of the Constitution, Section A is about the “Principles of Decision Making”. Paragraph 11 of Section A is about “Types of decision”. In paragraph 11.3 of Section A, it states that “The Appointments Panel shall appoint Heads of Services and members of the Strategic Management Team without further reference to any of the decision-making bodies listed in paragraph 11.1 above, in accordance with the Officer Employment Procedure Rules in Part 3 of this Constitution”.
- 3.2 Paragraph 11.3 should refer to the Appointments Committee, rather than the Appointments Panel. Also, Paragraph 11.1 refers to Full Council and the Cabinet, amongst others. However, some appointments do need to be ratified by Council, such as the appointment of the Head of Paid Service, s151 Officer and the Monitoring Officer. Also, all of Cabinet are consulted about certain appointments, to ensure that they have no well-founded objections to what is proposed. Therefore, the wording in Paragraph 11.3 is not quite correct.
- 3.3 For clarify and consistency, it is suggested that paragraph 11.3 of Section A of Part 2 to the Constitution be amended as shown in Appendix B to this report.

### **4 HOW DOES THIS RELATE TO THE EAST SUFFOLK STRATEGIC PLAN?**

- 4.1 The Council’s Constitution is a key governance document which sets out how the Council operates, and how it carries out its functions and responsibilities. The Constitution regulates how the Council makes its decisions. Sound decision making is key to how the Council carries out its business and delivers against all of the themes in the East Suffolk Strategic Plan. The Council’s Constitution needs to be up to date and accurate, to reflect

its business practices and procedures.

## **5 FINANCIAL AND GOVERNANCE IMPLICATIONS**

- 5.1 It is considered that the changes to the wording will make the Constitution more suitable for good recruitment processes. Therefore, it will assist good governance, whilst having no direct financial implications or costs.
- 5.2 The AGC considered the proposed amendments at their meeting on 15 March 2021 and the reasons for the changes to the Constitution were supported unanimously, with no particular comments or queries being raised.

## **6 OTHER KEY ISSUES**

- 6.1 An equality impact assessment (EqIA) has not been carried out, in relation to this report. The changes proposed relate to the internal workings of the Council and are not considered to impact on the services which the Council offers, directly, to the public. They are for clarification or correction, and an EqIA was not considered to be necessary.

## **7 CONSULTATION**

- 7.1 None.

## **8 OTHER OPTIONS CONSIDERED**

- 8.1 Not to make the changes would not accurately reflect more modern recruitment practices which ought to be carried out by the Council and reflected in its constitution.

## **9 REASON FOR RECOMMENDATION**

- 9.1 To ensure that the Council's Constitution is up to date, and reflects the Council's needs, working practices and procedures.

### **RECOMMENDATION**

That the proposed changes to the Constitution as set out in Appendix A and Appendix B to this report be approved.

### **APPENDICES**

<b>Appendix A</b>	Suggested amendments to paragraph 5 of Section C of Part 2 of the Constitution.
<b>Appendix B</b>	Suggested amendments to paragraph 11.3 of Section A of Part 2 to the Constitution.

**BACKGROUND PAPERS** – None

## APPENDIX A

### Suggested amendments (underlined/bold) to paragraph 5 of Section C of Part 2 of the Constitution

#### 5. **APPOINTMENTS COMMITTEE - Terms of Reference**

##### **Appointment/dismissal of Strategic Management Team and Heads of Service**

- 5.1 The Appointments Committee will recommend to Council that a formal offer of appointment be made for the Head of Paid Service and will appoint other members of Strategic Management Team and Heads of Service. That committee or sub-committee must include at least one Member of the Cabinet.
- 5.2 For the consideration of and advice to Council regarding the dismissal of the Head of Paid Service, Monitoring Officer and Chief Finance Officer, the Appointments Committee will co-opt two independent persons and then will constitute 'the Panel' for the purposes of the Local Authorities (Standing Orders) (England) Regulations 2015 and will act accordingly.
- 5.3 The Committee will be comprised of **three** Members (politically balanced).
- 5.4 Membership would normally comprise:
- Leader or Deputy Leader of the Council in their absence.
  - Cabinet Member for the Service Area concerned or another Cabinet Member in their absence.
  - One Member of the Opposition (or nominated substitute in their absence).
- 5.5 Each of the **three** Members of the Appointments Committee will have one vote and the Chairman will be the Leader/Deputy Leader of the Council.
- 5.6 Any Member appointed to the Appointments Committee will be asked to undertake refresher training regarding the interview process, prior to sitting on the Appointments Committee, in accordance with good practice and to ensure that the recruitment process is fair and robust.
- 5.7 Where External Stakeholder Panels form part of the recruitment process, the Leader may invite other Members to participate in the informal part of the process.

## APPENDIX B

### Suggested amendments (underlined/bold) to paragraph 11.3 of Section A of Part 2 to the Constitution

11 Types of decision

11.3 The Appointments **Committee** shall appoint Heads of Services and members of the Strategic Management Team **with reference to some** of the decision-making bodies listed in paragraph 11.1 above, as appropriate, and in accordance with the Officer Employment Procedure Rules in Part 3 of this Constitution.



## COUNCIL

Wednesday, 24 March 2021

### CABINET MEMBERS' REPORT AND OUTSIDE BODIES REPRESENTATIVES' REPORT TO COUNCIL

#### EXECUTIVE SUMMARY

To receive the Cabinet Members' Report and the Outside Bodies Representatives' Report to Council, for information.

Is the report Open or Exempt?	Open
<b>Wards Affected:</b>	All Wards in East Suffolk
<b>Cabinet Member:</b>	Councillor Steve Gallant Leader of the Council



## CABINET MEMBERS' REPORTS TO COUNCIL

<b>Cabinet Member:</b>	Councillor Mary Rudd, Cabinet Member with responsibility for Community Health
<b>Contact Details:</b>	<a href="mailto:mary.rudd@eastsuffolk.gov.uk">mary.rudd@eastsuffolk.gov.uk</a> Tel: 07867 372976

### Port Health - on the front line of EU Exit

The UK's first steps as an independent nation outside of the EU started properly on 1st January 2021. For our port health service that regulates imported food entering Felixstowe and Harwich from around the world, this also marks the beginning of a new chapter for them; one where the effects of EU Exit are starting to be felt as checks on EU goods are needed for the first time.

Meanwhile, the UK government, the EU and our fellow regulators from the other major ports are watching with interest, how we respond.

And while we prepare, our existing 'rest of world' import checks must continue.

### About us

Felixstowe port is the UK's largest container port and our very own Suffolk Coastal Port Health Authority (SCPHA) is our renowned expert team that is proud to regulate imported food arriving here and at Harwich. The team comprises 81 people and we expect to add another 60 when switching on our new 24/7 service in the coming months.

This incoming food supplies manufacturers, wholesalers, retailers and consumers throughout the UK and further afield. In carrying out their statutory responsibilities, the team protects consumers from unsafe or substandard products whilst supporting the many compliant and competent businesses which make their living elsewhere in the system; the producers, farmers, growers and logistics companies, to name but a few.

This briefing note aims to highlight the work of SCPHA at the very moment when the impact of EU Exit is starting to be felt, literally on the front line.

### Seamless continuation of trade

In most aspects of our everyday lives we probably won't start to notice the impact of EU Exit until Covid-19 restrictions are eased and we re-commence normal life once more. Changes to passport control at the airport or perhaps price fluctuations for goods and services are the examples that we hear most about, when it comes to our future relationship with the EU.

Even though the UK has left the EU, many of the EU regulations which have protected us and supported legitimate businesses continue to be applied to food imports for the time being, until the UK Parliament decides otherwise and modifies them as it sees fit. This is to ensure a seamless continuation of trade.

## EU Exit and the impact on our workload

While the UK was part of the EU, the free movement of goods afforded to all member states meant that SCPHA would never inspect goods of EU origin, just as the EU would never inspect UK exports to the EU. However, now that the UK is no longer part of the EU, we are required to start checking some types of EU imported food and likewise, the EU is starting to check our exports to it.

In recent years, SCPHA has been handling 80,000 enquiries a year and carrying out all the required checks on 30,000 consignments of food. These statistics would not have included food products from any of the 27 member states of the EU. These numbers are therefore set to increase significantly – latest estimates suggest a doubling of workload across Felixstowe and Harwich.

Happily, the checks on EU goods are allowed to be introduced incrementally, during January and October 2021 and then January 2022, by which time we will be treating EU goods in exactly the same way as ‘rest of world’ goods, even though the nature of the EU trade, the modes of transport used and some of the operational challenges will always be different.

But we no longer have access to the IT systems that we used as members of the EU and we’re adjusting to a UK system instead. We remain close to our central government departments for instruction and guidance (DEFRA, the Food Standards Agency and the Marine Management Organisation) and we work hard to translate their policy into delivery, often at short notice. The professional networks we have with the port health authorities at the other major seaports and airports are very helpful to us at key moments!

## Incremental changes for EU origin foodstuffs

From April, pre-notification of EU products will commence (whereby importers are obliged to notify us of their imminent imports) along with documentary checks starting on animal products. July will see full identity and physical checks on percentages of EU products of animal origin and possibly non-animal too. This means the emptying of shipping containers, unloading boxes, opening vacuum packs and tins, weighing, cooking, sniffing and even eating produce to be sure that it’s safe. All of the checks are recorded using our award-winning PHILIS software, photos are taken for our records and samples sent to the analyst. These checks are carried out in especially designed workrooms, some of which operate at controlled temperatures too.

Problematic consignments are taken out of the food chain, either temporarily for re-processing or while awaiting further information, or they might be destroyed or re-exported depending on the severity of the problem.

All of these types of checks already happen for produce arriving from ‘rest of world’ countries. We expect to be involved in some operational testing of our readiness for EU imports along with all the parties involved in the new regime, e.g. traders, ferry operators, ports, regulatory bodies, policy makers etc.

## Recruiting to deliver

Increased workload brings with it additional income from importers and from DEFRA directly (as reported to Full Council in November 2020). With this, we plan to expand our service to deliver a new operating model for EU trade whilst continuing to manage the ever-changing trade from ‘rest of world’ goods. Recruitment of Port Health Support Officers, IT experts, Official Veterinarians, Port Health Officers and managers goes on at pace and we are expertly supported by our HR business

partner in being able to recruit to the 60 posts that we need to fill.

The UK is experiencing a national shortage of some of the professionals that we're seeking (perhaps predictably), but changes to qualification and competency requirements mean that we're in a good place to 'grow our own' talent whilst retaining our most experienced officers to take the key decisions on the fate of consignments.

### A bright future

Our expert teams of professional, technical, IT, administrative and management colleagues have continued to deliver SCPHA's existing imported food responsibilities to the rest of the world, throughout Covid-19 restrictions and the evolving shape of EU Exit, through the transition period of 2020 and now into 2021.

This week's Freeport announcement (Felixstowe and Harwich being one of the eight areas just announced) is potentially great news for economic development and regeneration and could theoretically generate further workload.

Our port health colleagues elsewhere in the UK that are currently expanding their existing service or starting from scratch, have often asked us to help with their preparations and training, which we are keen to do when we are able to.

Our PHILIS system (Port Health Interactive Live Information System) is incredibly successful and communicates with other on-port software to allow us to carry out our statutory roles as swiftly as possible, which of course is a key consideration for the trade. We currently sell it to all the major ports and offer customer support too.

Our website ([www.porthealth.eu](http://www.porthealth.eu)) continues to be the envy of other port health authorities who themselves subscribe to it for helpful updates and our technical leads support smaller and emerging ports via a national forum where we give our time to support the national picture.

Suffolk Coastal Port Health Authority is part of East Suffolk Council but is also a separate legal entity with the responsibilities of a port health authority. This means that SCPHA delivers the legal responsibilities of East Suffolk Council in an area of the district known as the port health district, which means much of the Haven Peninsula.

<b>Cabinet Member:</b>	Councillor James Mallinder, Cabinet Member with responsibility for the Environment
<b>Contact Details:</b>	<a href="mailto:james.mallinder@east Suffolk.gov.uk">james.mallinder@east Suffolk.gov.uk</a> Tel: 07810 815879

Earlier this month we launched our Pardon the Weeds we are Feeding the Bees campaign.

This year it is bigger and better, with over 100 sites across East Suffolk. This sustainable management of our land really has a big impact on supporting insects and particular pollinators but also engages with our residents.

After a full review of our use of herbicides I am pleased to announce we have reduced our spraying by over 45% and we are now piloting alternative weed control - starting with Foam.

As part of our Nature First theme through 2021, we continue to roll out sustainable management of our graveyards. Old graves of 100 + years have limited cutting to allow wildlife to flourish and as last year's evidence illustrated these areas become a pocket nature reserve often in the heart of our towns. The Greenprint conference took place over Zoom with residents and stakeholders from across East Suffolk participating.

We discussed how we should not only focus resources on reducing our carbon footprint but to also support and preserve our ecology.

Special thanks as always to Daniel Wareing who puts considerable time into organising these events.

Much has been in the news about litter and fly tipping and I continue to communicate to our residents through newspaper articles and social media the correct way to deal with our waste – Education as one of our main tools in dealing with this issue. This month a full review of bin provisions has taken place with town councils at our seaside and market towns. This will include additional bins, increase in frequency of collections and general housekeeping across our public spaces to make sure we are 'clean, smart and tidy' ready to welcome our visitors.

I attended the AONB Suffolk Coast and Heaths steering committee where we discussed the ongoing engagement and influence on major developments on AONB designated land and response to planning applications.

The AONB landscape is fragile and sensitive to changes in development especially where this increases human impact, and we all feel this should have greater significance in all aspects of local and national policy formation.

I sit on the communication committee and I am pleased to confirm we have now a strong agenda of upgrading our social media, and a clear focus on reaching out to our major stakeholders to reconfirm the principles and purpose of the AONB. With ambitions to be more relevant for residents and visitors alike. Do check our social media for further details.

Through my involvement with chairing Suffolk Waste Partnership and with partnership working with Food Savvy we launched a campaign covering 'what we have learnt from the lockdown' i.e., in cooking better and wasting less food. Details can be found here:

<https://www.foodsavvy.org.uk/foodsavvy-unlocked>

And we are supporting the Keep Britain Tidy Nappy campaign to remind residents nappies should always be put in the black bin and not in the recycling bin. In Suffolk approximately 3,000 disposable nappies need to be removed from the recycling every day, this is 150 tonnes of nappies a year. As recycling contamination is currently around 17%, we are focusing on the main areas of contamination through the year. Nappies, food waste and glass bottles.

<b>Cabinet Member:</b>	Councillor Stephen Burroughes – Cabinet Member with responsibility for Customer Services and Operational Partnerships
<b>Contact Details:</b>	<a href="mailto:stephen.burroughes@eastsoffolk.gov.uk">stephen.burroughes@eastsoffolk.gov.uk</a> Tel: 07783 357940

### Customer Services

The CS team continue to deliver and provide superb service under this third period of lockdown. Not easy especially with some having to juggle home schooling as well. Clearly, we have a very dedicated and capable crew and my thanks go to them for doing a great job!

The Customer Feedback Policy has been refreshed and is now 'live', there is a greater focus on feedback on both compliments and comments as well as complaints. Together with the 'Contact us' approach which also went live last month (new e-form reporting system) this will help capture feedback and lessons learned; this data which will be embedded at all levels in respect of continuous improvement; a massive effort by the CE team!

The Customer Performance Framework is in the final stages of development and is planned to go live this month. All aspects of CSA call handling will now be monitored (structure, technical, soft skills) – to help train and improve performance and deliver better customer satisfaction. This is a massive step forward in respect of addressing training needs and improving customer service delivery.

The teams are now entering their busiest period dealing with contacts about garden waste renewal, council tax and county and PCC elections going ahead on 6th May. Our teams also continue to support our partners and broader initiatives such as:

- HBNA
- Social isolation payments
- Making outbound calls to CEV residents (part of communities team project), NHS vaccination calls for James Paget and L.I.F.T

As this month is census month the teams have also been supporting residents to complete the census (a national programme) which is a legal requirement on or from 21st March.

### Operational Partnerships

Regular quarterly board meetings continue to take place with our major commercial partners, East Suffolk Norse and Places Leisure.

Norse met the challenge of the severe cold snap we had recently and although bin collections were suspended for a week due to difficult surface conditions and to keep crews safe, the service has now caught up and is delivering the high-quality service we expect. Covid has had an impact of turnover during the last 12 months which is not surprising, but the new season should provide some bounce back.

Places Leisure continue to manage and monitor our assets in the south of the district, clearly with lockdown and the Covid restrictions all centres are currently closed which has clearly had an impact

on income streams but from 12 April some limited services can be resumed. We are in the process of setting up our first board meeting with our new provider Everyone Active who will be running our leisure facilities in the north of the district and who are settling in well. The next few years look to be exciting and everyone will be wanting to get back to getting fit and active when all restrictions are lifted in June.

### ICT & Digital Transformation

The smart towns project continues to take shape with the new tender to support the rollout and installation being awarded to Proximity Futures who is our Framlingham pilot provider. Proximity Futures have an excellent track record of successfully installing Wifi and footfall monitoring technologies into towns across the UK.

The pilot digital advice service will draw to a temporary close at the end of March. The advice service has supported 75 businesses with web audits and diagnostics, 50 businesses with 1-2-1 support and has had a huge take up of the workshop programme. The pilot has also formed the learning for the larger 2 year digital springboard business support programme which will be tendered for a provider in April.

Officers will be working with Proximity Futures to determine the installation plan and work on timescales for delivery. Delivery will also be determined by external funding obligations.

The Full Fibre project is still moving forward, and it was announced that City Fibre had appointed a new Contractor to resume the fibre to the Home build in Lowestoft. The company is called Pod-Trak. Pod-Trak are a capable and experienced civil engineering company who have worked on a number of fibre optic projects. [www.pod-trak.com](http://www.pod-trak.com). The plan is to resume work slowly and in stages over the next 2 months, repairing defects, finishing partly built areas and then moving on to new areas. The timetable for the resumption of work is as follows:

- March – Recruitment and training. Surveying and testing existing network and agreeing programme of work. Carry out minor remedial work.
- April – Complete remedial works of areas that are not up to standard. This includes grass verges, areas where temporary reinstatement had been done and areas that had not been done to standard.
- April/May – Complete unfinished areas to bring to a “live” state
- May/June – Start build in new areas.

The forecasted completion of the build is June 2022.

Pod-Trak are currently recruiting a team, sourcing as much of their staff and supply chain as they can locally. Many companies and individuals employed by the previous contractor are again working on the project.

In addition to the Fibre-to-the-Home network, CityFibre are building a Public Services Network, connecting 35 public service buildings across Lowestoft. This is being delivered as part of the Suffolk Cloud project for Suffolk County Council. This work is being undertaken by a company called Fibre Network Solutions Ltd FNS ([www.fns-ltd.co.uk](http://www.fns-ltd.co.uk))

## Outside Bodies Representatives Reports

The Fauconberge Trust	
<b>Representative:</b>	Councillor Caroline Topping
<b>Contact Details:</b>	<a href="mailto:caroline.topping@eastsoffolk.gov.uk">caroline.topping@eastsoffolk.gov.uk</a> Tel: 07825 421117

The Fauconberge Trust is a small trust and it has not had any face to face meetings for obvious reasons. We have, however, kept in regular contact electronically.

The Trust agreed to give the Sir John Leman High School £5400 so that they could purchase laptops and get them out to students that needed them during lockdown. This was very much appreciated by the school for both for its morale boosting for the staff and students as well as providing a valuable resource. The Head Master wrote a very appreciative letter thanking the trust and saying we were the only organisation that had contacted them to see if they needed help.

Following a 'shout out' I put on social media pages for preloved laptops, Tom (The Clerk), also volunteered to collect any preloved laptops that community members had and got them to local schools. This was also well supported and well received by those who needed them, especially those students under Y3 who were working from home but were not the target age range to receive government laptops (\*). Through this channel the local U3A also contacted the trust and Tom collected 7 laptops from that organisation and passed them on.

The Trust has also been contacted by members of the public for help with school uniforms.

(\*) the Government only provided laptops for students in Years 3 and above. Therefore those in 1 and 2 were not provided for through the Government scheme, even though they were also in lockdown and needed online access for school work and to join in zoom classes, engage with their friends, etc.

<b>East Suffolk Internal Drainage Board</b>	
<b>Representative:</b>	Councillor Judy Cloke
<b>Contact Details:</b>	<a href="mailto:judy.cloke@eastsuffolk.gov.uk">judy.cloke@eastsuffolk.gov.uk</a> Tel: 07825 386561

Report of a meeting of the East Suffolk Internal Drainage Board on 11/01/2021 via Zoom

CIL funding of £102k is to be claimed and put towards the estuarine works on the Deben.

The Felixstowe Hydrocycle is up and running. Please Google this innovative project, it is fascinating.

There was discussion about Pennywort, but it is not growing in the area covered by the ES IDB.

Close links are being developed with the Army and there had been a joint exercise the previous weekend to ensure the temporary barrier works effectively. The capital scheme for the full barrier is £60m.

A saltmarsh has been established at Kings Fleet near Felixstowe as part of the Suffolk Water Strategy and is expecting a large grant, to aid diversity.

<b>Waveney, Lower Yare and Lothingland Internal Drainage Board</b>	
<b>Representative:</b>	Councillor Judy Cloke (substituted for Councillor Keith Patience)
<b>Contact Details:</b>	<a href="mailto:judy.cloke@eastsuffolk.gov.uk">judy.cloke@eastsuffolk.gov.uk</a> Tel: 07825 386561

Report of a meeting of the Waveney, Lower Yare and Lothingland Internal Drainage Board on 09/02/2021 via Zoom

A report was received from Giles Bloomfield, Catchment Engineer, stating the checking of all the umping stations had been held up due to the pandemic, but staff will have caught up by April. It is felt the 4 degree change in the average temperature due to climate change contributed to the heavy rains and flooding of the Waveney over Christmas, there was a rainfall of 1 month + in less than 12 hours and the organisation is struggling with the sustained high water remaining.

I asked a question which had been posed to me by a farmer following the Christmas floods, about whether the sluices when operated manually are more effective at water control, but they are not, unless there is a mechanical failure in the auto system.

Norfolk and Suffolk County Councils are pulling together a report on the flooding and this will be issued in due course.

Invasive Pennywort was mentioned, this is not a plant native to the UK, and it grows rapidly, if not checked, blocking pumps, so it is important it is dealt with. It has been spotted in the upper reaches



of the Waveney and the Ant but was not a contributory feature of the recent floods.

Suffolk Police and Crime Panel	
<b>Representative:</b>	Councillor Mark Jepson
<b>Contact Details:</b>	<a href="mailto:mark.jepson@eastsuffolk.gov.uk">mark.jepson@eastsuffolk.gov.uk</a> Tel: 07825 720601

Councillor Mark Jepson is the Chair of the Police and Crime Panel. In January 2021 the Panel met with the Police and Crime Commissioner (PCC) to consider his request to raise the precept.

The following report provides an overview of the functions of the Police and Crime Panel together with the minutes of the meeting.

Councillor Jepson felt it would be beneficial for members to understand why the Panel agreed to the PCC's request to raise the 2021/22 precept by 6.71%.

The Police and Crime Joint Committee at Suffolk County Council is responsible for supporting and challenging the Suffolk Police and Crime Commissioner.

The Suffolk Police and Crime Panel is a joint committee, established according to Schedule 6, Part 2, clause 4(5)(b) of the Police Reform and Social Responsibility Act 2011.

The Police and Crime Panel has 13 members in total, comprising:

- four county councillors;
- seven representatives from the District and Borough Councils in Suffolk; and
- two independent co-opted members.

The Panel is politically balanced, with the 11 local authority councillor representatives appointed to achieve political proportionality across Suffolk.

The PCC will be challenged and supported by a Police and Crime Panel. The Panel has the role of scrutinising the performance of the PCC and will challenge and support the PCC's activities over a range of policy areas, including the delivery of the Police and Crime Plan.

The Panel will also have a role in the handling of complaints against the PCC and the confirmation of key staff posts within the Office of the PCC.

The Panel has certain statutory functions, set out in the Police Reform and Social Responsibility Act 2011:

- reviewing the police and crime plan
- reviewing the PCC's annual report
- carrying out confirmation hearings for certain senior appointments
- carrying out confirmation hearings for the chief constable

- investigating complaints about non-criminal behaviour of the PCC
- support and scrutinise the effective exercise of the functions of the PCC

On the 29th January 2021 The Panel considered the PCC's proposed 2021/22 precept for policing in Suffolk. The Panel had to respond and report in accordance with Schedule 5 of the Police Reform and Social Responsibility Act 2011 ('the Act') and Part 2 of the Police and Crime panels (Precepts and Chief Constable Appointments) Regulations 2012 ('the Regulations'), which included the Panel's power of veto. The PCC explained that the Constabulary was not expecting the option to be able to increase Council Tax which would have resulted in more cost savings needing to be achieved. The PCC advised of the increasing public demands for policing against a backdrop of poor funding settlements from the Home Office. The PCC, in asking the Panel to bear in mind the cash flat settlement from the Home Office, explained that the proposed precept was taking advantage of the Government's flexibility in allowing a maximum increase in Council Tax of 30p per week for a Band D property, equivalent to £15 per year.

He stated that this had been a particularly difficult decision due to the difficult economic situation the country faced, and the hardship for many families and businesses due to the COVID-19 pandemic. The PCC acknowledged the difficulty some people faced with paying their Council Tax and explained that he would not have put the proposal forward if it had not been necessary. He hoped that the Panel would be able to reflect on the information provided when considering the recommendations.

The PCC advised that there had been over 1,100 responses to the online survey which included the question 'are you supportive of the proposal to increase the Council Tax by 30p per week for a Band D property?' and that 70% of the respondents were supportive of the proposed increase. The PCC noted that the opportunities for public engagement had been limited due to the pandemic but stressed that the proposals were not just dependent on the survey results and that there had been other opportunities to consult such as online meetings with the Suffolk Association of Local Councils and MPs.

The PCC highlighted the cost pressures and referred to the information in the Medium-Term Financial Plan. He explained that a cautious realistic approach had been taken with budgeting for a potential deficit of £250,000. He referred to the ongoing Savings and Efficiency Programme and that the Constabulary had budgeted to save more than £3m in 2021/22 and also for the three subsequent years. The PCC advised that the collaboration with Norfolk had saved Suffolk Constabulary over £20m per year on a recurring basis and was one of the best examples of inter-force collaboration in England and Wales.

Panel members expressed concern about the plan to build up reserves at a time when residents were using savings to feed families. The PCC was asked how this could be justified and if so, whether it was possible to build up reserves over a longer period. The PCC advised that he had discussed this at length with the Finance Team. The requirement to keep £4m general reserve (1% of the budget) was explained and that the other reserves were earmarked for such items as the new emergency services network radio system organised by the Home Office which was a likely to cost of £4m to £5m. Reserves were also earmarked for the new helicopter system, the cost of which was unknown. The PCC stressed that he did not agree with building up reserves for the sake of it, but it had been made very clear to him that reserves were for specific purposes and in the event of any unforeseen circumstance. The PCC assured the Panel that the reserves would be kept under review and if it were found that the money was not needed for what it had been earmarked for, it would be used to good effect.

The Chief Constable referred to the high cost of national programmes Suffolk would be compelled to take part in, with projected budgets growing and he considered that there was no other option than to build reserves. He advised that the Constabulary's reserves were very low compared to its many peers and although this had been a difficult decision he stressed the need to invest in the organisation. He warned that the Constabulary may otherwise get to a position where reserves would be perilously low, and the PCC would be held accountable for this.

It was explained that the surplus for the current year was due to the Constabulary anticipating it would need to fund Personal Protective Equipment (PPE) and other costs due to the pandemic, however the Home Office had since identified additional funding, so those costs were now being met. A Panel member queried whether the Constabulary was too reliant on Council Tax income. The PCC referred to the Funding Formula and the limited Capital Grant from the Home Office and Suffolk being the fourth lowest funded force per head of population and therefore, a higher proportion had to be funded from Council Tax. The Chief Finance Officer, OPCC explained that as the Constabulary received a one-year settlement, it had to make assumptions about what funding level it would get from the Home Office in future years. The Constabulary looked at projections around the tax base and the collection fund deficit or surplus in conjunction with the district and borough councils and the County Council.

In explaining the risks if the precept were not approved, the PCC advised that although the Home Office had instigated a pay pause for the next year, it was anticipated this would not carry on over future years and the Constabulary had to be prudent in terms of the provisions available. The PCC also warned that if the precept was not approved there would be insufficient capacity in staff to support the extra recruitment which would result in more officers becoming desk-based.

Decision: The Panel, having had regard to the written and verbal information provided:

- a) supported the PCC's proposal to increase the precept by £14.94 (6.71%) per annum in 2021-22 (9 votes in favour and 3 against) but, in doing so, formally raised its concerns regarding the PCC's 'Reserve Strategy', specifically the principal of increasing the precept whilst continuing to build up the level of reserves - particularly in 2021-22.

**APPENDICES** – None

**BACKGROUND PAPERS** – None