



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

# Cabinet

## Members:

Councillor Steve Gallant (Leader)  
Councillor Craig Rivett (Deputy Leader and Economic Development)  
Councillor Norman Brooks (Transport)  
Councillor Stephen Burroughes (Customer Services and Operational Partnerships)  
Councillor Richard Kerry (Housing)  
Councillor James Mallinder (The Environment)  
Councillor David Ritchie (Planning & Coastal Management)  
Councillor Mary Rudd (Community Health)  
Councillor Letitia Smith (Communities, Leisure and Tourism)

Members are invited to a **Meeting of the Cabinet**  
to be held in the Deben Conference Room, East Suffolk House, Melton  
on **Tuesday 1 October 2019 at 6:30 pm**

An Agenda is set out below.

## Part One – Open to the Public

## Pages

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- 1 Apologies for Absence**  
To receive apologies for absence, if any.

<b>2</b>	<b>Declarations of Interest</b> 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.	
<b>3</b>	<b>Minutes</b> To confirm as a correct record the Minutes of the Meeting held on 8 July 2019  <i>The Monitoring Officer has recommended that the Minutes of the past and Shadow Authorities be received as good governance and for the avoidance of Minutes remaining unconfirmed.</i>	<b>1 - 9</b>
<b>4a</b>	<b>Minutes of the East Suffolk Shadow Authority Shadow Cabinet Meeting held on 18 February 2019</b> To confirm as a correct record	<b>10 - 15</b>
<b>4b</b>	<b>Minutes of the Suffolk Coastal District Council Cabinet Meeting held on 5 March 2019</b> To confirm as a correct record	<b>16 - 21</b>
<b>4c</b>	<b>Minutes of the Suffolk Coastal District Council Cabinet Meeting held on 11 March 2019</b> To confirm as a correct record	<b>22 - 37</b>
<b>4d</b>	<b>Minutes of the Waveney District Council Cabinet Meeting held on 13 March 2019</b> To confirm as a correct record	<b>38 - 45</b>
<b>5</b>	<b>Announcements</b> 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).	
	<b>KEY DECISIONS</b>	
<b>6</b>	<b>Lowestoft Cultural Strategy ES/0161</b> Report of the Deputy Leader and Cabinet Member with responsibility for Economic Development	<b>46 - 64</b>
<b>7</b>	<b>Homelessness and Rough Sleeping Strategy 2019-2024 ES/0162</b> Report of the Cabinet Member with responsibility for Housing	<b>65 - 96</b>
<b>8</b>	<b>Norfolk and Suffolk Local Industrial Strategy ES/0164</b> Report of the Deputy Leader and Cabinet Member with responsibility for Economic Development	<b>97 - 132</b>



## NON-KEY DECISIONS

<b>9</b>	<b>Renaissance of East Anglia Fishing (REAF) Strategy ES/0157</b> Report of the Deputy Leader & Cabinet Member with responsibility for Economic Development	<b>133 - 216</b>
<b>10</b>	<b>Proposed extension of the Leiston Together Initiative ES/0158</b> Report of the Deputy Leader & Cabinet Member with responsibility for Economic Development and the Cabinet Member with responsibility for Communities, Leisure & Tourism, respectively	<b>217 - 228</b>
<b>11</b>	<b>Exempt/Confidential Items</b> It is recommended that under Section 100(a)(4) of the Local Government Act 1972 (as amended) the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 3 and 5 of Part 1 of Schedule 12A of the Act.	

## Part Two – Exempt/Confidential

## Pages

## KEY DECISIONS

<b>12</b>	<b>Supply Contract for PVCU windows, doors, fascia, soffit boards and double glazed sealed units</b> <ul style="list-style-type: none"> <li>Information relating to the financial or business affairs of any particular person (including the authority holding that information).</li> <li>Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.</li> </ul>
<b>13</b>	<b>Cleveland Road Properties, Lowestoft</b> <ul style="list-style-type: none"> <li>Information relating to the financial or business affairs of any particular person (including the authority holding that information).</li> </ul>
<b>14</b>	<b>Contract Review</b> <ul style="list-style-type: none"> <li>Information relating to the financial or business affairs of any particular person (including the authority holding that information).</li> <li>Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.</li> </ul>

**15 Exempt Minutes**

- Information relating to the financial or business affairs of any particular person (including the authority holding that information).

**16a Exempt Minutes of the Suffolk Coastal District Council Cabinet Meeting held on 5 March 2019**

- Information relating to the financial or business affairs of any particular person (including the authority holding that information).

**16b Exempt Minutes of the Waveney District Council Cabinet Meeting held on 13 March 2019**

- Information relating to the financial or business affairs of any particular person (including the authority holding that information).

**Close**

A handwritten signature in dark ink, appearing to read 'Stephen Baker', with a long horizontal flourish extending to the right.

Stephen Baker, Chief Executive

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Minutes of a Meeting of the **Cabinet** held in the Deben Conference Room, East Suffolk House, on **Monday, 08 July 2019 at 6:30pm**

**Members of the Committee present:**

Councillor Norman Brooks, Councillor Stephen Burroughes, Councillor Steve Gallant, Councillor Richard Kerry, Councillor James Mallinder, Councillor David Ritchie, Councillor Craig Rivett

**Other Members present:**

Councillor Alison Cackett, Councillor Tony Cooper, Councillor Linda Coulam, Councillor Mike Deacon, Councillor Graham Elliott, Councillor Mark Jepson, Councillor Ed Thompson

**Officers present:**

Stephen Baker (Chief Executive), Kerry Blair (Head of Operations), Cairistine Foster-Cannan (Head of Housing), Rupert Grass (Asset Management Consultant), Angela Haye (Housing Needs Service Manager), Sean Hays (Interim Housing Development Programme Manager), Kathryn Hurlock (Asset and Investment Manager), Andrew Jarvis (Strategic Director), Jack O'Sullivan (Housing Enabling Officer), Philip Ridley (Head of Planning and Coastal Management), Lorraine Rogers (Finance Manager), Paul Wood (Head of Economic Development and Regeneration), Angus Williams (Junior Surveyor) and Nicola Wotton (Deputy Democratic Services Manager)

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**1 Apologies for Absence**

Apologies for absence were received from Councillors M Rudd and L Smith.

**2 Declarations of Interest**

There were no declarations of interest made on this occasion.

**3 Minutes**

**RESOLVED**

That the Minutes of the Cabinet Meeting held on 4 June 2019 be approved as a correct record and signed by the Chairman.

**4 Announcements**

The Leader of the Council wished to record his thanks to the staff who attended the recent LGA Conference and manned the East Suffolk Council stand. It had been a good opportunity to engage with a wide range of people and to update them on the final

part of the journey to create East Suffolk Council. There had been lots of interest in the Council's work and the event had been extremely positive.

## **5 Rapid Rehousing Pathway Grant Funding - Rough Sleepers**

The Cabinet Member for Housing presented the report, which sought approval to accept Ministry of Housing, Communities and Local Government (MHCLG) grant funding of £292,316 to support the Somewhere Safe to Stay Hub and Supported Lettings. Members were pleased to note that the costs of the Supported Lettings Project had reduced by £300 since the meeting papers were published, therefore the figure contained within the report needed to be revised slightly.

The Government was particularly committed to assisting rough sleepers or people who were at risk of rough sleeping, with the goal of halving the numbers of people sleeping rough by 2022. The MHCLG had therefore invited local authorities to apply, within a short time scale, for Rapid Rehousing Pathway grant funding, to address some of the gaps in homelessness service provision for rough sleepers.

East Suffolk Council was successful in its application to this fund, which would be paid by MHCLG directly to East Suffolk Council, via a Section 31 Grant Determination. The total funding for the financial year 2019/20 was £292,316 to be paid in 2019, comprising of £5,000 capital funding and £287,316 revenue funding. This would be used to deliver the two projects. The MHCLG had also emphasised the need to deliver both of the projects at pace.

With regards to the Somewhere Safe to Stay Hub Project, the Council planned to commission emergency bed spaces in 'hubs' for rough sleepers in both Felixstowe and Lowestoft, with associated 24 hour staffing cover. The average length of stay would be 72 hours to ensure churn, although this would be flexible. The role of both hubs would be to provide a safe place to stay for people that were on the edge of homelessness and were likely to sleep rough. The hub would not necessarily be for entrenched rough sleepers, as they would require a more joined up approach.

In respect of delivering the Supported Letting Officers Project, East Suffolk Council planned to recruit directly employed Supported Lettings Officers to source and support service users in move-on accommodation.

The Leader stated that he welcomed this, as it was important to provide assistance to people at an early stage, before their homelessness became entrenched and long term. The Cabinet Member for Housing confirmed that he wished to deliver these projects quickly and that recruitment for the posts was already underway and it was hoped that the hubs would commence in September 2019.

A Member queried whether those people rough sleeping in Lowestoft originated from Lowestoft or whether there had been inward migration to Lowestoft from elsewhere. He was concerned that providing additional support could attract people to the area and that the Council could become a victim of its own success. The Housing Needs Service Manager advised that there was to be a bi-monthly count of rough sleepers in the District, commencing on 17 July 2019, which would allow the team to monitor numbers more effectively over time. The team would assist rough sleepers with a local connection to the area, whilst assisting those from out of the area to return

home, if they wished. She stated that there were 14 entrenched rough sleepers in Lowestoft currently, with 2 or 3 other people moving through, at any given time. There were robust procedures in place regarding re-connection to their home areas, however some people would have valid reasons for not being re-connected and these needed to be respected. It was noted that the Rough Sleeper Co-ordinator Post would be working across the whole of East Suffolk.

A Member asked if specific accommodation had been identified for rough sleepers? The Housing Needs Service Manager confirmed that the Council had significant experience in providing temporary accommodation for rough sleepers, due to the Thin Ice Project, which had been very successful. Accommodation could be provided at short notice in a variety of ways - temporary accommodation, supported housing, private rented accommodation and Social Housing. It was easier to provide such accommodation at short notice in Lowestoft, it was much more difficult in Felixstowe, due to the higher costs involved. Should a rough sleeper be identified, the Housing Needs Officer would undertake a rapid assessment of them, using a holistic approach, including their mental health, to try and find out what had caused their homelessness. Help would then be provided wherever possible to try to reduce their being made homeless again.

A Member commented that homelessness was a wide ranging problem and they were particularly concerned about people being homeless in the rural areas. It was noted that the bi-monthly count would help to identify any people who were rough sleeping and then the appropriate help could be offered to them, wherever they were in the District.

Clarification was sought about how this project would be evaluated and how the outcomes could be measured. The Housing Needs Service Manager reported that the team had been working to support rough sleepers and the homeless for a long time and there were some people (approx 30%) who had returned to rough sleeping, despite receiving help in the past. The Team would be visiting Gloucestershire Council, as they had a well-established rough sleeping prevention team in place and they were keen to share their knowledge and experience with other Councils. Monthly reports would be provided, in order to analyse progress made at East Suffolk Council and the effectiveness of this support would be closely monitored.

A Councillor stated that they were glad that the Council had been awarded the grant funding and they queried whether East Suffolk Council would be providing any additional resources or funding to supplement the grant received. It was confirmed that no additional funding was being provided in this respect and all those present took the opportunity to thank the Housing Team for all of their efforts for the rough sleepers in the district.

It was then moved, seconded and

## **RESOLVED**

That the grant of £292,316 from the Ministry of Housing, Communities and Local Government be accepted to fund the following projects:

- a) Somewhere Safe To Stay Hub - £171,368
- b) Supported Lettings - £120,948

## **6 Asset Management Strategy**

The Deputy Leader and Cabinet Member for Economic Development presented the report which sought approval for the implementation of the Asset Management Strategy for the plan period 2019 - 2023. It was noted that the Asset Management Strategy had been prepared for the management of the Council's non-residential property portfolio. The strategy aimed to guide officer and Member decision making over the next four years, in relation to the day to day management, acquisitions and disposals and commercial investment. The strategy also aimed to align the non-residential property portfolio with the East Suffolk Business Plan to help manage community assets such as playgrounds, to maintain operational property, invest in areas for economic growth and to set parameters for commercial investment to assist with financial self sufficiency.

Members noted that Appendix A to the report was the Strategy, whilst Appendix B contained the list of around 1500 non residential properties which were owned by the Council. Members were updated that the Council held over 23,000 deeds and Members took the opportunity to thank officers for their hard work in collating the list and checking so many records. It was noted that the new lists would assist when dealing with queries from the public and the information would also feed into the Key Performance Indicators (KPI) for the Council.

A Member commended the work undertaken to date and the need for accurate records. He then took the opportunity to query paragraph 5.5 within the report, which stated that all investment decisions would be made through the Asset Management Group (AMG) which consisted of Heads of Service. He queried the democratic balance, as there were no Councillors on this Group and he felt that Councillors had a detailed knowledge of their Wards, which would be beneficial to the decision making process, particularly when assets were being considered for disposal. The Deputy Leader and Cabinet Member for Economic Development reported that the Terms of Reference of the Group had been based upon the RICS guidance and all recommendations for acquisitions or disposals had to be brought to the Cabinet for approval, therefore he felt that there was ample opportunity for Member input. The Asset and Investment Manager reported that the internal group was the first port of call regarding all assets, as some assets may have multiple interests eg housing, which needs required further input and consideration. Clarification was provided that the Assets Team was equally spread across the north and south of the district and they sought regular contact with Ward Members, for their local knowledge and valuable input.

A Member queried whether there was any mechanism in the process for a Ward Member to halt a proposed disposal or acquisition in their Ward, if they felt it was detrimental to their local residents. Reassurance was provided that there was a rigorous process with regards to disposals and the appropriate Portfolio Holder would be kept apprised of all developments, however it would ultimately be a Cabinet decision and the Cabinet would take account of all views that were presented. The Head of Operations stated that the strategic context was considered regarding all asset transactions, to ensure that they were in the best interests of the Council, as well as

looking at the relevant KPIs. The Deputy Leader and Cabinet Member for Economic Development stated that there was an implicit responsibility for all Councillors to treat information about potential transactions with the utmost confidentiality, and there was implicit trust that such information would not be shared with the public.

Two Members raised concerns that there were some errors contained within Appendix B, which listed all of the non-residential assets owned by the Council. It was reported that any concerns regarding accuracy should be sent to the Asset and Investment Manager in the first instance, for further investigation. It was confirmed that some assets had multiple deeds, as some parts were transferred to the Council individually, rather than as a whole, and that the deeds were therefore registered separately.

It was therefore moved, seconded and

## **RESOLVED**

That the implementation of the Asset Management Strategy for the plan period 2019 - 2023 be approved.

### **7 East Suffolk Performance Report - Quarterly Performance Quarter 4 2018-19**

The Leader of the Council presented the report which provided an overview of East Suffolk's Performance during Quarter 4 in 2018/19. It was noted that Suffolk Coastal District Council had 25 Key Performance Indicators (KPIs) and that Waveney District Council had 29 KPIs. A summary of the performance highlights was shown below:

- \* Income Generation (fees income) for both Suffolk Coastal District Council (SCDC) and Waveney District Council (WDC) had exceeded the end of year targets, which was very positive.
- \* Business Engagements exceeded end of year targets for both Councils.
- \* There had been an increase in Leisure participation. Membership sales at Deben Leisure Centre had increased by 45% due to the refurbishment.
- \* Days taken to process Housing Benefit (new claims) were both below target - 4.5 days for SCDC and 4.8 days for WDC. (The target was 8 days).
- \* No Local Ombudsman complaints had been received by either Council during the year.
- \* 98% of food hygiene ratings were at 3 to 5 stars.
- \* Major and Minor planning application determinations exceeded the end of year targets of 60% and 65% respectively.

The Cabinet Member for Planning reported that WDC had exceeded its target for the number of dwellings built during the year, whilst SCDC had been slightly under target however, overall the Council was in a very healthy place in terms of building much needed housing for local residents. It was noted that the Planning Team were now fully staffed and it was hoped that this would improve performance for the coming year.

The Leader reported that the format of the Performance Report was currently being reviewed for the new Council, to ensure that it linked fully with the East Suffolk Business Plan and KPIs, and provided meaningful information.



## **RESOLVED**

That the East Suffolk Performance Report for Quarter 4 in 2018/19 be received.

### **8 Suffolk Coastal District Council Draft Outturn Report for 2018-19**

The Leader of the Council presented the report which provided an overview of Suffolk Coastal District Council's draft outturn position for 2018/19. It was noted that the final outturn position was subject to the audit of the Statement of Accounts.

Members noted that the General Fund outturn position was a surplus of £639,000 and this had been transferred to the in-year savings reserve, in addition to a planned transfer of £1.3 million. The total balance on the Council's General Fund earmarked reserves had increased by £2.4 million to £33.1 million and the General Fund balance had been maintained at £4 million. The 2018/19 Capital Programme expenditure for the General Fund was £6.7 million. It was reported that the Capital Programme was underspent by £2.2 million, mainly due to the re-phasing of projects to 2019/20.

The Leader advised that the External Auditors had highlighted the risk of the audited Statement of Accounts not being approved and published by the 31 July 2019 deadline, due to the resourcing issues of the External Auditors. The Finance Manager confirmed that the Council had met all of the deadlines and legislative requirements and that the Council's outturn position for 2018/19 was very positive.

There being no questions, it was duly moved, seconded and

## **RESOLVED**

- 1) To note the Council's draft outturn position for 2018/19, together with reserves and balances as at 31 March 2019.
- 2) To note the risk of the audited Statement of Accounts not being approved and published by the 31 July 2019 deadline, due to resourcing issues of the External Auditors.

### **9 Waveney District Council Draft Outturn Report for 2018-19**

The Leader of the Council presented the report which provided an overview of Waveney District Council's draft outturn position for 2018/19. It was noted that the final outturn position was still subject to the audit of the Statement of Accounts.

It was reported that Revenue Budget carry forward requests in excess of £30,000 required Cabinet approval and there was one request for 2018/19, which related to a grant agreement to the Marina Theatre Trust. The associated work totalled £60,000 to finalise this was delayed towards the end of 2018/19 and would therefore fall into the 2019/20 financial year.

Members noted that the General Fund outturn position was a surplus of £94,000 and that this had been transferred to the in-year savings reserve. It was confirmed that the total balance on the Council's General Fund Earmarked Reserves had increased by £0.7 million to £12.2 million and the General Fund balance had been maintained at £4 million. The Capital Programme expenditure for the General Fund and the Housing Revenue Account (HRA) was £3.2 million and £7 million respectively, showing year end underspends, mainly due to project delays. The HRA ended 2018/19 with a healthy HRA working balance of £4.8 million, a decrease of £0.3 million on the previous year.

Members noted that the External Auditors had highlighted the risk of the audited Statement of Accounts not being approved and published by the 31 July 2019 deadline, due to resourcing issues of the External Auditors.

The recommendations in the report were duly moved, seconded and it was

### **RESOLVED**

- 1) To note the Council's draft outturn position for 2018/19, together with reserves and balances as at 31 March 2019.
- 2) To note the risk to the audited Statement of Accounts not being approved and published by the 31 July 2019 deadline, due to resourcing issues of the External Auditors.
- 3) To approve the 0.060 million 2018/19 year end budget carry forward request, in relation to a grant agreement to the Marina Theatre Trust, as per paragraph 2.6 in the report.

## **10 Level 3 Planning Technician Apprenticeship Programme 2019-2021**

The Cabinet Member for Planning and Coastal Management presented the report, which sought approval to appoint two Level 3 Planning Technician Apprentices for the Planning Team. Members noted that the recruitment of all planners continued to be a challenge, as there was a national shortage of planners, at all levels of experience. As a result, during 2016-2018, all of the Suffolk authorities had taken part in a successful programme to provide a cohort of 10 Level 3 Apprentices with the necessary skills and experience to complete their apprenticeships. The two former Councils had each appointed an apprentice and upon completion of the apprenticeship, one of the appointed apprentices was successful in attaining a permanent role as a Planning Officer and they were now studying for their Town Planning degree.

The Suffolk authorities again wanted to provide a joint Level 3 programme and were looking to recruit a cohort of a further 10 Level 3 apprentices for a September 2019 intake, with East Suffolk Council potentially appointing 2 of these. The provision of this apprenticeship programme would help to build capacity and skills for the future.

The Head of Planning and Coastal Management apologised that the Appendix to this report, which was the Recruitment Brochure for Level 3 Apprentices, had not been included when the meeting papers were published. He confirmed that this would be circulated outside of the meeting, for information.

A Member queried whether not having the guarantee of permanent employment, at the end of the apprenticeship, would deter candidates from applying. It was reported that this had not proved to be the case with the last cohort, as there was a natural turnover of staff and vacancies for planning staff arose throughout the year. The apprentices would therefore be able to apply for any vacancies that arose, as appropriate. The Suffolk authorities system of working together, sharing training and development opportunities for the cohort, had worked very well. It was noted that those apprentices who had not found employment with the Suffolk authorities had been successful in finding employment elsewhere.

There being no further questions it was moved, seconded and

#### **RESOLVED**

That the funding of up to £50,000 to support the appointment of 2 Level 3 Planning Technician Apprentices, for the 2 year programme, commencing in September 2019, be approved.

#### **11 Exempt/Confidential Items**

##### **RESOLVED**

That, under Section 100(a)(4) of the Local Government Act 1972 (as amended), the public be excluded from the Meeting for the following item of business on the grounds that it involved the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Act.

#### **12 Former Lowestoft Post Office - Development of New Affordable Houses and Commercial Unit**

- Information relating to the financial or business affairs of any particular person (including the authority holding that information).

#### **13 Purchasing Section 106 Properties**

- Information relating to the financial or business affairs of any particular person (including the authority holding that information).

#### **14 Transfer of Assets in Bungay**

- Information relating to the financial or business affairs of any particular person (including the authority holding that information).

#### **15 Lowestoft Full Fibre Project**

- Information relating to the financial or business affairs of any particular person (including the authority holding that information).

## **16 Exempt Minutes**

- Information relating to the financial or business affairs of any particular person (including the authority holding that information).
- Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

The meeting concluded at 7:55pm

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Chairman



Minutes of a Meeting of the **Shadow Cabinet** held in the **Conference Room** at **Riverside, 4 Canning Road, Lowestoft, NR33 0EQ** on **Monday, 18 February 2019** at **6.30pm**

**Members present:**

M Bee (Leader of the Shadow Authority), R Herring (Deputy Leader of the Shadow Authority), G Catchpole, S Gallant, T-J Haworth-Culf, G Holdcroft, R Kerry, M Ladd, B Provan, C Punt, C Rivett, D Ritchie, M Rudd and A Smith.

**Other Members present:**

P Ashdown and N Brooks (Assistant Cabinet Members)  
D Beavan, P Byatt, A Cackett and T Cooper.

**Officers present:**

S Baker (Chief Executive Officer), P Harris (Communications Manager), A Jarvis (Strategic Director), N Khan (Strategic Director), S Lewis (Business Solutions Manager), L Rogers (Finance Manager - Financial Planning and Deputy S151 Officer), S Taylor (Chief Finance Officer & Section 151 Officer), N Wotton (WDC Democratic Services Manager) and S Davis (WDC Democratic Services Officer).

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**1. Apologies for Absence**

Apologies for absence were received from Councillors A Fryatt, C Poulter and S Lawson.

**2. Declarations of Interest**

No declarations of interest were made.

**3. Announcements**

There were no announcements made.

**4. Issues Arising from the Shadow Scrutiny Committee**

There were no issues arising from the Shadow Scrutiny Committee.

**5. Implementation Progress**

The Shadow Cabinet received a presentation by representatives of the Central Implementation Team which gave an update on progress since the last meeting in January, together with details of critical tasks including:

- The Electoral Register would be published at the beginning of March

- Revenues and Benefits Billing would take place in March and Business Rate Bills would go out slightly earlier
- Planned changes to the ESC website – some changes would be made earlier in the background as all the changes needed could not be made in one go
- Changes to financial procedures including VAT issues and a single Nav database

The Shadow Cabinet were informed that the bills would include the new telephone contact number which would be live from the beginning of March and additional wording about East Suffolk Council. The wording would be circulated to Members together with FAQs and details would also be published on the website. It was noted that the remaining work streams were on target to be completed as scheduled.

In relation to communications and branding, Members were informed that:

- A graphic designer had been appointed to produce different designs of the East Suffolk logo that could be used on the various vehicles owned by the Council and Norse to ensure they were striking and promoted the Council as they moved around the District. Details would be shared with Members in the next few days with a view to everything being signed off by the end of the month. Most of the vehicles would then be rebranded by the end of March/first week of April at the very latest.
- Planning consent for the building signage had been received and it was hoped it would be installed the weekend of 30 March 2019. Consideration was being given to having a huge tarpaulin over it initially to enable a set piece event to be held that revealed the sign and kick started the new Council.
- The last editions of Coastline and Intouch would be sent out in the next few months and again would include a clear explanation of the new Council both on the front page and inside so that that the message was reinforced.
- The new phone number would be promoted in the media and a short film produced to be streamed over social media in the next few weeks.
- Briefings would be held to ensure staff were up to speed.
- Member Programme Board would receive an update on all the workstreams, implementation budget and any other sign offs needed.
- ICT – testing had taken place but there would need to be some downtime at the end of March/beginning of April.

A Member queried what the new phone number was and the address for the new Council. It was reported that the new phone number was an 03 number which was a non-geographical local rate. The Shadow Cabinet was informed that both addresses would continue to be used with East Suffolk House being the legal address and Riverside being the correspondence address. Concern was expressed that a single address was not being used and the matter was discussed in depth. The point was made that, after some considerable debate on the matter, the Member Programme Board had decided to keep both addresses but if, in future, it was deemed preferable to have a single address then this could be changed at that point.

A query was raised as to whether the new phone number could be included in monthly village magazines and the Communications Manager agreed, stating that he could also provide small articles upon request. Members were reminded that they could also use the information in the FAQs.

Clarification was sought on whether the issue of the £20k budget for branding had been addressed in the FAQs and the Communications Manager agreed to include it. He added that the Lowestoft Journal had asked about it and he had made it clear that it was not a case of rebranding as both Councils were ending to form East Suffolk Council. In addition, information had been included in Councillor Bee's column in the residents magazine to explain why the concern about the amount for branding was unbalanced given the savings created by the new Council. It was also pointed out that a local designer had been engaged to create the branding which was money back into the local economy. The Deputy Leader of the Shadow Authority agreed to add something to his Leader and Cabinet Briefing so that Town and Parish Councils in the Suffolk Coastal area would also receive information on the changes.

The Chief Finance Officer reported that, at the last Council meeting, clarification had been sought on whether Waveney and Suffolk Coastal cheques would still be honoured and he confirmed that Lloyds Bank would still accept them.

#### **RESOLVED**

That the position be noted.

NB Councillor P Ashdown left the meeting at 7pm.

#### **6. Draft General Fund Budget and Council Tax Report 2019/20**

Shadow Cabinet received report **REP33(SH)** by the Cabinet Members with responsibility for Resources, which was summarised by Councillor Provan. He stated that the report presented the East Suffolk Council draft General Fund Budget for 2019/20 and the Medium Term Financial Strategy (MTFS) for the period 2019/20 to 2022/23.

Members were informed that the report presented a balanced budget position for 2019/20, making use of the In-Year Savings Reserve of £3m. For future years, the MTFS was reporting annual budget gaps at just over £3.8m. Council Tax income remained one of the Council's most important and stable income streams, funding approximately 50% of the Council's Net Budget Requirement. The 2019/20 MTFS included a proposed Council Tax increase of 2.5% which equated to an increase of £4.05, providing a Band D Council Tax of £166.32. This increase generated an additional £351k of income for the Council in 2019/20.

The final Local Government Finance Settlement for 2019/20 was released on 29 January 2019 and the Council was due to receive Revenue Support Grant of £323k and Rural Services Delivery Grant of £248k. The Final Settlement was reflected in this budget report.

The point was made that the New Homes Bonus (NHB) was an extremely important source of incentivised income for the Council, delivering valuable projects and initiatives to the community. The 2019/20 NHB allocation to the Council was in the region of £2.4m, with up to

70% being allocated to the aforesaid purpose, but its use was also balanced against the overriding need to retain financial sustainability. Any unused NHB funding was held in a reserve.

Reference was made to Appendix B5 of the report and it was noted that it presented a healthy summary of the projected reserves and balances for the Council, with a total balance on earmarked reserves of £40m at the end of 2019/20. Two significant reserves for the Council were the Business Rates Equalisation and Capital Reserves, which were an important source of funding for the revenue contribution to the capital programme. Over £5m was planned to be used from these reserves in 2019/20.

The Government was working towards significant reform in the local government finance system in 2020/21, including the resetting of business rates baselines. This consequently provided much uncertainty and the Council would need to respond in increasingly innovative ways to support its communities and maintain the momentum of improvement over the medium and longer term.

The Shadow Cabinet was asked to consider and make recommendations to Shadow Council regarding the:

- Proposed budget for 2019/20 and to note the position with regard to future years;
- Assessment of reserve and balance movements;
- Council Tax Base for 2019/20 (to note)
- Proposed Band D Council Tax for East Suffolk Council of £166.32 for 2019/20, an increase of £4.05 or 2.5%

Clarification was sought on the Public Sector Pay increase of £200k per annum and it was noted that this figure was basic salaries plus on costs.

A query was raised in relation to the 25% of Business Rates Local Authorities lost to the Government and the Chief Finance Officer reported that in 2018/19 100% had been kept by the Council but for those not successful in the pilot there was a 50-50 split, although the Government was proposing to move to a 75-25 split with the funding being given to other Local Authorities to top up their budgets eg Suffolk County received extra funding.

Reference was made to Appendix B3 and the additional Income for Southwold Caravan and Camping Site and it was queried how this sat with the commitment to ringfence income to the Southwold Harbour. It was stressed that the figure of £122k was only a forecast, however, the commitment that any surplus income would be given back to the Harbour to pay the debt for the wall was reiterated.

In relation to Green Waste, it was noted that the income had been the same for the last four years and the waste management fee to Suffolk County Council had also been the same. It was queried, therefore, if the Council should be aiming to increase green waste and reduce the amount given to County. The Chief Finance Officer reported that the £400k for County was a saving and paid towards Waveney's waste collection costs which cost £43 per bin collected. He pointed out that, in future, Members might wish to increase this but it had been left the same at present. Reference was made to the Government's proposal that all Council's deal with waste



in the same way and it was noted that the Waste Partnership was currently looking at the consultation document and East Suffolk Council would respond.

It was proposed, seconded and unanimously

#### **RECOMMENDED TO THE SHADOW COUNCIL**

That the following recommendations be made to Shadow Council on behalf of East Suffolk Council:

1. The General Fund Revenue Budget be approved as set out in the report and summarised in Appendix B4, and note the budget forecast for 2020/21 and beyond.
2. The Reserves and Balances movements as presented in Appendix B5 be approved.
3. No changes be made to the Local Council Tax Reduction Scheme.
4. The existing Local Council Tax Reduction Scheme for East Suffolk be adopted.
5. The Council Tax Base of 86,755.14 for 2019/20 be noted.
6. A Band D Council Tax for 2019/20 of £166.32 be approved.

#### **7. Capital Strategy 2019/20 to 2022/23**

Shadow Cabinet received report **REP35(SH)** by the Cabinet Members with responsibility for Resources, which was summarised by Councillor Provan. He stated that this was a new report for 2019/20 which gave a high level overview of how capital expenditure, capital financing and treasury management activities contributed to the provision of local public services in East Suffolk, along with an overview of how associated risk was managed and the implications for future financial sustainability.

The Strategy outlined the planned capital programme 2019/20 to 2022/23 and the way in which it was to be financed. This included overall planned expenditure of £207.5m (General Fund £151.4m and HRA £56.1m) over the four year period. In 2019/20 there was planned capital expenditure of £52.6m.

The point was made that this was a technical report that covered the new Asset Management Strategy, Treasury Management, the Council's approach to Service Investments and Commercial Investments, other financial liabilities including existing commitments and guarantees and in-built revenue implications within the Capital Programme and its financial costs.

It was proposed, seconded and unanimously

#### **RECOMMENDED TO THE SHADOW COUNCIL**

1. That the Capital Strategy 2019/20 to 2022/23 be recommended for approval by the Shadow Council.
2. That the comments on the ongoing development of the Asset Management Strategy and the Commercial Investment Strategy be noted.

## 8. New Insurance Policy

Shadow Cabinet received report **REP34(SH)** by the Cabinet Members with responsibility for Resources and the Chairman indicated that, following dispatch of the agenda, an updated version of the report had been circulated prior to the meeting without Appendix A to enable it to be discussed in public. The report was summarised by Councillor Provan who stated that it set out the background, process utilised and the results of a tender for East Suffolk Council's requirements for General Insurance Services.

Members noted that, as the tender was for a three year contract commencing on 1 April 2019 with an option to extend for a further two years, the total contract amount exceeded £250,00 and, therefore, under the Council's Contract Procedure Rules, Cabinet was required to approve the contract.

It was reported that having a single combined contract for all the Council's Insurance Services instead of one contract for each Authority generated savings of £998K. Clarification was sought on whether this saving was included within the Medium Term Financial Strategy (MTFS) given it predicted an ongoing shortfall and the Chief Finance Officer explained that the MTFS had been produced before the insurance contract savings had been known.

The point was made that the reports had been the result of a huge amount of work and the officers were thanked for their hard work.

It was proposed, seconded and unanimously

### **RESOLVED**

That, under Section 5.3b)iv) of the Council's Contract Procedure Rules, Shadow Cabinet give approval to contract with Zurich Municipal Insurance based on the preferred tender option of £368,569 (inclusive of Insurance Premium Tax) for a period of three years with the option to extend for two further one year periods.

The Meeting concluded at 7.25pm.



Minutes of the **Cabinet Meeting** held in the **Deben Conference Room, East Suffolk House, Riduna Park, Melton** on **Tuesday 5 March 2019** at **6.30 pm**

**Members of Cabinet present:**

R Herring (Leader), G Holdcroft (Deputy Leader), A Fryatt, S Gallant, T-J Haworth-Culf, R Kerry, C Poulter, A Smith.

**Other Members present:**

C Block.

**Officers present:**

S Baker (Chief Executive), L Beighton (Planning Development Manager), C Buck (Senior Planning and Enforcement Officer), K Cook (Democratic Services and Cabinet Business Manager), P Goodrick (Housing Development Manager), T Howarth (Principal Environmental Health Officer), Andy Jarvis (Strategic Director), N Khan (Strategic Director), S Shinnie (Active Communities Officer), Paul Wood (Head of Economic Development & Regeneration).

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**1. Apologies for Absence**

Apologies for absence were received from Councillor Lawson.

**2. Declarations of Interest**

Councillor Holdcroft declared a Local Non Pecuniary Interest in respect of agenda item 6, East Suffolk MYGO Youth Employment Service, as a Governor of the Seckford Foundation and Chairman of the Community Benefits Committee. Councillor Holdcroft added that the Committee had responsibility for grant funding and care of apprentices. At a recent Committee meeting in January 2019 it was reported that the Seckford Foundation was receiving an increasing number of referrals for its services since the demise of the Suffolk County Council MYGO service and would be looking to work with them in the community voluntary sector as to how best support these disadvantaged young people.

Councillor Holdcroft declared that, in respect of agenda item 9, Local Planning Enforcement Plan, at a recent Planning Committee meeting, the Committee reviewed the proposed Plan, and recommended its adoption by the Cabinet as the Policy for the new East Suffolk Council.

Councillor Smith declared a Local Non Pecuniary Interest in respect of agenda item 5, Asset Divestment / Disposal – Two Play Areas, Felixstowe, as a member of Felixstowe Town Council.

### 3. Minutes

It was proposed, seconded and unanimously

#### **RESOLVED**

That the Minutes of the Cabinet Meeting held on 5 February 2019 be approved as a correct record and signed by the Chairman.

### 4. Announcements

There were no announcements.

### 5. Asset Divestment / Disposal – Two Play Areas, Felixstowe

Cabinet received report **CAB 14/19** by the Cabinet Member with responsibility for Resources and the Cabinet Member with responsibility for Customers, Communities and Leisure. The report sought approval for the transfer of two parcels of land (recreational parks/play areas) to Felixstowe Town Council. The two subject parks were Allenby Park and Ferry Road / Gosford Way Park.

Cabinet was advised that the parks were historically acquired by the Council through Section 106 Agreements. The current Suffolk Coastal District Council (SCDC) book value on the basis of the existing recreational use was nil in the case of Allenby Road and £53,000 excluding VAT in the case of Ferry Road/Gosford Way. The two parks currently cost the Council (via the Suffolk Coastal Norse Partnership Agreement) a combined revenue cost of £3,390.16 per annum in grounds maintenance. The play equipment in the play areas would require a capital expenditure of circa £57,000 to maintain over the next three years, after which they would require complete replacement. The proposal was to transfer the freehold of two parks to the Town Council, subject to the imposition of a covenant restricting their use to the current recreational use. As a condition of the transfers, SCDC would contribute £63,000 excluding VAT to the estimated £218,000 excluding VAT cost of replacement of dilapidated play equipment. The remaining £155,000 excluding VAT would come from a combination of the Town Council, the Outdoor Playing Space Fund and the Enabling Communities Budget. Under the terms of the leases the Town Council would be responsible for all future grounds maintenance and play equipment maintenance costs. The transfer of these parcels of land met the Council's Business Plan objective to "Empower local town and parish councils by continuing to transfer amenity and community assets to them with their agreement".

The Cabinet Member with responsibility for Customers, Communities and Leisure gave her thanks to the Active Communities Officer for all of her hard work.

The Cabinet Member with responsibility for Community Health stated that he welcomed the proposals before Cabinet; he referred to the partnership working between the two councils and particularly welcomed this.

The Cabinet Member with responsibility for Coastal Management stated that he could not support the proposals before Cabinet; he referred to the District Council having not maintained the equipment and he felt that this was wrong.

The Cabinet Member with responsibility for Economic Development referenced divestments / disposals that had taken place in other areas within the District, particularly Woodbridge; he stated that it was the right thing to do.

The Leader referred to section 4 of the report and drew Cabinet's attention to the fact that Felixstowe Town Council had requested the transfer of the land; Councillor Herring also referred to the Council's policy of transferring assets, where appropriate. The Cabinet Member with responsibility for Community Health added that he wished to see the best possible equipment in place for the young people of Felixstowe; Councillor Gallant added that he hoped and thought that there would be further collaboration between the two councils.

It was proposed, seconded, and with one abstention

#### **RESOLVED**

1. That the freehold of land known as Allenby Park (outlined in red at Appendix C) be transferred to Felixstowe Town Council at nil value. The Town Council will be responsible for all management and maintenance costs on confirmation of the transfer.
2. That the freehold of land known as Gosford Way/Ferry Road (outlined in red at Appendix D) be transferred to Felixstowe Town Council at nil value. The Town Council will be responsible for all management and maintenance costs on confirmation of the transfer.
3. That the budget of £63,000 excluding VAT identified in the 2018/2019 capital plan can be allocated to the cost of replacing the dilapidated play equipment, as a condition of the transfer. That the book value of £53,000 excluding VAT currently attributable to the Ferry Road/Gosford Way park be written down in the Suffolk Coastal District Council accounts, post completion.

#### **6. East Suffolk MYGO Youth Employment Service**

Cabinet received report **CAB 15/19** by the Deputy Leader and Cabinet Member with responsibility for Economic Development and the Cabinet Member with responsibility for Customers, Communities and Leisure. It was reported that young people not engaged in employment, education or training (NEET) continued to be a challenge within Suffolk generally and East Suffolk in particular relative to the country as a whole. As part of East Suffolk's twin objectives of supporting economic growth and enabling communities it was imperative that East Suffolk continued to address this problem by supporting young people to access employment, education and training opportunities. This was of benefit to the individual, local employers and the families and communities within which these young people lived. The report before Cabinet set out the current issues and proposed an initiative to tackle these.

Cabinet, in debating the proposal, recognised the importance of the proposed service and wished to provide as much support as possible for the young people of East Suffolk.

It was proposed, seconded and unanimously

#### **RESOLVED**

That the procurement of a contractor to deliver the East Suffolk MYGO Youth Employment Service, currently up to the value of £120k per year for two years, be approved.

#### **7. Adoption of the Private Sector Housing Strategy and Associated Policies**

Cabinet received report **CAB 16/19** by the Cabinet Member with responsibility for Housing who stated that in 2017 the Council adopted the East Suffolk Housing Strategy which set out joint ambitions for Housing, across Suffolk Coastal and Waveney. This high level strategy provided the overarching framework for all housing services. The Private Sector Housing Strategy was the more detailed review and plan for this service area. It identified the challenges facing the sector, identified achievements to date, and specific actions detailing how solutions would be delivered to the most pressing issues between now and 2023.

The Strategy also aligned policies relating to enforcement, empty homes and renovation grants in preparation for East Suffolk.

Cabinet was advised that, currently, there were no renovation grants available across Waveney but Suffolk Coastal had an established policy which delivered financial assistance to qualifying owner occupiers who could not afford to carry out essential works, first time buyers who took on renovation projects but had used all resources to purchase a property and landlords who were prepared to let at an affordable rent after works were completed. The new Policy built on this model and made several key changes.

Cabinet was advised that a new Enforcement Policy for Private Sector Housing had been written which clarified for stakeholders how the service would balance education and enforcement to ensure actions to protect residents without penalising responsible landlords.

Cabinet was further advised that the issue of long term empty homes was addressed in the policy and recognition given to the need for additional resources to tackle this problem more comprehensively. In the meantime the officer team was producing a series of costed case studies to build up a better picture of the options available and recommended an approach most likely to deliver a long term empty home back into use.

Cabinet gave its thanks to officers for the work that had been undertaken and supported the Strategy.

It was proposed, seconded and unanimously

#### **RESOLVED**

That the Private Sector Housing Strategy and associated policies be adopted.

#### **8. Ministry of Housing, Communities and Local Government External Funding to Prevent Homelessness**

Cabinet received report **CAB 17/19** by the Cabinet Member with responsibility for Housing who reported that the Homelessness Reduction Act 2017 required Suffolk Coastal District Council (SCDC) to develop and provide enhanced and tailored housing pathways for groups of people that may be more vulnerable to homelessness than others (ie people with mental health issues, victims of domestic abuse, former prisoner and care leavers). The Government was particularly committed to assisting households that previously were not owed a main statutory homeless duty even if they were homeless through no fault of their own for example, childless single people, and childless couples who were not classed as vulnerable. The Government had acknowledged that these extra duties would require additional resources if local authorities were to fulfil them. Therefore the

Ministry of Housing, Communities and Local Government (MHCLG) had invited local authorities to apply for grant funding to address some of the gaps in homelessness service provision.

Cabinet noted that at the last rough sleeper estimate exercise conducted on 14 November 2018, 14 entrenched rough sleepers were identified in Suffolk Coastal. A further 54 individuals had used the project Thin Ice Enhanced Severe Weather provision which ran from 1 November 2018 to 28 February 2019. The 2019/20 RSI funding was intended to support interventions that could be set up and delivered at pace, and would have an impact on rough sleeping and hidden homelessness numbers next year.

Cabinet wished to ensure that every effort was made to engage with rough sleepers and provide support as required. The Strategic Director advised that the Council worked alongside charities which had the appropriate mechanisms of engagement. The Cabinet Member with responsibility for Community Health added that the rough sleeper initiative did not give up on people; he referred to rough sleepers in coastal towns and said that they were all contacted on a regular basis.

It was proposed, seconded and unanimously

#### **RESOLVED**

1. That the application to Ministry of Housing, Communities and Local Government for funding for the following service expansion/initiatives:

- a) MHCLG Domestic Abuse Funding County wide up to £270,000.00
- b) MHCLG Private Rented Access Fund up to £340,000.00
- c) MHCLG Rough Sleeper Initiative Funding up to £220,000

be approved.

2. That an exemption from the Contract Procedure Rules and authority to officers to enter into Contracts with current Service Providers for the following services:

- a) MHCLG Domestic Abuse Funding County wide up to £270,000.00
- b) MHCLG Private Rented Access Fund up to £340,000.00
- c) MHCLG Rough Sleeper Initiative Funding – Up to £220,000

be approved.

#### **9. Local Planning Enforcement Plan**

Cabinet received report **CAB 18/19** by the Cabinet Member with responsibility for Planning. This report was presented to Cabinet for formal adoption of the Council's new Local Planning Enforcement Plan; it highlighted the information and legislation available to members of the public on enforcement service functions. However, it was confirmed that taking enforcement action was a discretionary function for local planning authorities to undertake but the Council, as local planning authority, had a duty to investigate breaches of planning control that occurred within its area. Furthermore, if the Council failed to take action against breaches of planning control that were harmful it undermined the public's confidence in the planning system.

Cabinet welcomed the enforcement investigation flowchart that was included within the Plan; however, it was suggested that perhaps this could be separately placed on the website, for members of the public, and include the lengths of time that some of the steps took.

The Cabinet Member with responsibility for Planning gave his thanks to the Senior Planning and Enforcement Officer for the work that she had undertaken.

It was proposed, seconded and unanimously

**RESOLVED**

That the new Local Planning Enforcement Plan be agreed for formal adoption.

**10. Exempt / Confidential Items**

It was proposed, seconded and unanimously

**RESOLVED**

That, under Section 100(a)(4) of the Local Government Act 1972 (as amended), the public be excluded from the Meeting for the following item of business on the grounds that it involved the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Act.

**11. The use of the Government's Community Housing Fund in SCDC – Proposed Scheme with Peninsula Villages Community Land Trust at School Lane, Bawdsey**

Cabinet received report **CAB 19/19** by the Cabinet Member with responsibility for Housing. This item is recorded as a separate exempt minute.

The Meeting concluded at 7.40 pm.





Minutes of the **Special Cabinet Meeting** held in the **Deben Conference Room, East Suffolk House, Riduna Park, Melton** on **Monday 11 March 2019** at **6.30 pm**

**Members of Cabinet present:**

R Herring (Leader), G Holdcroft (Deputy Leader), A Fryatt, S Gallant, T-J Haworth-Culf, S Lawson, C Poulter, A Smith.

**Other Members present:**

S Harvey.

**Officers present:**

S Baker (Chief Executive), L Chandler (Energy Projects Manager), K Cook (Democratic Services and Cabinet Business Manager), N Khan (Strategic Director), Naomi Gould (Senior Energy Projects Manager), P Ridley (Head of Planning and Coastal Management), S Taylor (Chief Finance Officer and Section 151 Officer).

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**1. Apologies for Absence**

Apologies for absence were received from Councillor R Kerry.

**2. Declarations of Interest**

There were no declarations of interest.

**3. Announcements**

The Leader announced that the agenda would be re-ordered to bring forward agenda item 7, Decision to Write Off Non-Domestic Rates. This agenda item would be considered following consideration of the Sizewell C Task Group Minutes.

**4. Task Group Minutes**

It was proposed, seconded and unanimously

**RESOLVED**

That the Minutes of the Sizewell C Task Group Meeting held on 12 February 2019 be received.

## **7. Decision to Write off Non-Domestic Rates**

Cabinet received report **CAB 24/19** by the Cabinet Member with responsibility for Resources which stated that one non domestic ratepayer within the District had outstanding business rates liabilities of £61,341.05 issued. Since the liability orders were issued the ratepayer had been found to have vacated the property on 31 January 2017 and had gone into liquidation on 19 May 2017, and therefore further recovery action could not be undertaken and the only action left for the Council was to write off the debt. Cabinet was advised that under the Council's Financial Procedure Rules individual sums to be written off that exceeded £50,000 required the approval of the Cabinet.

It was proposed, seconded and unanimously

### **RESOLVED**

That the outstanding non-domestic rates debt of £61,341.05 be written off.

## **5. East Anglia One North and East Anglia Two Offshore Windfarms Phased 4 Consultation from Scottish Power Renewables**

Prior to the presentation of his report, the Deputy Leader and Cabinet Member with responsibility for Economic Development, Councillor Holdcroft, paid tribute to all those who had supported him over the last eight years. Councillor Holdcroft gave thanks to the Head of Planning and Coastal Management, and his team; to the Joint Local Authorities Group (JLAG); and to Suffolk County Council (SCC) colleagues, both members and officers.

Cabinet received report **CAB 22/19** by Councillor Holdcroft who reported that Scottish Power Renewables (SPR) was proposing to construct two offshore wind farm projects; East Anglia One North (EA1N) and East Anglia Two (EA2). The wind turbines would be constructed off the Suffolk coast with cables making landfall north of Thorpeness and running underground for 9km terminating at a site immediately north of Friston village where the onshore substations were to be located. This Phase 4 public consultation was the last stage of the consultation proposed prior to the submission of both projects under the Nationally Significant Infrastructure Project regime proposed for Quarter 4 2019.

At the previous phase of consultation Suffolk Coastal District Council (SCDC) submitted a joint response with SCC not supporting Friston as the preferred substation location and offered greater support for the use of EDF Energy land at Broom Covert, Sizewell for the onshore infrastructure.

The current consultation provided a significant amount of Preliminary Environmental Information. The documents were continuing to be assessed by technical experts within both councils. Due to the recent publication of the consultation material and the limited timeframe for the consultation (six weeks), the report before Cabinet had been drafted with limited input from the technical experts at this stage, although their feedback would be fully incorporated into the councils' final EA1N and EA2 responses.

The report had been drafted setting out the key high level comments coming out of each of the topic areas, highlighting the main concerns the councils had in relation to the projects. The recommendation at the end of the report was that the Council objected to EA2 in relation to the significant effects predicted by SPR on seascape, coastal landscapes, character and qualities of the AONB, users of the Suffolk Coast Path and cumulatively with EA1N. It was also recommended that the Council object to the overall impact of the onshore substations of EA1N and EA2 individually

and cumulatively on the village and environs of Friston, including adverse impacts on archaeological and heritage assets, landscape character, visual effects, noise and residential amenity. It was recommended that the Council also identified concerns in relation to the loss of good quality agricultural land and the impact of the cable route works on the setting of Aldringham Court (Grade II listed) in addition to setting out the areas where further information was necessary.

Councillor Holdcroft, at this point, gave a presentation; he stated that the EA2 assessment identified significant effects on seascape; coastal landscapes; the character and special qualities of the AONB (landscape quality and scenic quality); coastal receptors and settlements visually; users of the Suffolk / England Coast Path; and cumulatively.

Councillor Holdcroft, turning to EA1N, stated that the assessment identified significant effects on the settlement of Kessingland and cumulatively with EA2 as previously identified.

Referring to substation location, Councillor Holdcroft stated that the landscape and visual impact assessment identified significant effects on the residents of Friston; specific viewpoints and landscape character. The location was surrounded by above and below ground heritage assets. There would also be noise impacts.

Finally, Councillor Holdcroft stated that he did acknowledge and recognise, and support the principle of offshore wind; he acknowledged that jobs would be created during the construction phase; however, at this point, his concern was for the residents of the District.

Following a question from the Cabinet Member with responsibility for Planning, who asked if there was any recognition by Government of the cost and damage, Councillor Holdcroft referred to meetings that had taken place with the Minister of State for the Department for Business, Energy and Industrial Strategy, raising those concerns; there must, he said, be a strategic view at Government and lobbying would continue.

The Cabinet Member with responsibility for Customers, Communities and Leisure gave thanks to all members of the public who had responded to the consultation; she stated that she had been approached by many members of the public and she highlighted, for Cabinet, some of the concerns raised.

Councillor Haworth-Culf suggested that it would have been beneficial, for members of the public wishing to respond, for feedback forms to have been provided by SPR; this would have made responding simpler.

Councillor Haworth-Culf stated that the communications from SPR, especially early on, had not been effective; people were concerned regarding tourism in the area; Aldeburgh depended on visitors coming to the town; there would be a huge impact on the surrounding villages; the amount of traffic was of concern; SPR had failed to supply detail; and further projects may follow.

In conclusion, Councillor Haworth-Culf requested that Cabinet Members be provided with the final response, in draft, prior to it being sent.

The Cabinet Member with responsibility for Coastal Management questioned the strength of objection in respect of seascape; he felt that this was not justified. He also questioned the impact on tourism, suggesting that this would not be the case. Councillor Smith, in conclusion, felt that the quality of life of residents would not be affected and he said that the turbines would only be visible in the far distance.

The Leader reminded Cabinet Members that the Deputy Leader and Cabinet Member with responsibility for Economic Development, through his report, was asking Cabinet to continue to

support the principle of offshore wind as a significant contributor to the reduction in carbon emissions and for the economic opportunities that it may bring to ports in the NALP geography that could support the construction and maintenance of the windfarms. Councillor Herring stated that there would always be some disadvantages, and it would always be impossible to mitigate the whole impact, but he stated the importance of protecting the quality tourism offer in this part of the District. The Leader asked, to what extent, could mitigation be provided in respect of seascape. The Head of Planning and Coastal Management responded, stating that according to the assessments, the mitigation of visual impacts was dependent on the effective and timely delivery of mitigation planting. No more than an initial outline scheme of mitigation had been presented to date. Furthermore, the congested nature of the site, with the potentially competing interests of visual amenity, historic landscape / assets and the need for SuDS suggested that delivering an effective scheme of mitigation would be extremely challenging and may not be possible. The Head of Planning and Coastal Management advised Cabinet that turbines could be 300 metres high; he also stated that SPR itself had acknowledged the significant impact. The Leader, in response to this, commented that it would be impossible to hide something of this magnitude, that was there all of the time; he felt that compensation measures would be appropriate. In conclusion, the Leader stated that, whilst being fully supportive of the principle of offshore wind, the Council had many concerns regarding what it saw as serious impacts.

The Cabinet Member with responsibility for Customers, Communities and Leisure again stated the concerns of local people, referring, amongst other things, to noise and house prices. The Head of Planning and Coastal Management, referring to onshore elements, said that there would be an impact on communities; he referenced the two onshore stations being huge buildings and said that complete mitigation would not be possible, both during construction and permanently. In addition to that there would be no local benefits.

The Cabinet Member with responsibility for Coastal Management suggested that, perhaps, the recommendations should be amended, where applicable to refer to the seeking of compensation. This, he felt, would serve the communities better.

The Deputy Leader and Cabinet Member with responsibility for Economic Development referred to the special designated coast and stated that, as such, this needed to be protected; he stated that it was the Council's duty to do this.

Councillor Harvey, Ward Member for Kirton, commented that throughout the whole process, the Council had not been given sufficient information; this, she said, presented massive challenges, and worried her immensely. Councillor Harvey stated that the impact on the AONB, the impact on tourism, listed buildings, together with the loss of woods, must not be underestimated. It would, Councillor Harvey concluded, be a blot on the landscape. The Cabinet Member with responsibility for Customers, Communities and Leisure thanked Councillor Harvey for echoing the comments of many.

Concluding, the Deputy Leader and Cabinet Member with responsibility for Economic Development, stated that this would be the final opportunity that this Council had to consider this matter before it came before the Planning Inspector. Councillor Holdcroft stated that he wished to work with SPR in the coming weeks and months. Again, he referred to the huge impacts on the District's landscapes and stated that the Council had to consider the long term effect on the Friston area and the seascape. During the construction phase there would, Councillor Holdcroft stated, be really significant effects, and it was not possible, at the moment, to quantify these.

It was proposed, seconded and unanimously

## RESOLVED

1. That Cabinet agrees to inform Scottish Power Renewables that it continues to support the principle of offshore wind as a significant contributor to the reduction in carbon emissions and for the economic opportunities that it may bring to ports in the NALEP geography that could support the construction and maintenance of the windfarms. Notwithstanding that position, the Council:
  - a) Objects to EA2 in relation to the significant effects predicted offshore by SPR on seascape, coastal landscapes, character and qualities of the AONB and cumulatively with EA1N. The EA2 project will result in a significant change to the sea views from key viewpoints on the AONB coast with the horizon cluttered with turbines. An impact which will be continuously experienced along the coastline further exacerbated when viewed in combination with EA1N and other existing wind farm arrays. That the Council expresses concerns in relation to the effects of EA1N on seascape, landscape and visual effects and objects in relation to the cumulative impacts with EA2;
  - b) Objects to the overall impact of the onshore substations of EA1N and EA2 individually and cumulatively on the village and environs of Friston, including on archaeological and heritage assets, landscape character, visual effects, noise and residential amenity. The development of the substation site will permanently change the character of the landscape and have significant visual effects with the setting of the village and the relationship between the historic buildings and their farmland setting permanently changed. The development will also introduce a noise source within an existing tranquil location which at the present noise limit set (35dB) would unacceptably increase the background noise levels;
  - c) Is of the view the impacts on the cable route are predominantly capable of being mitigated in the long term but the Council needs to discuss with SPR the measures necessary to mitigate impacts during the construction period including the transport impacts.
  - d) Registers concern about both EA1N and EA2 projects in relation to the following matters:
    - i) Loss and sterilisation of good quality agricultural land at Friston in order to accommodate the substations for the projects;
    - ii) Impact on the Grade II listed building at Aldringham Court and its landscape setting from the cable route.
  - e) Seeks further information from SPR on both EA1N and EA2 projects in relation to the following matters:
    - i) Impacts on air quality during the operational and construction phases of the projects, justifications for assessment scope and modelling results and cumulative impacts with Sizewell C;
    - ii) Gaps in the information available on flood risk impacts and flood alleviation;
    - iii) Noise sources on site including National Grid infrastructure and mitigation;
    - iv) Highways modelling assessments and assumptions utilised, highways mitigation proposed and how this would be implemented and secured;
    - v) Coastal processes associated with the cable landing point;
    - vi) Ground contamination mitigation,
    - vii) Ecology mitigation and justification for scope of assessments;
    - viii) Archaeological surveys and results;

- ix) Impact of projects on heritage assets including assessment of coastal heritage assets;
  - x) Socio-economic assessment assumptions and employment predictions, labour displacement effects, current skills shortages and mitigation strategies proposed;
  - xi) Impact on tourism and recreation during the construction and operation phases and mitigation strategies;
  - xii) National Grid connection infrastructure
  - xiii) Cumulative impacts of the projects with other projects;
- f) Will impress upon the Planning Inspectorate that during examination of the impacts of EA1N and EA2 schemes, it should consider carefully the in-combination impacts with other energy projects in the area, including Sizewell C and the National Grid Venture projects;
- g) Agrees to work with SPR to identify the means by which the impact of the proposals can be mitigated and/or compensated if the developments do take place including the opportunity to achieve betterment in flood alleviation in Friston;
- h) Requires SPR to work closely with other developers including EDF Energy and National Grid Ventures to consider how mitigation across the schemes can be combined to minimise the impact of the totality of developments in the local area;
- i) Seeks a wider compensation package from developers and the Government that deals with the broader impacts on community, environment and businesses of this and other energy projects in the area.
2. That Cabinet agrees to raise with Government concerns that the process by which decisions made by National Grid without wider consultation on identifying points of connection to pylon lines is flawed. Furthermore, that the Council has a broader concern that Government needs to take a leadership role to develop a more strategic view on all energy projects, including managing the bringing forward of offshore windfarms and their associated onshore infrastructure, Sizewell C, interconnectors and extensions to and future new windfarms. That the Council lobby Government to take a clearer role in managing the energy projects in a way that would reduce the environmental impact and be more effective for the consumer.
3. That the Head of Planning and Coastal Management at Suffolk Coastal District Council in consultation with the Deputy Leader for Suffolk Coastal District Council / Cabinet Member for Economic Development, be authorised to draft and send responses to the EA1N and EA2 Phase 4 public consultations that are based on the issues summarised within the report.

## 6. Sizewell C Stage 3 Public Consultation

Cabinet received report **CAB 23/19** by the Deputy Leader and Cabinet Member with responsibility for Economic Development who reported that EDF Energy was proposing to build a new nuclear power station at Sizewell and had launched its Stage 3 consultation for the proposal. Stage 3 was

the final planned consultation phase for Sizewell C ahead of the formal submission of an application for development consent that would be determined by the Secretary of State for Business, Energy and Industrial Strategy.

The report before Cabinet set out a summary of the draft response to EDF Energy's Stage 3 consultation, with the full draft response in the appendix, as well as recommendations as to how the Council should work with other partners to maximise opportunities and minimise impacts of the development. It was proposed that Suffolk County Council (SCC) and Suffolk Coastal District Council (SCDC), both statutory consultees in this process, submit a joint response to the consultation, as they had done in the two previous consultation stages. It was considered that such a joint response would give greater weight to the views of the two councils.

The report summarised the progress made in some areas since the Stage 2 consultation, explained key changes in the proposals, and highlighted concerns and gaps in the evidence base provided by EDF Energy. The report considered whether or not sufficient progress had been made to enable SCDC to in principle fully support the development. SCC was taking a similar report with the same response attached to its Cabinet meeting on 12 March 2019.

Cabinet was asked to consider and if it was content, to endorse the responses set out in the report and the Appendix. Evidence to support these recommendations was set out in the main body of the report with further technical detail contained in the Appendix.

Cabinet Members had been provided with copies of EDF Energy's consultation documents.

The report explained that to understand the whole impact of this proposal on Suffolk, the report should be read in conjunction with the Cabinet report "Consultation by Scottish Power Renewables on East Anglia Offshore Windfarms One North and Two". Some of the recommendations were common or similar to both reports but had been included in each report so that each could be read as a stand-alone document.

The Deputy Leader and Cabinet Member with responsibility for Economic Development stated that the proposal by EDF Energy would be a very significant development for Suffolk. The investment into and size of Sizewell C would be similar to the London 2012 Olympics, with £14bn plus investment and an area similar in size to the Olympic Park in East London. The construction site would take up 300ha of land, largely within the Suffolk Coast and Heaths AONB which also contained many European and National ecological destinations. It would create 5,600 peak construction jobs plus 500 jobs supporting associated development sites, and in Stage 3, EDF Energy was also considering a higher assessment case considering the effects of a peak workforce of 7,900 workers plus 600 workers on associated development sites. Once in operation the power station would generate 900 permanent jobs. 60-70% of jobs were suggested to be non-nuclear specific. EDF Energy expected the development to generate a £100m per annum investment boost to the regional economy during construction and £40m per annum during construction.

Councillor Holdcroft stated that this proposal would be considered under the Nationally Significant Infrastructure Project (NSIP) process, under the Planning Act 2008, and it must be noted that the process of consultation was undertaken and "owned" by the development promoter and not by the local authorities. The planning application would be examined by the Planning Inspectorate who would make a recommendation to the Secretary of State for Business, Energy and Industrial Strategy. It would be the Secretary of State who would make the decision on whether the proposal would be approved. However, the councils had a key role to play in putting forward the views of the local community. As consultees the councils

were committed to doing all they could to make sure the development could work for the people of Suffolk as well as the nation's energy needs. Subsequently, there would also be a key role for the councils in providing a Local Impact Report for the examination of the application by the Planning Inspectorate. In these contexts, the roles of the two councils were equal. The councils, in particular the new East Suffolk Council, would, as local planning authorities, be responsible for discharging the requirements (planning conditions) on the Development Consent Order (DCO) and be responsible for the monitoring and enforcement of any DCO made.

Councillor Holdcroft emphasised that all issues had to be considered in the balance; the good and the harm; he said that the B Station was described as iconic, but he emphasised that he did not want to see the area spoilt, if Sizewell C was coming, it had to be constructed in the best possible way.

Councillor Holdcroft, at this point, outlined the main changes compared to Stage 2, firstly in respect of transport proposals, then in respect of other proposals.

Councillor Holdcroft then stated that the Council was not content with the following aspects of the proposal: the dropping of a marine-led strategy; the introduction of four pylons; the introduction of additional permanent developments in the Suffolk Coast and Heaths AONB; and mitigation proposals for Wickham Market.

Turning to issues that the Council was not yet able to come to a considered view on, Councillor Holdcroft stated that these were socio-economic impacts; mitigation proposals for possible increase in workforce; ecological surveys and mitigation; platform footprint and position; coastal processes; design of the nuclear power station; site crossing over the SSSI; beach landing facility; proposed redevelopment of the Northern Mound; spoil management proposals; location of the accommodation campus; land east of Eastlands Industrial Estate; surface and groundwater impacts; lack of sufficient evidence in the rail and road-led proposals, including mitigation proposals, road junction improvements, phasing of delivery of transport infrastructure, car park spaces etc.

The Council recognised, Councillor Holdcroft advised, that positive progress had been made in several topic areas, ie aspirations set for socio-economic topics; proposals for a housing fund and tourism fund; improvements in design of non-nuclear buildings; location of sports facilities in Leiston; two village bypass; location for park and ride facilities; the principle of a roundabout at A12/N1122 junction; upgrade of East Suffolk line(rail-led); bypass for Theberton (rail led); principle of mitigation for the B1122 and an alternative route (road led); wider compensation packages.

In conclusion, Councillor Holdcroft stated his wish to continue to press for the four villages bypass.

The Cabinet Member with responsibility for Customers, Communities and Leisure stated that, generally, local people recognised that a balance had to be achieved; however more information and detail was needed. Councillor Haworth-Culf stated that there must be proper compensation and mitigation; the impact on quality of life was huge. In conclusion, Councillor Haworth-Culf asked that Cabinet Members be kept up to date as proposals moved forward.

The Leader emphasised the quality of the environment, the tourism offer, the good level of the economy and stated that, because of these factors the impact would be great; he stated that EDF Energy would have to go the extra mile in respect of compensation and mitigation.

The Cabinet Member with responsibility for Resources recognised the significant benefits of Sizewell C, but stated that the impacts, including traffic and tourism, must be taken into account.



The Cabinet Member with responsibility for Planning, in referring to any outstanding information, asked if the Secretary of State would have to resolve the outstanding issues. The Head of Planning and Coastal Management, in responding, stated that there would be the opportunity for the local authorities and others to raise any unresolved issues through representations to the Planning Inspectorate. EDF Energy had indicated that it hoped to submit its application in early 2020. Mr Ridley stated that the councils had good engagement with EDF Energy; if there were unresolved issues they would need to establish what they were and articulate them at the Inquiry. He also referred to the cumulative impact, the challenges ahead, the growing economy, and other projects coming forward. These issues would be tackled, working alongside others, through negotiation. There would be workshops together with meetings of JLAG.

The Cabinet Member with responsibility for Customers, Communities and Leisure referred to the need for support to be in place for town and parish councils; she asked what assistance could be provided by the District Council. The Head of Planning and Coastal Management agreed, stating that the District Council should do all that it could to provide support.

The Deputy Leader and Cabinet Member with responsibility for Economic Development emphasised that this was not the end of the process; there was, he said, a lot of work to be done over the next 18 months, by officers and by JLAG.

The Cabinet Member with responsibility for Coastal Management referred to an email that he had received, and he thought that other members of Cabinet probably had received too, from a member of the public referring mainly to air pollution issues and the impact on tourism and small to medium sized businesses in Suffolk Coastal. The Energy Projects Manager responded, stating that a lot of the points raised were in relation to road led proposals; all of the points had been raised by Environmental Health Officers and would be discussed further with EDF Energy. Discussions were also taking place with SCC regarding employing a consultant to take this forward.

Councillor Smith drew Cabinet's attention to paragraph 1.3 of the report, and the references to the views of the local community. Councillor Smith emphasised that the local community would have a spectrum of views and he stated the importance of the Council taking a wider balanced view; that, he said, was owed to all constituents.

Councillor Smith stated that he was very concerned regarding the balance taken on rail led / road led proposals; he stated that he had been very concerned, for a long time that the issues around the rail led strategy had not been properly considered in regard to the already critical lack of rail capacity in the eastern region of network rail on all routes through Ipswich to the south and the west whence construction materials would need to be sourced. Councillor Smith stated that he was unsure as to whether the councils' response around the model split was taking account of all issues and he stated that, in reality, there was a need to consider how the Sizewell project might affect the wider strategic economy.

Councillor Harvey, Ward Member for Kirton, stated that East Suffolk's tourism depended on people being able to reach the area; Councillor Harvey was concerned that the disruption to the rail would affect this, particularly at weekends. The roadworks at Yoxford, future works in the Adastral Park area, and the Copdock interchange would also have an impact. All of these things, together, Councillor Harvey felt could stop people coming to East Suffolk. Councillor Harvey described Minsmere as being the "jewel in the crown" and said that the birds would disappear. In conclusion, Councillor Harvey stated that it was critical to strike the right balance.

The Deputy Leader and Cabinet Member with responsibility for Economic Development said that tourism was 10% of the district's economy, and tourism must be protected. He said that

there remained so many unanswered questions; at the moment there were more questions than answers.

The Cabinet Member with responsibility for Coastal Management, commenting on the points made by Councillor Harvey, agreed that Minsmere was a critical site; he said that everything possible must be done to defend this frontage. Councillor Smith also commented on drainage issues at Leiston; this, he said was a long term major issue.

In conclusion, the Leader referred to the joint response that would be made by SCC and SCDC; he supported the approach of a joint response and he thanked SCC colleagues.

It was proposed, seconded and unanimously

## **RESOLVED**

1. That Suffolk Coastal District Council agrees to respond to the EDF Energy Stage 3 consultation and agrees an approach to Government and key partners to maximise the benefits of the proposed development. This recommendation is aligned to a report being taken to Suffolk County Council Cabinet on 12 March 2019.
2. That the Council agrees to seek to focus Government and all the promoters on the in-combination effects of Sizewell C and proposals related to Offshore Wind projects and National Grid interconnectors in the Leiston area. The Council to seek commitments from Government, EDF Energy and the other promoters to explain how the in-combination effects will be addressed.
3. That, subject to agreement by the Cabinet of Suffolk Coastal District Council, (and subsequently by the Cabinet of Suffolk County Council on 12 March 2019) the response set out in detail in Appendix A to this report and summarised below will be submitted jointly, and that both Suffolk Coastal District Council and (subject to its meeting on 12 March 2019) Suffolk County Council will continue engagement with Government and key partners as set out below.
4. That the Council agrees to inform EDF Energy, in line with previously determined policy, that it continues to support the principle of a new nuclear power station at Sizewell, recognising the significant benefit that such a development would bring to Suffolk.
5. That the Council agrees to further inform EDF Energy it is disappointed the Stage 3 proposals have not evolved more considerably since Stage 2, particularly given the time that has been available and that this is a final public consultation. There remain a considerable number of issues to be addressed between Stage 3 and submission of the Development Consent Order (DCO). At this stage there are still some areas where this Council is not content, cannot come to a clear view or has been unable to update its response since Stage 2.
6. That, based on the new information put forward in the Stage 3 Consultation, it is agreed this Council is still not able to support all the specific proposals put forward by EDF Energy and the impacts of the proposed development are still not yet fully developed or evidenced. This Council expects to work with EDF Energy towards a position where its Cabinet can conclude that, on balance, the advantages of EDF Energy's proposals outweigh the disadvantages. This Council will work with EDF Energy to help it address the issues identified below and to develop its proposals, including seeking mutually to resolve the necessary mitigation and compensation. In particular, this Council wishes EDF Energy to address the following points:
  - a) To make the development deliverable in Suffolk and address areas of considerable public concern, there are a number of issues that EDF Energy needs to address. This Council is not content with the following aspects of the proposal:

- i. The dropping of a marine-led materials transport strategy with the introduction of a road-led strategy alongside the alternative of a rail-led option. This Council continues to support marine-led and rail-led transport strategies and has not yet seen convincing evidence that a marine-led strategy is not feasible and/or environmentally preferable. If the marine-led option is proven to be impossible, the Council wishes to see the rail-led strategy implemented. This Council is not content with a road-led option, with the significant number of additional Heavy Goods Vehicles (HGVs) resulting in a detrimental effect on Suffolk's road network. This Council is not content with the possibility of a relaxation of HGV operating hours into the night time.
  - ii. The introduction of four tall pylons to the development site, which would have considerable detrimental impact on the AONB;
  - iii. The introduction of additional permanent development within the Area of Outstanding Natural Beauty (AONB), including the proposal of a training centre and outage car parking on Goose Hill;
  - iv. The mitigation proposals for Wickham Market – while this Council welcomes the recognition of potential delays on the B1078 in Wickham Market as a result of additional Sizewell C traffic, the two proposed options for mitigation (removal of on-street car parking in Wickham Market or a diversion route via the narrow, weight restricted, and listed Glevering Bridge) are not appropriate.
- b) That, due to a lack of further detail and/or enough evidence, it is agreed this Council is not yet able to come to a considered view regarding the following topic areas put forward in the Stage 3 Consultation, and would welcome further engagement with EDF Energy to consider more appropriate solutions:
- i. Socio-economic impacts: While the Stage 3 consultation recognises the areas of work and impacts that need to be addressed, more information is required on the delivery mechanisms to achieve sufficiently ambitious socio-economic aspirations and mitigations, including employment opportunities for local residents and supply chain opportunities for local businesses. EDF Energy need to further detail their assessment of the adverse economic impacts, on tourism and other industries, and provide further detail to determine and mitigate the impact of the proposal on public services;
  - ii. Mitigation proposals for a possible increase of the expected workforce from 5,600 + 500 to 7,900 + 600, as part of EDF Energy's sensitivity testing: To consider the acceptability of an increase of the workforce number beyond 5600, this Council expects deliverable and enforceable mitigation proposals, to avoid or mitigate impacts on the local housing market, the local workforce and transport infrastructure. This Council does not accept that the consultation suggests that an increase of the workforce to up to 7900 does not create any additional traffic impact as suggested;
  - iii. Ecological surveys and mitigation: EDF Energy need to undertake further significant work to seek to survey, understand, quantify and qualify and mitigate impacts of the development on the ecology;
  - iv. The platform footprint and position: This Council highlighted at Stage 2 that the proposed footprint is further seaward than Sizewell B, which gives this Council significant concerns around the impact on coastal processes and coastline and may make this design unacceptable. The Council needs to see a full assessment of the coastal process impacts and an assessment of alternatives (such as moving the platform back inland, or redesigning the layout);
  - v. Coastal processes: EDF Energy need to undertake further assessments, and establish with this Council a robust process for ongoing monitoring of coastal change and Sizewell C

- impacts, with an obligation for EDF Energy to provide mitigation if actual change departs from anticipated baseline change;
- vi. The design of the proposed nuclear power station: Whilst improvements have been made to the design of some non-nuclear buildings (see c) iii) below), this Council remain concerned about the overall design of the site, and requests that the nuclear power station design is independently reviewed through the Design Council (formerly known as CABE);
  - vii. The site access crossing over the Site for Special Scientific Interest: This Council require further evidence to show why EDF Energy have chosen the causeway with culvert as its proposed scheme above the three span bridge, which was this Council's preference at Stage 2;
  - viii. The Beach Landing Facility: While this Council supports the principle of a Beach Landing Facility to allow deliveries of large items via sea, EDF Energy needs to provide appropriate levels of detail and evidence on the impacts and practicalities of such a facility, addressing concerns including impacts on coastal processes, ecology, landscape and access to the beach and the England Coast Path;
  - ix. The proposed redevelopment of the Northern Mound: Further detail and impact assessment needs to be provided;
  - x. The spoil management proposals: This Council requires additional information and evidence to convince it that the proposed borrow pits and stockpiling will not have an unacceptable impact on the sensitive local environment (including on the Area of Outstanding Natural Beauty and the Royal Society for the Protection of Birds (RSPB) Minsmere) and on neighbouring land uses;
  - xi. The location of the accommodation campus remains a local concern: EDF Energy is requested to provide further evidence to demonstrate why it considers its favoured location to be the optimal location. This Council would like to see the evidence behind not choosing either Ipswich or Lowestoft for an accommodation campus (as either of these sites could have genuine legacy potential). Suffolk County Council would like EDF Energy to also reconsider the nearby Leiston airfield site as an alternative location for the campus. Subject to receipt of that justification, whatever accommodation campus site is chosen the evidence will need to prove that environmental impacts can be sufficiently mitigated and compensated for;
  - xii. Land east of Eastlands Industrial Estate (LEEIE): While this Council is content with the principle of operational construction use of the LEEIE, it has concerns regarding the number of different uses proposed and the relationship between these. EDF Energy needs to provide evidence that the site can be appropriately drained from a surface water perspective, does not include overdevelopment of the caravan site, and can provide mitigation for potential detrimental environmental health impacts on neighbouring residents;
  - xiii. Surface and ground water impacts: EDF Energy is asked to provide detailed proposals on drainage and dealing with surface water. It needs to provide assessments on potential impacts on ground water, and evidence that the development does not result in unacceptable impacts on groundwater levels and related biodiversity (including from an increase in weight of the platform as a result of its increased height);
  - xiv. Notwithstanding paragraph a) i) regarding this Council's overall concerns with the transport strategy, the Council considers that for the following aspects of a rail-led, road-led or indeed marine-led proposal, lack of sufficient evidence means this Council cannot come to a considered view:

- a) The suitability of proposed traffic mitigation measures: This Council requires further clarification in several areas related to EDF Energy's traffic modelling and gravity model to determine whether the traffic mitigation measures are enough. This Council requires evidence to explain the modelled HGV numbers, to justify the assumption of a split of 85% of materials coming from the South and 15% from the North, and an indication of the number of Abnormal Indivisible Loads (AILs) arriving by road and by sea.
  - b) The route of the proposed Sizewell Link Road from the A12 to the development site in the road-led strategy: the provision of a relief road for the B1122 is welcome but the option proposed is yet to be supported by sufficient evidence. The case to justify the best possible route must revisit all the routes considered by the promoter, with a comprehensive highways analysis and be mindful of any impact on allocations in the District Council's Local Plan and any other potential developments;
  - c) The requirement for road and junction improvements in addition to those proposed in Stage 3: EDF Energy is asked to develop mitigation proposals for additional traffic pinch points affected by Sizewell C construction traffic which have not been covered, or to provide full evidence that these locations and communities are not significantly affected by their proposal. This Council expects that improvements are required for the A12 in the Woodbridge area, for several other junctions along the A12, and for the B1078 and A1120 as well as Leiston and rural roads;
  - d) The phasing of associated transport infrastructure: This Council requires a firm commitment for early delivery of the associated transport infrastructure to avoid disruption to the main haul route (A12-B1122) during the construction period;
  - e) The car park spaces: EDF Energy need to justify that the total number of proposed car park spaces, at the Park and Ride sites, on site and at the accommodation campus, are required;
  - f) (rail-led strategy) Additional road mitigation: EDF Energy need to evidence whether the rail-led strategy requires additional road mitigation as proposed under the road-led strategy, including mitigation for Middleton Moor and the provision of a Freight Management Facility.
- c) That Suffolk Coastal District Council recognises the positive progress made in several topic areas, and supports the following proposals put forward in the consultation:
- i. The aspirations set for the socio-economic topics, although this Council asks EDF Energy to be even more ambitious in increasing the percentage of locally based workers (see also recommendation b) i) above);
  - ii. The proposal to set up a Housing Fund and Tourism Fund to provide mitigation in these areas, the details of which are still to be developed;
  - iii. The improvements in the design of some of the non-nuclear buildings on the main development site (see also b) vi) above);
  - iv. The location of sports facilities in Leiston;
  - v. Notwithstanding paragraph a) i) regarding this Council's concerns over the transport strategy, the Council supports the principle of the following aspects of a transport strategy:

1. Two-Village Bypass for Farnham and Stratford St Andrew: This Council welcomes this proposal as it had requested the two-village bypass as minimum mitigation at Stage 2, however the Council is still reviewing whether additional mitigation, particularly for a road-led strategy, for Marlesford and especially Little Glemham will be required;
  2. The proposed locations for Park and Ride facilities in Darsham and Wickham Market/Lower Hacheston;
  3. The principle of the proposed roundabout at the A12/B1122 junction in Yoxford;
  4. (Rail-led strategy) The proposed upgrade of the East Suffolk Line, including a new passing loop and upgrades of level crossings (subject to specific comments particularly related to some of the proposed level crossing closures);
  5. (Rail-led strategy): The principle of mitigation for the B1122, and creating a bypass for Theberton (further consideration will need to be given whether additional mitigation is required for Middleton Moor);
  6. (Road-led strategy) The principle of mitigation for the B1122, and the creation of an alternative route from the A12 to site in the road-led strategy (but see b) xiv) b) above);
  7. (Road-led strategy) The principle of a Freight Management Facility in the wider Ipswich area, although further information, including the assessment of alternative options, is required to advise on this Council's preferred location.
- d) That, for those impacts of the development that are residual and cannot be mitigated, this Council expects EDF Energy to provide wider compensation packages, including compensation for the lasting impact on and damage to the AONB and the wider landscape around the development which is important to protect and enhance the setting of the AONB and is highly valued by the local community and visitors. This Council will want to discuss the governance of such a fund with EDF Energy. It should be stressed that compensation should only be considered after having exhausted all options to avoid or mitigate impacts.
7. That, in consultation with the Council's lead Member (the Deputy Leader of Suffolk Coastal District Council, the lead officer (the Head of Planning & Coastal Management of Suffolk Coastal District Council) be authorised to make any amendments to the draft response as agreed with the appropriate representatives of Suffolk Coastal District Council.
  8. That, to effectively deliver infrastructure of this scale alongside other large infrastructure projects in Suffolk including the proposals by Scottish Power Renewables and National Grid Ventures in the Leiston area, the Sizewell C development requires EDF Energy, other developers, the local Councils – Suffolk Coastal and Suffolk County, - the New Anglia Local Economic Partnership and Government to work closely together to minimise negative impacts and maximise opportunities locally. That, to achieve this, officers and Members continue to engage with Government and partners, including through the Suffolk Energy Coast Delivery Board chaired by Therese Coffey MP, to maximise the benefits from the development. It is recommended that:
    - a) This Council lobby for Government, or one of its agencies, to be charged with taking the lead on the coordination of the range of energy projects in the Sizewell area in a way that enables their overall impact to be assessed in advance before commitments are made to initial schemes;

- b) EDF Energy be asked to work closely with other developers, including Scottish Power Renewables and National Grid Ventures, to consider how mitigation across the schemes can be combined to minimise the impact of the totality of developments on the local area;
  - c) This Council continues to promote proposals for a four-village bypass as part of the Suffolk Energy Gateway, and aim to persuade Government to provide funding for this alongside local contributions from EDF Energy and Suffolk County Council;
  - d) This Council works with Government and relevant agencies on additional requirements for infrastructure to accommodate Sizewell C alongside other significant strategic developments in Suffolk;
  - e) This Council seeks to persuade Government to make the maximum level of community benefits available for Suffolk, including but not limited to maximising the amount of business rates arising from Sizewell C to be retained in Suffolk;
  - f) This Council continues work closely with the Suffolk Energy Coast Delivery Board, MPs and other partner organisations to maximise the opportunities for skills, employment and the supply chain in Suffolk.
9. That this Council continues to engage closely with all key partners to develop an evidence base on the impacts of all aspects of the proposal and develops the mitigation/compensation options, including:
- a) Significant local engagement, by working closely with Town and Parish Councils, and other groups/bodies, as appropriate, to develop a local evidence base;
  - b) Further work on the environmental impact of the development with the key environmental government bodies, including the Environment Agency and Natural England, and with non-governmental organisations such as the National Trust, the RSPB and the Suffolk Wildlife Trust;
  - c) Further collaboration with the relevant organisations, including Chamber of Commerce and the New Anglia Local Economic Partnership, in partnership with EDF Energy, on maximising skills, employment, and supply chain opportunities in Suffolk and the region, as well as engagement with Essex local authorities in relation to additional economic and employment opportunities from the possible presence of two new nuclear power stations (Bradwell B as well as Sizewell C) in the region.

## **7. Exempt / Confidential Items**

It was proposed, seconded and unanimously

### **RESOLVED**

That, under Section 100(a)(4) of the Local Government Act 1972 (as amended), the public be excluded from the Meeting for the following item of business on the grounds that it involved the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Act.

## **8. Task Group Minutes**

It was proposed, seconded and unanimously

### **RESOLVED**

That the Exempt Minutes of the Sizewell C Task Group Meeting held on 12 February 2019 be approved as a correct record and signed by the Chairman.

The Meeting concluded at 9.00 pm.



Minutes of the Cabinet Meeting held at Riverside, 4 Canning Road,  
Lowestoft on **Wednesday, 13 March 2019 at 6.30pm**

Cabinet Members present:

Councillors M Bee (Chairman), G Catchpole, B Provan and D Ritchie

Assistant Cabinet Members present:

Councillor P Ashdown, N Brooks and J Ceresa.

Also in attendance:

Councillors P Byatt, A Cackett and L Coulam.

Officers present:

K Blair (Head of Operations), C Buck (Senior Planning and Enforcement Officer), T Howarth (Principal Environmental Health Officer), N Khan (Strategic Director), B Law (Housing Programme Manager), D Povey (Principal Planner for Policy and Delivery), T Rudd (Valuer), S Shimmon (Housing Tenancy Manager), C Willis (Economic Regeneration and Development Officer) and N Wotton (Democratic Services Manager).

## **1 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors M Ladd, C Punt, C Rivett and M Rudd.

Apologies for absence were also received from Councillor S Woods, Chairman of the Audit & Governance Committee.

## **2 DECLARATIONS OF INTEREST**

Councillor M Bee declared a Local Non Pecuniary Interest in Item 13 – Land Issues Relating to the Third Crossing, during the discussions on that item, as he was a Member of the Third Crossing Working Group.

## **3 MINUTES**

### **RESOLVED**

(a) That the Minutes of the Cabinet Meeting held on 16 January 2019 be approved as a correct record and signed by the Chairman.

(b) That the Minutes of the Cabinet Meeting held on 13 February 2019 be approved as a correct record and signed by the Chairman.

## **4 ISSUES ARISING FROM THE OVERVIEW & SCRUTINY COMMITTEE OR THE AUDIT & GOVERNANCE COMMITTEE**

### **(a) The Overview & Scrutiny Committee**

There were no matters to report on this occasion.

**(b) The Audit & Governance Committee**

There were no matters to report on this occasion.

**5 EAST SUFFOLK PRIVATE SECTOR HOUSING STRATEGY**

The Assistant Cabinet Member for Housing presented the report, which sought approval of the East Suffolk Private Sector Housing Strategy, which would align the Council's policies for enforcement, empty homes and Renovation Grants, in preparation for the new East Suffolk Council. The Strategy also identified the various challenges affecting the sector and specific actions, detailing how solutions would be delivered to mitigate the most pressing issues between now and 2023.

In respect of the Renovation Grant Policy, it was noted that a minor works grant had been introduced to support works costing between £1,000 and £5,000 to help patients return home from hospital, support warm homes initiatives and for flood defence works. Members were advised that there were conditions attached to the grant, which would require repayment if they were breached. It was noted that conditions were enforced for 5 years for minor works and 15 years for renovation grants, which allowed for the recycling of funds to help future applications.

The recommendation within the report was moved by the Leader of the Council and duly seconded by the Cabinet Member for Resources. There being no further questions it was

**RESOLVED**

That the Private Sector Housing Strategy and associated policies be approved.

**6 MINISTRY OF HOUSING, COMMUNITIES AND LOCAL GOVERNMENT EXTERNAL FUNDING TO PREVENT HOMELESSNESS**

The Assistant Cabinet Member for Housing presented the report which sought approval to apply for grant funding, in relation to the prevention of Homelessness. Should the applications be successful, approval was also sought to spend the funding to prevent homelessness in the District and to have an exemption from the Council's own Contract Procedure Rules (CPR), in order to minimise any disruption to the current service providers. The recommendations within the report were moved by the Leader of the Council and duly seconded by the Cabinet Member for Planning & Coastal Management.

A Member commented that they regularly attended the meetings of the Health and Wellbeing Board and that the work to reduce homelessness was extremely important. She felt that it was extremely important for the Council to apply for this funding and to continue the good work, after the creation of the new East Suffolk Council.

A Member took the opportunity to commend those involved in the Thin Ice Project, which provided additional support to the homeless during particularly cold weather. He queried whether, should the funding be received, it would need to be spread across the whole East Suffolk District or whether the funding was for the Waveney area specifically. The

Assistant Cabinet Member for Housing confirmed that the funding was for the Waveney area only, which was particularly in need.

## **RESOLVED**

1. To approve application to Ministry of Housing, Communities and Local Government for funding for the following service expansion/initiatives:
  - a) MHCLG Domestic Abuse Funding County wide up to £270,000.00
  - b) MHCLG Rough Sleeper Initiative Funding up to £220,000.00
2. For the reasons given in Paragraph 1.22 of this report, to exempt from the Contract Procedure Rules and in particular rule 8.1.1 and give authority to officers to enter into Contracts with current Service Providers for the following services;
  - a) MHCLG Domestic Abuse Funding County wide up to £270,000.00
  - b) MHCLG Rough Sleeper Initiative Funding – Up to £220,000.00

## **7 LOCAL PLANNING ENFORCEMENT PLAN**

The Cabinet Member for Planning & Coastal Management presented the report, which sought approval of the Local Planning Enforcement Plan. It was noted that the National Planning Policy Framework guidance suggested that local planning authorities should consider publishing a local enforcement plan, which would help to maintain public confidence in the Planning Service across East Suffolk. Members were advised that there were now 3 Enforcement Officers for the two Councils, who would be able to monitor situation closely and take action as appropriate. There were currently approximately 500 enforcement issues under consideration across the 2 districts. It was confirmed that any concerns regarding developments needed to be emailed to the Planning Department, verbal reporting would not suffice.

The Senior Planning & Enforcement Officer advised that Enforcement was not a statutory service for the local authority to provide, however it was important for the public to have confidence in the work of the Planning Department. The Enforcement Plan would provide clear information on the processes, procedures and timescales involved in enforcement.

The Assistant Cabinet Member for Planning & Coastal Management confirmed that the Planning Department were working hard to reduce the number of enforcement cases, which was supported and endorsed by the Planning Committee. The number of outstanding enforcement cases had reduced significantly over time and thanks were given to all the Planning Officers involved, for their hard work and support.

A Member sought clarification on the Right To Review (RTR). It was confirmed that in many cases planning permission would be granted for matters such as the erection of a garden shed, even if there were objections from a neighbour. However, should the application affect the amenity of a nearby property, such as the noise created by a new dog kennelling business, planning permission may not be granted. It was noted that each application would be reviewed on its individual merits. Clarification was also provided that nobody had a right to a view, however a reduction in outlook or an overbearing development may be treated differently.

**RESOLVED**

That the new Local Planning Enforcement Plan be agreed for formal adoption.

**8 COMMUNITY INFRASTRUCTURE LEVY SPENDING FOR PLAY AREA EXTENSION AT ROYAL GREEN, LOWESTOFT**

The Cabinet Member for Planning & Coastal Management presented the report which sought approval to use £123,500 of Community Infrastructure Levy (CIL) funding, as recommended by the Council's Local Plan Working Group, to deliver the extension to the play area at Royal Green, Lowestoft. The proposals would provide important new facilities at a strategic location on the seafront, which would support the Council's plans for the seafront and the upcoming First Light Festival. Should approval be granted, it would allow for the work to commence quickly, in time for the summer season. The Cabinet Member updated the meeting that the Council will be contributing £20,000 towards the delivery of the project. Also, the Council's Funding Manager and Economic Development and Regeneration team have met with Lowestoft Tourism Group who are in support of the scheme and have pledged £10,000 from their funds to support its delivery.

The play area extension would provide purpose built, self contained, play facilities for toddlers and younger children, with inclusive play provision for disabled users. It was noted that the proposals were in accordance with the Sentinel Leisure Trust's Play Space Evaluation Report 2015, which had recommended improvements for toddlers and juniors in the area. Reassurance was provided that the proposals had developed over time and no longer included a car park extension, which had resulted in the costs of the development falling significantly. The number of concerns regarding the development had also reduced, once the car parking element had been removed from the proposals. During discussions, Councillor Ceresa advised that as a Suffolk County Councillor, she had access to locality funding, which could assist with the development.

A Member reported that they had been lobbied significantly by some members of the Lowestoft Tourist Group, who had many concerns regarding the proposed development. These concerns were duly addressed in turn.

Confirmation was provided that the land in question was not covered by any covenants. However, the site was in a conservation area and the proposals had been discussed with the Conservation Officer. Less than 12% of the grassed area would be used for the development, which would enhance the area. There was still plenty of public space and the overall amenity of the area would be increased. Reassurance was provided that the grassed area would still be able to accommodate the visiting circus and host other events, as required.

In relation to disabled access, it was reported that the vast majority of the play equipment would be accessible for all people and the proposed development would also have inclusive play provision specifically for the disabled, which was extremely positive.

Following a query regarding an Adult Gym, it was confirmed that there was a need to provide facilities for older people and trim trails had proved popular in other parts of the

district. It was hoped that this could be explored in the future. A Member commented that there were Adult Gym facilities in Worlingham which were extremely popular and well used.

Regarding the Crazy Golf Course, it was confirmed that there were no plans to move the facility and the lease for the site was currently ongoing.

#### **RESOLVED**

That £123,500 of Community Infrastructure Levy (CIL) funding be made available for the play area extension at Royal Green.

### **9 ENTERPRISE ZONES RATE RELIEF**

The Assistant Cabinet Member for Tourism & Economic Development presented the report which sought approval to extend the existing rate relief scheme on Enterprise Zones beyond the current deadline for 31 March 2019. It was noted that a limited extension to the business rate discount scheme was important, as it would assist with the delivery of the Enterprise Zones and the Council's economic growth objectives, as set out in the East Suffolk Business Plan and the East Suffolk Economic Growth Plan.

It was reported that Phase 1 of the Phoenix Enterprise Park was now open and any increase to the proposed extension would offer a further incentive for companies to move to the site, which agents could use to assist with marketing of the site. There was the potential to generate a significant number of jobs for the local area.

Members were pleased to note that to date, £1.2 million had been generated in business rates income via the Enterprise Zone project, which would rise to £1.7 million once the 2018/19 NNDR3 figures had been confirmed. The recommendations in the report were moved by the Leader of the Council and seconded by the Cabinet Member for Planning & Coastal Management and it was

#### **RESOLVED**

That the continuing the existing business rate relief scheme within Waveney's Enterprise Zone areas be approved, whereby qualifying businesses receive up to 100% rate relief within state aid limits. This incentive will be available for a 3 year period, for qualifying businesses, on condition that they occupy an Enterprise Zone site by April 2020.

### **10 EAST SUFFOLK YOUTH EMPLOYMENT SERVICE – MYGO EAST SUFFOLK**

The Assistant Cabinet Member for Tourism & Economic Development presented the report which sought approval to procure a service, in partnership with Suffolk County Council, that would proactively support young people to become positively engaged within the local community.

It was noted that young people not engaged in employment, education or training (NEET) continued to be a challenge within Suffolk generally and East Suffolk in particular, relative to the country as a whole. It was noted that 12% of 16-24 year olds were unemployed in Waveney and it was proven that youth worklessness had a significant impact upon a person's future in terms of lower pay, high unemployment, fewer life chances, reduced social mobility and poor mental and physical health.

As part of East Suffolk's twin objectives of supporting economic growth and enabling communities, it was imperative to continue to address the problem by supporting young people to access employment, education and training opportunities. This would be of benefit to the individual, local employers and the families and communities within which these young people live.

In order to help address the NEET issue, Suffolk County Council and the East Suffolk Council were intending to procure a youth employment service which would build on the previous Lowestoft MyGo model and to extend provision across the whole of East Suffolk, with particular focus on those areas of greatest need, such as Lowestoft, Leiston, Saxmundham and Felixstowe. It was noted that the service would provide a combination of preventative and remedial measures to tackle youth unemployment, with a clear focus on providing both intensive support to young people to enable them to engage in education or work, challenge them to increase their aspirations and encourage them to realise their potential.

The recommendation in the report was moved by the Leader of the Council and seconded by the Cabinet Member for Operational Partnerships. Members considered the matter and agreed that it was an appropriate use of funds and was an important area of work. Members noted that the MyGo service in Lowestoft had been particularly successful and the extension of the service would be a lasting legacy for the future.

A Member queried whether the service was available to youngsters who lived in the rural areas, rather than the larger towns. It was confirmed that an outreach service would also be provided, to ensure that all young people could take advantage of the support on offer.

#### **RESOLVED**

That the procurement of a contractor to deliver the East Suffolk MYGO Youth Employment Service, currently up to the value of £120k per year, for two years, be approved.

## **11 EXEMPT/CONFIDENTIAL ITEMS**

#### **RESOLVED**

That, under Section 100(A)(4) of the Local Government Act 1972 (as amended), the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Act.

**12 REGENERATION OF AVENUE MANSIONS SITE**

The Assistant Cabinet Member for Housing presented the report, which sought approval to consider a proposal to address the decline in the quality of Avenue Mansions.

**RESOLVED**

That Option 5, as set out in the report, be approved, on terms that best protect the Council's interest.

Those present then took the opportunity to wish the Housing Programme Manager all the best for the future, as she was about to go on maternity leave. Members thanked her for her help and support over the past few years.

**13 LAND ISSUES RELATING TO THE THIRD CROSSING, LOWESTOFT**

N.B. Councillor M Bee, Leader of the Council, declared a Local Non Pecuniary Interest in this item during the discussions, as he was a Member of the Third Crossing Working Group.

The Cabinet Member for Resources presented the report, which sought to clarify the impact of the Third Crossing on a number of sites and buildings which were currently owned by Waveney District Council, or in which the Council had a relevant legal interest.

**RESOLVED**

1. That the proposals made by Suffolk County Council, in relation to land and property interests of Waveney District Council impacted by the proposed Third Crossing of Lake Lothing be accepted, subject to any restrictions on disposal or the like, which may exist.
2. That the land and property interests identified in the report shall be Waveney District Council's contribution to the Third Crossing project.
3. That Delegated Authority be granted to the relevant Strategic Director, in consultation with the Cabinet Member for Resources, to agree the terms that best protect the interests of Waveney District Council, in relation to any disposal of land, or grant of rights over land, either permanently or temporarily, required for the proposed Third Crossing of Lake Lothing, and made between Waveney District Council and Suffolk County Council.

**14 REQUEST FOR ADDITIONAL RESOURCES FOR THE PROCUREMENT TEAM**

The Cabinet Member for Resources presented the report, which sought approval for the request for additional resources for the Procurement Team.

**RESOLVED**

That the request for additional resources for the Procurement Team, as outlined within the report, be approved.

## 15 CONFIDENTIAL MINUTES

### RESOLVED

- (a) That the Exempt Minutes of the Cabinet Meeting held on 16 January 2019 be approved as a correct record and signed by the Chairman.
- (b) That the Exempt Minutes of the Cabinet Meeting held on 13 February 2019 be approved as a correct record and signed by the Chairman.

The Leader of the Council took the opportunity to thank all Members for their participation over the years and their contributions had been invaluable. It was noted that there had been many significant developments over the years and some difficult decisions had been made.

The Conservatives had taken over control of the Council when it was in an extremely poor state, having been condemned by the Auditors, with poor finances and services. Following a lot of hard work, the Council was now in an excellent position and the new East Suffolk Council would be the largest district council in the UK.

He took the opportunity to thank the Chairmen of the Overview & Scrutiny and Audit & Governance Committees for their ongoing support. He also reflected upon those Members who had made a significant contribution, who were no longer with us, such as Councillors Sue Allen and Colin Law.

Although this was the last Cabinet meeting, there would be a Simultaneous WDC Cabinet and Southwold Town Council meeting on 15 March 2019, which would hopefully resolve the long term issue of the future of the Southwold Harbour Lands, which would be a very fitting legacy for all.

The meeting concluded at 7.35 pm.

Chairman





## CABINET

Tuesday 1 October 2019

### LOWESTOFT CULTURAL STRATEGY

#### EXECUTIVE SUMMARY

1. The cultural sector in Lowestoft is a key driver for economic growth also meeting community pride and health and wellbeing outcomes, however good quality work, exemplar projects and partnerships are being delivered in the absence of a cultural strategy. The last time the Council (Waveney District Council) went through a process of setting cultural objectives was in 2006. A cultural strategy will unify the cultural sector under a shared vision, develop the sector, achieve more for people, place and the economy and be instrumental in attracting external investment.

Is the report Open or Exempt?	Open
<b>Wards Affected:</b>	All Lowestoft and surrounding wards
<b>Cabinet Member:</b>	Cllr. Craig Rivett, Cabinet Member for Economic Development
<b>Supporting Officer:</b>	<p>Paul Wood Head of Economic Development &amp; Regeneration 01394 444249 <a href="mailto:paul.wood@eastsuffolk.gov.uk">paul.wood@eastsuffolk.gov.uk</a></p> <p>Helen Johnson Great Places Project and Cultural Capacity Coordinator 01502 523398 <a href="mailto:helen.johnson@eastsuffolk.gov.uk">helen.johnson@eastsuffolk.gov.uk</a></p>

## **1 INTRODUCTION**

- 1.1 Lowestoft has witnessed a transformation in terms of cultural activity over the last few years, which is in part due to previously receiving less external investment and having lower levels of cultural participation than the national average. In Lowestoft, cultural projects including the First Light Festival, South Beach Vision, Heritage Action Zone and Great Places are taking shape and delivering outcomes for our visitor economy, cultural organisations and our communities.
- 1.2 At a town and district level, East Suffolk Council currently doesn't have a strategic cultural framework. The former district of Waveney, adopted the first cultural strategy in 2006 which was an amalgamation of culture, sport and leisure. The 2006 strategy's main aim was to 'Increase cultural activity and opportunity for leisure, which improves the lives of residents and encourages visitors'.
- 1.3 A cultural strategy for Lowestoft is required in order to keep pace with the shifting national and regional changing cultural priorities. It will provide a place-based approach that links in with national (Culture White Paper) and regional (NALEP 'Culture Drives Growth') strategies, but which can also provide tangible outcomes at a local level.
- 1.4 Culture has a role to play in addressing some of Lowestoft's most pressing issues and promoting the place as a visitor destination. Like many coastal communities, Lowestoft does face some significant challenges, including the loss of traditional employment sectors, high unemployment, a low skills base, low educational attainment and low incomes. It is possible with the correct framework in place that we can use Lowestoft's cultural assets to help reverse and halt some of these socio-economic issues.
- 1.5 There are many studies to prove how culture can be enlisted to tackle some of the socio-economic challenges at a local level, including promoting more cohesive communities and maintaining healthier lives. Studies have shown that 85% of people in England agree that the quality of the built environment influences the way they feel, and art activities intended to improve health and wellbeing in health and social care settings and community locations resulted in 82% of participants enjoying greater wellbeing and 77% engaged in more physical activity. Engaging in cultural activities at a young age can have a profoundly positive impact on the lives of young people. Generally, those who do take part in cultural activity see an improvement in cognitive development, English and maths skills, and better behaviour, all of which lead to higher levels of educational attainment.
- 1.6 The cultural sector in Lowestoft is a key driver of economic growth and jobs. The value of tourism, which is closely related to cultural tourism, shows that in 2016 there were 1.2 million day and staying trips, with visitors spending over £60m in Lowestoft. Since 2016, the town has attracted almost £6m of investment in its cultural assets and activity from national funders such as Arts Council England and the National Lottery Heritage. This includes £4.3m to Suffolk Wildlife Trust to create the biggest habitat restoration and wetland development for a decade at Carlton Marshes. This investment has paved the way for the acceleration of cultural opportunities in Lowestoft and firmly placed culture at the heart of regeneration in the town.
- 1.7 Increasing levels of cultural activity are taking place in Lowestoft with over 120 Creative Industries and volunteer-led creative enterprises that are either delivering in or who have a registered address in the town. Lowestoft also has a large volunteer-led amateur arts sector, including music, dance and heritage centres. Furthermore, the Heritage Open Days initiative is an amazing success story for Lowestoft, ranked 13th nationally in terms of venues and activities, with around 10,000 visits to a site or activity across the two weekends in 2018. In addition, the Lowestoft Rising Cultural Education Partnership is seen as an exemplar partnership, bringing cultural and learning providers together to provide a menu of multi-arts activities for every child in Lowestoft. The Marina Theatre continues to be a flagship venue for cultural performances

with 183 live performances, 257 cinema showings and 31 live screenings last year enjoyed by an annual audience of 80,000.

- 1.8 Lowestoft was also awarded Heritage Action Zone status by Historic England in 2018, and is currently 1 out of 20 HAZs nationally and 1 of only 2 in the East of England. The First Light Festival was a tremendous success attracting 30,000 people (10,000 were anticipated), adding £700,000 to the local economy and changing minds and attitudes about Lowestoft with 35% of attendees visiting the town for the first time and 9 out of 10 agreeing that 'the First Light Festival has left them feeling positive about Lowestoft'.
- 1.9 The development of the Lowestoft Cultural Strategy has been made possible through the Great Place scheme, a partnership with Great Yarmouth BC and delivered by Arts Council England, the National Lottery Heritage Fund and Historic England, with additional funds from East Suffolk Council. The strategy is a strand of the Making Waves Together initiative which involves East Suffolk Council working closely with Lowestoft communities and partners to create and deliver a cultural strategy for the town and help support cultural organisations to share good practice and developing knowledge and skills.
- 1.10 The partners in Making Waves Together are building on their existing work engaging with a wide range of people to raise the aspiration and image of the two towns as centres of cultural excitement. The second aim of the project is to develop strong strategic partnerships through

connections, collaborations and shared learning between local authorities and cultural leaders of the two seaside towns and immediate areas.

## **2 PROPOSED APPROACH**

2.1 In order to drive positive change and growth in the cultural sector the draft strategy (see appendix A) has identified 3 key themes covering People, Place and Economy and has 10 objectives:

- People will be happier, stronger and more connected through taking part in cultural activity.
- Strengthen the role of arts and heritage in the local education offer through clear pathways for children and young people to engage in culture and creative activity.
- People will feel a sense of belonging through developing and having a say in culture in their communities.
- We will ensure that all our venues and cultural events are as welcoming, accessible and inclusive as possible.
- Championing the role of culture in everything that we do, supporting our local priorities and attracting investment to build pride and growth.
- Celebrate our position as the most easterly community through Lowestoft's relationship with water, the beach and protected landscapes.
- We will work with partners to support a strong and diverse cultural programme to promote investment and inward growth.
- We will work to transform our historic buildings and creative spaces, encouraging cultural entrepreneurialism by supporting cultural innovation and improved networking.
- Through supporting innovation and ambition, our cultural organisations will be at the heart of Lowestoft's growth.
- We will develop compelling and innovative offers for residents and visitors using our unique assets.

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

3.1 The activity that the Cultural Strategy will support and enable will contribute directly to the Economic Growth and Enabling Communities strategic pillars. In terms of Economic Growth, the strategy will increase cultural tourism opportunities in the town increasing visitor numbers, visitor spend and grow the tourism sector. In terms of enabling communities, new cultural experiences will help people come together to empower and enrich their lives. The strategy will also support the sector to tackle social isolation, help people lead healthier lives and improve mental health for some of our most vulnerable communities. Opportunities for all generations and resident groups to take part and enjoy in cultural activity and not to be limited by family income, age or by educational background.

## **4 FINANCIAL AND GOVERNANCE IMPLICATIONS**

4.1 A Cultural Leadership Group was established in November 2018 and brings together key national and local collaborators. The role of the group is to maximise the opportunities for developing a broad range of arts, heritage and culture in the town and supporting the delivery of this strategy. East Suffolk Council has established this group as part of the Great Places, Making Waves Together programme, providing facilitation and secretariat support and representation on the board. An action plan will outline how we'll respond to the strategy's high level aims and priorities of People, Place and Economy which will be agreed by the Cultural Board. While the strategy and action plan will be owned by the Lowestoft Cultural Board, to be robust and credible

it needs to be supported by East Suffolk Council and recognised by the council to be a definitive cultural strategy for Lowestoft and the surrounding area.

**4.2 Membership of the Cultural Board includes:**

- Peter Aldous MP, Member of Parliament for Waveney
- Cllr. Craig Rivett, Cabinet Member for Economic Development and Heritage Champion, East Suffolk Council
- Cllr. Peter Knight and Alice Taylor, Lowestoft Town Council
- Jayne Austin, Museums Development Manager, Suffolk County Council (Association of Suffolk Museums)
- Phil Aves, Chair of Lowestoft Rising Local Cultural Education Partnership and Lowestoft Rising Change Manager
- Emma Butler Smith, Chief Executive, Marina Theatre
- Alex Casey, Co-Director, Suffolk Art Link
- Genevieve Christie, Director Flipside and First Light Festival
- Iain Dunnett, Senior Growing Places Fund Coordinator, NALEP
- Karen Reed, Manager, Seagull Theatre
- Jayne Knight, Arts Development Manager, Suffolk County Council
- The Broads National Park – Vacant
- Danny Steel, Vice Chair of Lowestoft Vision BID and Chair of Making Waves Together (Great Places)
- Claudia West, Senior Relationship Manager, South East, Arts Council England
- Paul Wood, Head of Economic Development and Regeneration, East Suffolk Council
- Oulton Board Parish Council – Vacant
- Edward James, Historic Places Advisor, Historic England
- Christine Luxton, Head of Engagement, Suffolk Wildlife Trust
- Bruce Leeke, Chief Executive, Suffolk Libraries
- Kate Chantry, Suffolk Records Office Manager, Suffolk County Council

**4.3 East Suffolk Council has invested £409k (includes investment in the HAZ, the Ness, Great Places, Marina Theatre and First Light Festival) in arts and culture in Lowestoft since 2016 and this has attracted a further £1.7m of external investment (Great Places, Arts Council England, Coastal Communities Fund and Historic England). To enable the Cultural Leadership Group to realise the vision and ambitions of the strategy, East Suffolk Council investment needs to continue to independently fund projects and lever in external grant funding. Furthermore, in supporting this cultural strategy, the Council will need to continue to channel its funding and cultural resources towards meeting the vision, aims and objectives of the strategy.**

**5 OTHER KEY ISSUES**

**5.1 The Equality Impact Assessment shows no negative impact in relation to any of the Protected Characteristic groups. On the contrary the delivery of the Lowestoft Cultural Strategy will provide all residents in Lowestoft and the surrounding areas with greater economic opportunities as well more opportunity to engage in a broad range of cultural activity..**

**6 CONSULTATION**

**6.1 As part of the development of the cultural strategy, an event was held at the Seagull Theatre, which was attended by local arts and heritage organisations. From the evaluation, 96% either agreed or strongly agreed that by working together, we can bring about change in our local neighbourhood. Subsequent discussions and feedback from attendees indicated overwhelming support for the development of Cultural Strategy, and also indicated their enthusiasm to be involved in shaping the new plan.**

- 6.2 The vision and priorities listed in the strategy have been created through listening to artists and cultural organisations, immersion in the sector and communities, undertaking consultations and learning from the sectors experiences of delivering projects and business plans, including Marina Theatre Trust and Seagull Theatre.
- 6.3 In consultation with the Lowestoft Cultural Leadership Group, members wanted the cultural strategy to be place-led rather than organisational led i.e. not owned or controlled by a single organisation and have requested that the cultural strategy goes to East Suffolk Council to be endorsed and supported.
- 6.4 The Cultural Strategy has been written by Great Places Project and Cultural Capacity Coordinator, following feedback from people working in the sector and people experiencing cultural events. The themes and content of the strategy have been scrutinised by Lowestoft Cultural Leadership Group.
- 6.5 Adopting a cultural strategy for Lowestoft will meet the grant conditions set by Great Places, National Lottery Heritage Fund, Arts Council England and Historic England for Lowestoft to have a strategic cultural framework. This puts the town in a stronger position in the future to secure external funding to support the priorities of the strategy.

## **7 OTHER OPTIONS CONSIDERED**

- 7.1 The other option is not to develop a cultural strategy, but this will to the detriment of the cultural sector generally but also specifically in accessing funding and East Suffolk Council meeting the grant requirements of the Great Places initiative.

## **8 REASON FOR RECOMMENDATION**

- 8.1 It has been amply demonstrated that the cultural sector contributes significantly to economic and community wellbeing. In recent years Lowestoft has experienced a significant uplift in cultural activity and in order to maintain this momentum and continue to attract investment in the town's cultural sector a Cultural Strategy is required. This will ensure an effective approach is put in place to developing and enhancing the cultural offer and creating more creative opportunities for the town, people and visitors.

### **RECOMMENDATIONS**

1. That Cabinet endorses the draft Lowestoft Cultural Strategy including its vision, aims and objectives and that it is the definitive cultural strategy for Lowestoft and the surrounding area for the next 5 years.
2. That Cabinet provide delegated authority to the Head of Economic Development & Regeneration in consultation with the Cabinet member for Economic Development to agree any minor changes to the draft strategy ahead of it being finalised by the Lowestoft Cultural Leadership Group.

### **APPENDICES**

#### **Appendix A**

DRAFT Lowestoft Cultural Strategy

**BACKGROUND PAPERS** None.

**FRONT COVER TBC**

**NAME OF STRATEGY**

**A CULTURAL STRATEGY FOR LOWESTOFT  
2020-2025**



# Introduction

Lowestoft is experiencing a cultural renewal in and around the town at the moment; we invited everyone to the beach to celebrate the inaugural First Light Festival in 2019, Lowestoft Rising LCEP is enabling every child and young person in the town to have access to cultural activity and the Marina Theatre is going from strength to strength, welcoming an annual audience of 80,000 people. But we want to achieve more for our residents, the place we live, work and visit and the cultural sector who are providing us with these exciting and special experiences.

Name of Strategy is central to bringing forward more creative opportunities for the town, positive impact on people's lives and making our rich and varied cultural assets stronger and more resilient, the Lowestoft Cultural Leadership Group in partnership with East Suffolk Council have prepared this Cultural Strategy for the town, **Name of Strategy**. Our TEN key outcome priorities all strive to make Lowestoft a place where it celebrates being on the eastern edge of the country, where its creatively edgy and the leading edge in cultural leadership, culture in placemaking, community participation and economic growth.



# culture can be

commemorations historic buildings  
libraries landscapes memories  
languages and dialects visual arts dance  
nature galleries performing  
oral history arts exhibition concert  
archives theatre crafts  
creative media museums monuments  
Literature  
Music historic gardens  
carnivals festivals food revealing the past collections  
heritage photography

# this strategy includes

Kirkley Village Oulton  
North Lowestoft Broad  
Somerleyton South Lowestoft  
Kessingland Pakefield  
and everywhere in between



# OUR AIMS

## PEOPLE

People will be happier, stronger and more connected through taking part in cultural activity.

Strengthen the role of arts and heritage in the local education offer through clear pathways for children and young people to engage in culture and creative activity.

People will feel a sense of belonging through developing and having a say in culture in their communities.

We will ensure that all our venues and cultural events are as welcoming, accessible and inclusive as possible.

## PLACE

Championing the role of culture in everything that we do, supporting our local priorities and attracting investment to build pride and growth.

Celebrate our position as the most easterly community through Lowestoft's relationship with water, the beach and protected landscapes.

## ECONOMY

We will work with partners to support a strong and diverse cultural programme to promote investment and inclusive growth.

We will work to transform our historic buildings and creative spaces, encouraging cultural entrepreneurialism by supporting cultural innovation and improved networking.

Through supporting innovation and ambition, our cultural organisations will be at the heart of Lowestoft's growth.

We will develop compelling and innovative offers for residents and visitors using our unique assets.

## OUR 2025 VISION

Lowestoft will be transformed into a vibrant and energised town with every resident enjoying and taking part in arts, culture and heritage.



We've chosen People, Place and the Economy as our key themes for **Name of Strategy**. The following quotes, in their own words, are from cultural partners and participants, each describing the impact of culture on themselves, on the place and on communities.



The First Light Festival is galvanising people to come up with ideas and use their imaginations. All kinds of creative ideas and solutions are buzzing about. This doesn't usually happen! It's like it's given people's vision a push in the right direction. I can't overemphasise how much the town felt different. I've never seen anything like it. I felt rejuvenated by it.

Facebook comment, First Light Festival



Culture is a source of economic growth, both directly in terms of jobs and employment, and as a source of innovation and collaboration with other growth sectors. They attract talent, support our visitor economy and drive investment into vital cultural assets in our towns and cities, making them more vibrant and attractive places. Culture is worth £83.6m to the economy of Norfolk and Suffolk.

New Anglia Local Enterprise Partnership, Culture Drives Growth



With the town centre facing significant challenges, it's important to attract a range of activities to the area. Local residents appreciated the works and the exhibition. It's important that more similar events take place, to promote local talent and encourage more visitors.

Peter Aldous MP, visit to Easterly Artists Exhibition



Anything which brings different groups from a town or a community together to celebrate what's common has got to be a good thing. Something which is physically active, which is creative, artistic, but also bringing together heritage and a sense of community has got to be worth investing in.

Glass House Dance, Lowestoft Dance Map, Dance East, Making Waves Together



The project has given our children's writing a real purpose and aspiration. There is no doubt in my mind that we need to continue to offer our young people these amazing opportunities and experiences.

Teacher at Gunton Primary Academy, Untold Tales, Marina Theatre, Making Waves Together



My partner bought me a camera to help me cope with severe depression and anxieties that I've suffered with for the last 30 years. I like to spend at least 5 minutes of every day on the beach taking photos as it helps me to relax and sets me up for the daily struggles I face within myself.

Local resident, Rise and Shine, The Ness



I haven't thought before about the range of careers available in the creative industries and discarded the idea of pursuing a career in such a company, however, now I might consider it in the future.

Local high school pupil, Marina Theatre, Creative Choices



The project was so enjoyable, meeting wonderful people, speaking and singing with the children was fantastic. It gave me a reason for living - knowing you're not past it, there are still things to learn and enjoy.

Lowestoft Folk, Suffolk Artlink

## People will be happier, stronger and more connected through taking part in cultural activity.

We'll work with partners to create and deliver a diverse range of cultural opportunities for local people and visitors to watch, engage and participate in culture.

New cultural experiences will help people come together to empower and enrich their lives.

Support the sector to tackle social isolation, help people lead healthier lives and improve mental health for some of our most vulnerable communities.

Continue to create ways to introduce non-audiences to activities and push the boundaries of creativity to stretch people's views and attitudes.

Build on the work with young people to enhance confidence, self-esteem, knowledge and positive social connections through arts and heritage.

The sector will aim to be environmentally responsible, reducing any impacts on communities, climate and nature.

## We will ensure that all our venues and cultural events are as welcoming, accessible and inclusive as possible.

Opportunities for all generations and resident groups to take part and enjoy cultural activity and not to be limited by family income, age or by educational background.

Improve audience facilities at all our theatres and libraries to help enable them to build audiences, diversify programmes and use their buildings to their fullest potential.

Work with partners to provide dementia friendly sites and programming which can help people living with dementia and their companions stay connected to their families and communities for longer and have joyful, life enhancing experiences.

To work with partners to put in place the infrastructure within the district and region to facilitate ease of movement to enable people to experience cultural activities and explore cultural spaces.

Explore innovative ways to interpret collections inside and outside the museums. Increase participation and diversifying audiences by improving communication and signposting.

Improve our media profile and position, making our work more visible.

## People will feel a sense of belonging through developing and having a say in culture in their communities.

We'll raise the profile of cultural engagement and involve people in regeneration projects and 'big ideas'.

Bring Lowestoft's heritage to life through arts and performance, connecting our past with the future and the place.

We'll co-design projects with our communities and audiences so they feel a sense of ownership and control.

We'll open the door for more nationally and internationally renowned art and performance and diverse programming so we can see Lowestoft in a national and international setting.

## Strengthen the role of arts and heritage in the local education offer through clear pathways for children and young people to engage in culture and creative activity.

Support Lowestoft Rising Cultural Education Partnership in making further investments in the local cultural sector and strengthening the role of schools and education providers in culture.

Build on the town's connections with local and regional colleagues, sharing skills and knowledge to co-produce effective programmes of engagement.

Continue to work closely with our heritage partners to build on collaborative work that has inspired place-based storytelling and playwriting about the experiences of working people in our town.

Work with our further and higher education providers to map out progression pathways, build connections and support young people into personal development and employment and support New Anglia Local Enterprise Partnership Cultural Sector Skills Plan.

Build on the Cultural Schools Programme and CPD (Continuing Professional Development), support our secondary schools, with teachers developing skills and confidence in the teaching of performing arts and delivering a legacy within the school beyond the programme.





The Ness Beach School. Photo: Jo Leverett



Poetry People, GritFest Photo: Pete Smith

## Championing the role of culture in everything that we do, supporting our local priorities and attracting investment to build pride and growth.

Culture will be a key priority for Lowestoft, with the Cultural Leadership Group working with partners to advocate for its cross-cutting themes.

East Suffolk Council will co-invest in cultural provision alongside regional and national funders that support our vision.

We'll build upon our rich and diverse cultural assets to help change perceptions, build investment and profile of the town outside and within our geographical boundaries.

Continue to work with the sector to ensure that large-scale ambition is inclusive and reaches all.

By working with partners we'll value our built heritage and find practical ways to protect, conserve and interpret it for future generations to enjoy and use our built environment to provide our communities a sense of place.

We'll add to our cultural assets with new landmark projects to further re-enforce our place making and regeneration efforts.

## Celebrate our position as the most easterly community through Lowestoft's relationship with water, the beach and protected landscapes.

We'll support and invest in groups while embracing new opportunities, activities and partnerships, locally, regionally and nationally.

We'll encourage groups to deliver and commission work that responds to the landscape, our shared heritage and our cultural identity.

Culture will reinforce the work around place making and used to influence public realm design and encourage more public art opportunities for communities to be inspired by.

Forge new relationships with partners, including the private sector, to promote the sector as part of a cultural tourism and community development offer.

Lowestoft will embrace, harness and promote its unique position and we'll be seen as an exemplar in terms of cultural-led regeneration, where Lowestoft embraces innovation and confidence, we'll celebrate being creatively edgy!





**We will work with partners to support a strong and diverse cultural programme to promote investment and inward growth.**

Working with partners we'll make Lowestoft an attractive environment for creative businesses to locate and create work.

We'll take advantage of the enormous potential to develop creative hubs as part of the UK's Industrial Strategy.

We'll promote and support artisan and creative producers through programmes and events.

We'll showcase excellence to help transform our town centre and seafronts.

**We will work to transform our historic buildings and creative spaces, encouraging cultural entrepreneurialism by supporting cultural innovation and improved networking.**

Animate and find new economically sustainable uses for redundant buildings in the North Lowestoft Heritage Action Zone, starting with buildings at risk.

Work with partners to provide creative workspace for emerging talent in the town, start-ups and progression routes into the creative industries.

We'll support the growth of cultural enterprises, training, capacity building and employment opportunities.

Provide opportunities for peer to peer review and bringing cultural organisations and artists together to collaborate and test ideas.

Connect and strengthen cultural community assets through support and developing creative capacity.

**Through supporting innovation and ambition, our cultural organisations will be at the heart of Lowestoft's growth.**

We'll embrace opportunities, explore new ideas and deliver excellence in everything we do from conservation to performance.

Work with partners to grow heritage and arts organisations' digital space to reach new audiences, achieve their mission, evolve their business practice and work with tourism and destination partners to develop exemplar digital initiatives, promoting the place and cultural tourism.

We'll embrace partnership working, especially where additional resources and experience could bring forward innovation and learning opportunities.

We'll continue to build connections with our science, digital and engineering partners to intergrate arts and heritage into their work.

The cultural sector will be more sustainable and resilient through broadening its revenue streams with new models of investment.

Our key assets will have the same profile, levels of investment and resources experienced by their counterparts in other parts of the region.

**We will develop compelling and innovative offers for residents and visitors using our unique assets.**

We'll increase cultural tourism opportunities in the town, extend the tourist season, create a compelling destination and link visitors to more cultural experiences.

Develop and support our key cultural assets, including theatres, libraries, museums, parks, heritage, festivals and natural landscapes to benefit from the cultural tourism visitor economy.

Improve the visitor experience by having a clear vision of the unique offer our key destinations need to make.

Ensure the foundations that underpin the cultural tourism visitor economy are in place to enable our cultural assets, events and festivals to reach and grow visitor numbers.





A window of opportunities and new beginnings, by Andrew Lees  
Finalist in the Rise and Shine Competition

# Our Ambitious Cultural Strategy

the town, from our former Beach Village ‘The Grit’ and the historic High Street to Lowestoft Rising, Heritage Open Days and Making Waves Together and we need a strategy that brings all of our work and efforts together under a shared vision that is both aspirational and achievable.

Lowestoft has been through a significant period of cultural development over the last few years, which in part is the result of investment and advocacy driving a fresh momentum. The showpiece event in 2019 was the First Light Festival which was an accumulation of work and effort to support the sector and make it more vibrant through collaborations and finding imaginative ways to reimagine our shared spaces and assets.

We want investment and growth to be inclusive and this strategy aims to do that. We have a wide variety of assets and partnerships in

Culture has a key role to play in addressing some of Lowestoft’s most pressing issues but also in promoting the place as a visitor destination. Like many coastal communities, Lowestoft does face some serious challenges, but we can use our cultural assets to help reverse some of these difficulties. There are many studies to prove how culture can be enlisted to tackle some of the socio-economic challenges at a local level, including promoting more cohesive communities and maintaining healthier lives.

We created our vision and priorities by listening to artists and cultural organisations, immersing ourselves in the sector and communities, using consultations and learning from our experiences of delivering projects.

The Cultural Strategy has been made possible through the Great Place Schemes, delivered by Arts Council England, the National Lottery Heritage Fund and Historic England, with additional funds and support from East Suffolk Council, Great Yarmouth Borough Council, Norfolk County Council, Suffolk County Council, Great Yarmouth Town Centre Partnership, Lowestoft Vision and the Broads National Park.



Lowestoft Dance Map, DanceEast in partnership with Making Waves Together. Photo: DanceEast





Excelsior LT472 (preparing the sails at the Ness) Photo: Rob Howarth

We want to use culture to change people's views of Lowestoft. In a recent survey partners and residents were asked how confident the town was and only 6% agreed that the town was confident and when asked about innovation 81% said that the town wasn't innovative.

Lowestoft has always had an important relationship with water and especially the sea; it has influenced the lives and industry of the people who have lived and worked in this special place. What began as an ancient fishing port became the place of Birds Eye and frozen food, evolving into an important centre for renewable offshore wind energy.

In the early 20th century Lowestoft was one of the countries leading tourist resorts and a major fishing port with a fishing community 'The Grit' that literally grew up on the beach and epitomised the nature of the place. We are now celebrating and sharing the story of our seascape and unique position as the most easterly point of the UK along with a seascape with big skies, beaches, Broads, coastline and marshland. We celebrate being the most easterly point in the UK where the sun rises first and we want to share our easterly experience with residents and visitors.

Despite all the good things that are happening in the town, the socio-economic profile of Lowestoft is likely to point towards less cultural participation than the national average. Active Lives survey data indicates that 44.5% of the population in Waveney (former district) have engaged in 3 or more cultural activities in a year, which is below the national average of 52.2% (arts activity). In Waveney, the number of people taking part in arts activities is lower than heritage activities, with 40.64% for arts and 44.08% for heritage activity. If Lowestoft was counted outside of local authority data it is likely that it would be considered an area

where cultural participation is in the bottom 33% nationally. The Cultural Leadership Group will be working with partners to ensure we distinguish between district and town and that we have a clear picture of how well Lowestoft is performing and ranking nationally.

With both East Suffolk and Suffolk County Councils issuing a climate change emergency, projects like North Lowestoft Heritage Action Zone strive to make a positive contribution to environmental policy through conserving our built environment, focusing on buildings at risk and creating green spaces for communities



Suffolk Artlink, Lowestoft Folk Hildesley Court. Photo: Pagepix



to enjoy and play. In some circumstances, re-using historic buildings can have fewer environmental impacts than new builds and secures the building for future generations to appreciate, reminisce and feel connected.

**66** Truly successful places are much more than economic powerhouses. They are underpinned by a sense of creative vibrancy, a manifestly strong quality of life, and a clear sense of cultural identity.

NALEP Culture Drives Growth

Having a diverse cultural offer will create a place that attracts creative industries and people that would further add to the visitor economy and market the town to

holidaymakers. The historic High Street has the opportunity to be a focal point for artisan and creative industries as well as culture. Initiatives such as the First Light Festival has put Lowestoft on the map nationally and attracted a new audience to the town. The economic potential of culture in the UK is immense, the sector is the fastest growing sector with an increase nearly twice as fast as the UK economy, with the Cultural Sector contributing £29.5b to the UK economy in 2017 and accounting for £1.6 of the UK GVA (DCMS Sector Economic Estimates) and in 2016, the arts and culture industry employed 137,250 people in the UK (Public Investment, Public Gain).



Lowestoft Dance Map, DanceEast in partnership with Making Waves Together. Photo: DanceEast



Excelsior LT472, Photo: Rob Howarth



# Lowestoft Making a Difference

**4,500** people employed in arts, entertainment and recreation in East Suffolk, more than contruction, agriculture, forestry and fishing. For every job supported by arts and culture, an additional **1.65 jobs** are supported in the wider economy

Over **4 million** secured from National Lottery Heritage Fund by Suffolk Wildlife Trust to create the biggest habitat restoration and wetland development for a decade at Carlton Marshes

**455** outreach engagments with 232 volunteering hours and 165 students engaged at Lowestoft Suffolk Archives last year.

**£500,000** secured for North Lowestoft Heritage Action Zone, the **only place** in Suffolk to recieve this investment

**40,000** active library accounts in Lowestoft, including **5,500** under 15. Over **300** sessions held each year for children and babies around crafts, story time, authors and games. A further **500** older people attend an activity every 3 months at Lowestoft Library

Watertight Words reached **1,700** school children and local people

Working with nationally renowned, Hemmingway Design to transform the South Beach Seafront

**10,000** visits to Heritage Open Days venues and activities over 2 weekends

Marina Theatre presented **183** live performances **257** cinema showings **31** live or encore theatrical screenings last year enjoyed by an annual audience of **80,000**

**1,768** school pupils taking part in drama, art, opera and creative writing projects with cultural partners as part of Making Waves Together

Seagull Theatre presents over **200** shows reaching **12,000** people

**£863,800** secured for Making Waves Together, the only place in East of England and **1 in 16** nationally

Lowestoft Museum and Lowestoft Martime Museum combined had over **15,000** visitors last year

**1,200** people attended Pearls from the Grit touring theatre show

First Light Festival attracted **30,000** people with **9** out of **10** agreeing that the 'First Light Festival has left them feeling more positive about Lowestoft'

**59** Discover Arts Awards awarded as part of Lowestoft Dance Map

Over **120** cultural groups and enterprises in Lowestoft

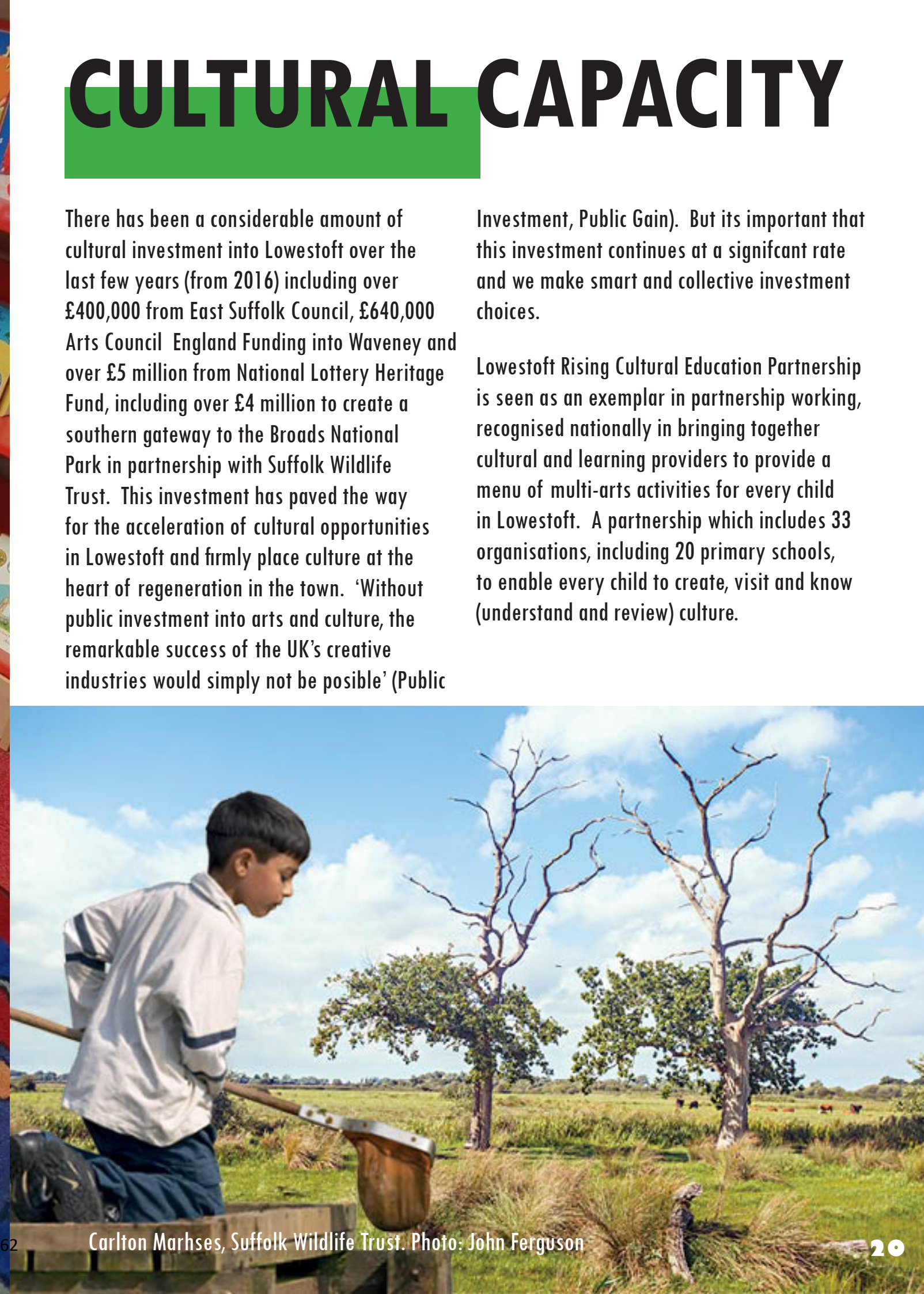


# CULTURAL CAPACITY

There has been a considerable amount of cultural investment into Lowestoft over the last few years (from 2016) including over £400,000 from East Suffolk Council, £640,000 Arts Council England Funding into Waveney and over £5 million from National Lottery Heritage Fund, including over £4 million to create a southern gateway to the Broads National Park in partnership with Suffolk Wildlife Trust. This investment has paved the way for the acceleration of cultural opportunities in Lowestoft and firmly place culture at the heart of regeneration in the town. 'Without public investment into arts and culture, the remarkable success of the UK's creative industries would simply not be possible' (Public

Investment, Public Gain). But its important that this investment continues at a signifcant rate and we make smart and collective investment choices.

Lowestoft Rising Cultural Education Partnership is seen as an exemplar in partnership working, recognised nationally in bringing together cultural and learning providers to provide a menu of multi-arts activities for every child in Lowestoft. A partnership which includes 33 organisations, including 20 primary schools, to enable every child to create, visit and know (understand and review) culture.



**You're never too young to join the Library!**

Suffolk Libraries, Lowestoft Library. Photo: Jo Wilde

Carlton Marshes, Suffolk Wildlife Trust. Photo: John Ferguson



Drawing audiences from the eastern coastline and inland to Norwich and south to Suffolk's coastal towns and villages, the Marina Theatre is firmly rooted in its community and plays an active part in the arts ecology of the east. There is a strong commitment to support the people of Lowestoft and the wider area, not simply by presenting an outstanding and varied programme in the auditorium, but in delivering a variety of learning and social programmes outside of their building.

The North Lowestoft Heritage Action Zone (HAZ) is a five year programme in partnership with Historic England, East Suffolk Council, Lowestoft Town Council, East Suffolk Building Preservation Trust and Lowestoft Vision. Launched in May 2018, the scheme will run until March 2023. Historic buildings that have deteriorated will be restored and brought back into use; and the assets within the conservation area, such

as the Scores, will be improved; kick-starting regeneration and helping to celebrate the unique character and heritage of the area.

The inaugural First Light Festival held at the midsummer solstice in 2019 on Lowestoft's South Beach was a massive success attracting 30,000 visitors over 24 hours. The festival celebrated the changing tides, light and darkness, sun and stars for a unique shared experience with music, dance, film, talks, walks, sports and workshops as well as the best local and regional food, drinks and produce.

This Cultural Strategy is part of the Great Places, Making Waves Together scheme which is seeing communities and groups in Lowestoft and Great Yarmouth work together to build cultural partnerships, engage new audiences and put arts, culture and heritage at the heart of the local vision.



Easterly Artist Exhibition Britten Centre. Photo: Carl Matthews

# MEASURING SUCCESS

This Cultural Strategy has been adopted by the Cultural Leadership Group which was established in November 2018 to bring together key national and local collaborators to drive forward the cultural vision for the town. The role of the group is to maximise the opportunities for developing a varied and excellent range of arts, heritage and culture in Lowestoft and to act as a collective voice to influence decision makers. The strategy is also supported by East Suffolk Council.

An action plan will outline how we'll respond to our high level aims and priorities of People, Place and Economy and we will publish this online and it will be reviewed annually.

Success will be measured using different methodologies that are consistent across the cultural sector to track progress and impact using original baseline information.

## Outcomes for People, Place and Economy

Levels of investments into arts and heritage

Levels of visits, audiences, participation and engagement

Number of young people engaging in arts and heritage

Number of creative business start-ups and expansion

How culture has influenced policy and other sectors

Number of historic buildings brought back into use

Press coverage and social media

# THE LEADERSHIP GROUP MEMBERSHIP

**ARTS COUNCIL ENGLAND ASSOCIATION OF SUFFOLK MUSEUMS  
THE BROADS NATIONAL PARK EAST SUFFOLK COUNCIL SUFFOLK ARTLINK  
FLIPSIDE FIRSTLIGHT FESTIVAL CIC HISTORIC ENGLAND  
LOWESTOFT TOWN COUNCIL LOWESTOFT RISING LOWESTOFT VISION  
MARINA THEATRE TRUST NEW ANGLIA LEP SEAGULL THEATRE  
SUFFOLK ARCHIVE SUFFOLK COUNTY COUNCIL SUFFOLK LIBRARIES  
SUFFOLK WILDLIFE TRUST**





First Light Festival 2019. Photo: Kate Ellis

# Thanks to...

**ARTS COUNCIL ENGLAND NATIONAL LOTTERY HERITAGE FUND  
HISTORIC ENGLAND ACCESS COMMUNITY TRUST NEW ANGLIA LEP  
ASSOCIATION OF SUFFOLK MUSEUMS BROADS NATIONAL PARK  
COMMUNITY ACTION SUFFOLK EASTERLY ARTISTS DANCE EAST  
EAST SUFFOLK COUNCIL EXCELSIOR TRUST FLIPSIDE THINKINGPLACE  
FIRSTLIGHT FESTIVAL CIC GREAT YARMOUTH BOROUGH COUNCIL  
PHIL AVES DANNY STEEL JULIA DEVONSHIRE GENEVIEVE CHRISTIE  
LOWESTOFT RISING LOCAL EDUCATION PARTNERSHIP JO LEVERETT  
EAST SUFFOLK PARTNERSHIP HERITAGE OPEN DAYS LEE HENDERSON  
LEE JOHNSON LOWESTOFT TOWN COUNCIL LOWESTOFT VISION  
LOWESTOFT PLAYERS MAKING WAVES TOGETHER PATRICIA DAY  
MARINA THEATRE TRUST EMMA BUTLER-SMITH SUFFOLK LIBRARIES  
MARINA THEATRE CREATIVE FORUM SUFFOLK COUNTY COUNCIL  
JAYNE KNIGHT NORTH LOWESTOFT HERITAGE ACTION ZONE  
POETRY PEOPLE SEAGULL THEATRE SUFFOLK ARTLINK  
SUFFOLK RECORDS OFFICE SUFFOLK WILDLIFE TRUST PETER ALDOUS MP**



## Cabinet

Tuesday 1 October 2019

### HOMELESSNESS AND ROUGH SLEEPING STRATEGY 2019-24

#### EXECUTIVE SUMMARY

1. To comply with its statutory obligations, East Suffolk Council must adopt a Homelessness and Rough Sleeping Strategy. This report brings forward a new strategy that was produced following extensive consultation. The strategy aligns with the approaches of other Suffolk agencies to the problem of homelessness and rough sleeping to ensure a consistent approach.
2. Members are asked to approve the adoption of the strategy which will be operative until 2024.

Is the report Open or Exempt?	Open
<b>Wards Affected:</b>	All
<b>Cabinet Member:</b>	Councillor Richard Kerry Cabinet Member with responsibility for Housing
<b>Supporting Officer:</b>	David Howson Housing Strategy Manager 01502 523146 Dave.howson@eastssuffolk.gov.uk

## **1 INTRODUCTION**

- 1.1 The Council is legally obliged to have a Homelessness Strategy and has since 2018 been required to produce a Rough Sleeping Strategy. Both former Councils adopted a joint Homelessness Strategy in 2013 that expired in 2018. The Ministry of Housing, Community and Local Government (MHCLG) gave approval for a delay to a revised strategy to allow its adoption by the new East Suffolk Council. Additionally, significant changes took place nationally to the homelessness legislation with the introduction of the Homelessness Reduction Act 2017. This changed the way any person who was homeless or at risk of being homeless was dealt with by the local authority. It was desirable to evaluate the impact on the service following these changes to ensure that the new strategy was relevant.
- 1.2 In December 2017 the Council hosted an event for our partners across the whole district to consider the new changes to homelessness legislation and to identify the priorities in dealing with homelessness in our district and reducing rough sleeping. Subsequent work took place on developing the priorities, especially when considering the impact of the changes in how we dealt with homelessness presentations since April 2018. The cross-Suffolk cooperation in developing 'pathways' for different client groups has also been important.

## **2 THE STRATEGY**

- 2.1 Legislation requires that a strategy is produced to : (a) address the prevention of homelessness in the district; (b) secure that sufficient accommodation will be available for people in their district who are or may become homeless; and (c) secure satisfactory provision of support for people in the district who are or may become homeless. The strategy may also include specific objectives to be pursued and specific actions planned.
- 2.2 This strategy seeks to achieve these requirements being presented in a clear and straightforward format. It considers the outputs of both former councils over the period of the previous strategy.
- 2.3 The strategy explicitly seeks to highlight the actions that will be taken to specific areas of homelessness and rough sleeping such as the Duty to Refer by other statutory agencies, early interventions and provision of temporary accommodation. All together there are 17 actions that can be reported on and the East Suffolk Homelessness Forum will be able to provide a monitoring role for this.
- 2.4 The strategy links closely with the funding that has been received from the MHCLG for the Rapid Rehousing Pathway and Rough Sleeper Initiative. It additionally encourages future funding applications that help the Council meet its strategic objectives of reducing homelessness and rough sleeping in East Suffolk.
- 2.5 The various pathways identified in the strategy are linked to the Council's website and enable readers to focus on their interested client group should they prefer rather than read the whole document.

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

- 3.1 The strategy seeks to ensure that the Council moves towards the Vision in the Business Plan of improving the quality of life for those living in East Suffolk, and the critical success factor of 'improved access to appropriate housing to meet existing and future needs' is

central to the Strategy. This includes the health and wellbeing of residents who are faced with the traumatic situations of homelessness and rough sleeping in the district.

#### **4 FINANCIAL AND GOVERNANCE IMPLICATIONS**

- 4.1 The strategy is intended to reflect the Council's intentions over the coming 5 years in regard to how we seek to address homelessness and rough sleeping in the district. The strategy includes projects whose viability are reliant on external grant-funding from Central Government. Additionally, the use of temporary accommodation does impact on the Council financially though our various funding streams are set out within the Strategy.
- 4.2 There will be regular updates with the Portfolio Holder for Housing as well as the Homelessness Forum.

#### **5 OTHER KEY ISSUES**

- 5.1 This report has been prepared having considered the results of an Equality Impact Assessment. The strategy has no negative impact on any group.

#### **6 CONSULTATION**

- 6.1 The draft strategy has been consulted upon publicly between February and May 2019 with all relevant statutory and voluntary agencies as well as previous users of the service. There were few responses, but their feedback has been incorporated into the strategy where practically possible.

#### **7 OTHER OPTIONS CONSIDERED**

- 7.1 No other options have been considered

#### **8 REASON FOR RECOMMENDATION**

- 8.1 The Council is legally required to have a Homelessness and Rough Sleeping Strategy. The strategy requires formal adoption by the Council to satisfy the requirements of the MHCLG.

#### **RECOMMENDATIONS**

1. That the Homelessness and Rough Sleeping Strategy 2019-2024 is adopted by the Council and published on the Council's website.

#### **APPENDICES**

<b>Appendix A</b>	Homelessness and Rough Sleeping Strategy 2019-24
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**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
5.6.19	Equality Impact Assessment	David Howson



# Homelessness and Rough Sleeping Strategy 2019 - 2024





# Foreword

Welcome to East Suffolk Council's first Homelessness and Rough Sleeping Strategy. The previous joint strategy from our predecessor councils Waveney and Suffolk Coastal has brought positive changes and outcomes. However, we still face very clear challenges with homelessness and rough sleeping increasing nationally. We are not immune from these challenges and this new strategy will enable us to focus on the areas where we can have a real impact on people's lives, working with partners to deliver crucial outcomes.

The Council's Business Plan and Housing Strategy both already recognise the need for more homes in the district and the importance of addressing the increase in rough sleeping and homelessness. This Homelessness and Rough Sleeping Strategy refines our approach and presents the proactive steps we will take to ensure that appropriate accommodation is available to meet a range of needs.

Our area is large and diverse – including rural villages, market towns, coastal resorts, as well as our larger towns of Lowestoft and Felixstowe - so one size does not fit all and we require a strategy that meets the different needs of different places. We are the most populous district in England and we experience and understand the full range of homelessness problems across our rural and urban population. This strategy considers the nature of these problems and following a long and in-depth consultation with statutory agencies, the third sector organisations and clients who have used the service, we believe we have a set of actions that are challenging but achievable to reduce homelessness and rough sleeping in East Suffolk.



**Cllr Richard Kerry**  
Portfolio Holder for Housing

# Contents

<b>Introduction</b>	- Page 04	<b>Impact of the Homelessness Reduction Act</b>	- Page 16
<b>Homelessness and its causes</b>	- Page 06	<b>Post HRA performance</b>	- Page 17
<b>National trends and pressures</b>	- Page 07	<b>The Housing Needs offer process</b>	- Page 18
<b>Local trends and pressures</b>	- Page 08	<b>Support to prevent homelessness</b>	- Page 19
<b>Financial resources for tackling homelessness</b>	- Page 09	<b>Housing pathways</b>	- Page 20
<b>East Suffolk's strategic priorities</b>	- Page 10	<b>Support to relieve homelessness</b>	- Page 21
<b>Review - Homelessness in the former Waveney area</b>	- Page 11	<b>The public duty to refer</b>	- Page 22
<b>Review - Homelessness in the former Suffolk Coastal area</b>	- Page 12	<b>Temporary and move-on accommodation</b>	- Page 23
<b>Review - Our work to prevent and relieve homelessness</b>	- Page 13	<b>The Housing Register and new affordable homes</b>	- Page 24
<b>Review - Our successes over the life of the last Homelessness Strategy</b>	- Page 14	<b>Improving access to the private rented sector</b>	- Page 25
<b>Review - Our performance over the last Homelessness Strategy</b>	- Page 15	<b>Strategy links</b>	- Page 26
		<b>Actions</b>	- Page 27

# Introduction

## **The purpose of the Strategy**

The Homelessness Act 2002 requires the Council to carry out a review of homelessness in its district to inform the production of a homelessness strategy every 5 years. The review intends to determine the extent to which the population in our district is (or is at risk of becoming) homeless, assess the likely extent in the future, identify what is currently being done, and identify what resources are available to prevent and tackle homelessness.

The Homelessness Reduction Act 2017, the biggest change to homelessness legislation in 40 years, came into force in April 2018 and is particularly relevant when setting out our priorities and associated actions within limited resources. The Act has an emphasis on the prevention of homelessness and on partnership working. Inevitably, the Council cannot act in isolation from other areas of public policy when addressing some of the underlying causes of homelessness. The Act changed the way homelessness advice and assistance is delivered by councils. It reformed the homelessness duties to ensure that councils provide meaningful advice and assistance to a much wider group than under the previous legislation.

East Suffolk Council came into existence in April 2019 incorporating the former district councils of Waveney and Suffolk Coastal.

The Council adopted an East Suffolk Housing Strategy in 2017 that identified as one of its priorities to “Implement the Homelessness Reduction Act 2017 to ensure members of the community threatened with homelessness are provided with increased support”. This Homelessness Strategy helps the Council in achieving this objective.

## **Strategy design**

The Council wants the Strategy to constructively contribute to how we address the issues of homelessness and rough sleeping in East Suffolk. It is hoped that partner organisations will use the document in their discussions about meeting housing need.

## **Timing of the Strategy**

We are required by law to carry out a homelessness review and to formulate and publish a strategy. Suffolk Coastal and Waveney’s previous strategies expired in 2018. Following the introduction of the Homelessness Reduction Act 2017 which was actually implemented in 2018, together with the establishment of the new East Suffolk Council, it is now right that we issue a new strategy.

## Strategy Presentation

The Strategy is set out with information in boxes to help the reader.

## Reviewing and Updating

The Strategy has been written following the introduction of the new Act and changes in rough sleeping arrangements. There will continue to be a period of change and it will be necessary for the Council to adopt an 'agile' approach and keep this Strategy and Action Plan under review. We have an East Suffolk Homelessness Forum and are engaging with the MHCLG in its consultation on implementing local Homelessness Reduction Boards which would adopt a multi-disciplinary approach to preventing and relieving homelessness. This Strategy and Action Plan will be reviewed regularly and updated by the East Suffolk Homelessness Forum with referral to a Homelessness Reduction Board if established at a later date.

## Our Actions

Many of the pages include a boxed area on the right of the page (like this) where we identify the actions we intend to take. These actions form the basis of our Action Plan. Hopefully, in this way you can see where the actions originated from.

The Action Plan is reproduced at the end of this Strategy and will be the main focus for checking our progress.

Our first identified action is:

**1 - Publish and circulate  
our Action Plan to all our  
stakeholders**



# Homelessness and its causes

## What do we mean by homelessness?

A home is not just 'bricks and mortar' and the Council must assist people who are or may become homeless in the near future.

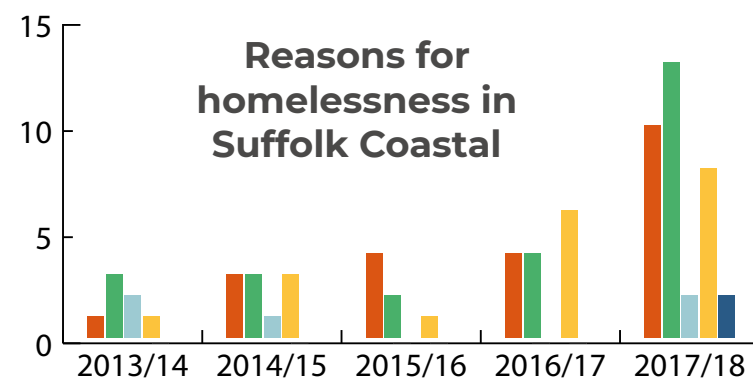
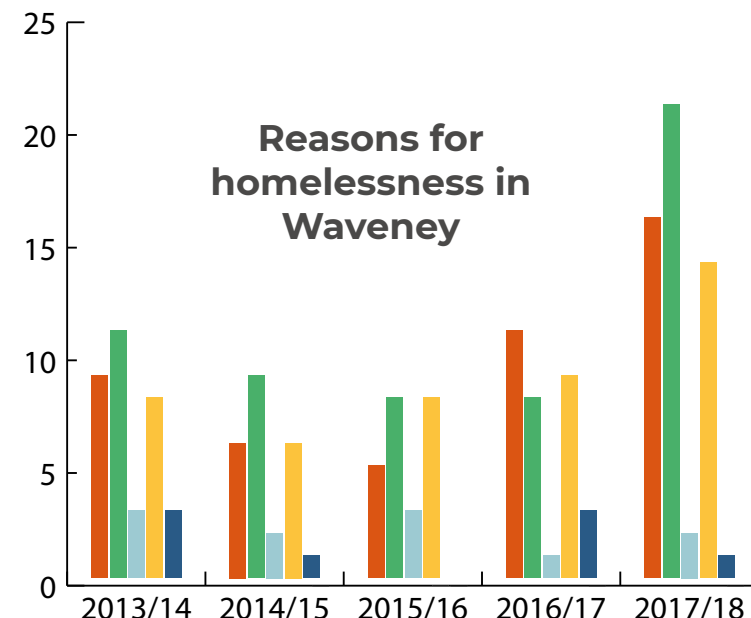
Examples of this are:

- A household with no legal right to occupy a property. This may include people staying with family or friends who want them to leave;
- A household being evicted from a tenancy or whose home is being repossessed;
- A property in an unsafe condition or where its condition is affecting the health of the occupants and there is no practical remedy;
- A household staying in a nightshelter or other insecure short-term accommodation.

## The main causes of homelessness

People become homeless for a variety of reasons but the most common categories are shown in the graph to the right. The data is displayed for the two previous councils because it predates the formation of East Suffolk Council.

Nationally, the proportion of homelessness caused by the ending of an assured shorthold tenancy (AST) has seen significant growth. Overwhelmingly ASTs are the main type of tenancy used in the private rented sector.



# National trends and pressures

Nationally, the trend for homelessness acceptances and the use of temporary accommodation has been rising steadily. This trend was experienced by both Waveney and Suffolk Coastal to varying degrees and is expected to continue for East Suffolk Council.

The graph opposite shows a comparative position nationally, regionally and locally. It is clear that current homelessness acceptances are lower in East Suffolk than in England or the East of England.

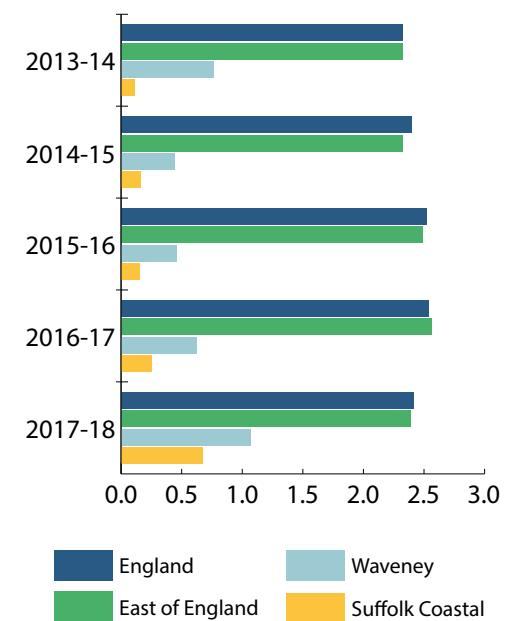
The increase is not just numerical but also in the complexity of situations arising. Locally this demands more staff time to fully engage with households as well as working closely in partnership with relevant agencies to achieve a suitable and sustainable housing solution.

## Predicted levels of homelessness

The forecast for England is that homelessness will almost double over the next 20 years. This is based on current assumptions about the labour market and economy alongside current policy. It is predicted that this will lead to a 312% increase in people in unsuitable homes and 238% increase in rough sleeping between 2016 and 2036.

**Source: Crisis report on Homelessness Projections: Core homelessness in Great Britain.**

Homeless Acceptances – numbers per 1,000 households



## Our Strategy

This Strategy sets out how we intend to continue to manage the pressures we face, specifically:

- The complex needs of rough sleepers and a lack of suitable specialist accommodation;
- Increasing homelessness and rough sleeping;
- A general lack of affordable housing;
- A private rented market which is increasingly unaffordable and which is not expected to grow and may in fact shrink due to changes in tax regulation and legislation;
- Private sector rents which are higher than the Local Housing Allowance rates that can be met through welfare benefits, especially in the south of the district;
- The impact of the changes introduced by the Homelessness Reduction Act.

# Local trends and pressures

Locally within Suffolk there are trends across the range of services that collectively impact on homelessness and the ability of the Housing Needs Team at East Suffolk to assist in preventing and relieving homelessness.

## Learning Disability

In 2014 it was estimated that 13,700 people in Suffolk suffered with mild, medium or severe learning difficulties. This is projected to increase to 15,000 by 2030. Of the 2014 figure 2,800 were recorded as having complex or severe learning disabilities.

## Families

In 2017 there were 1,783 cases open to Suffolk County Council's Children's and Young People's Service (CYPS). This service seeks to help children at an early stage and to keep family units together. Where CYPS are involved with families there are potential implications for housing authorities, due to the complex set of needs and support requirements of these households.

## Care Leavers

There is a need to ensure that young adults leaving care are provided with a roof over their head and to ensure it is sustainable for them with appropriate support from partner agencies. In 2017 there were 292 care leavers seeking accommodation in the County. It is important that care leavers access suitable accommodation with support and are not just given the key to the door without the relevant skills and experience to cope. We recognise that we need to work closely with our colleagues at the County Council to meet future housing need for this group and we are currently discussing how we can assist with provision.

## Mental Health

It is estimated that within Suffolk that 1 in 4 people (186,000) have ongoing mental health issues. It is also estimated that 1 in 8 people (93,000) are receiving treatment for mental health issues within the county.

**SUFFOLK PUBLIC HEALTH  
REPORT 2016**

## Criminal Justice

Within Suffolk it has been established that nearly one third of people in receipt of Housing Related Support (HRS) services have a criminal conviction. HRS services are funded by the County Council to help resolve housing issues.

## Substance Misuse

Across Suffolk substance misuse is an escalating problem. A total of 1,972 adults were in treatment in 2017 across the county. In 2016 9% of the total support offered by the Drug and Alcohol Outreach Service was housing related. This increased to 15% in 2017.



# Financial resources for tackling homelessness

## Financial context

The Council is operating in the context of reduced Central Government funding due to the Local Government Financial Settlement in 2018/19 and previous cuts to local authority grant funding.

East Suffolk in 2019 has a budget gap of £3.8m.

Recent Central Government funding settlements and grant allocations have been short-term, making it difficult for the Council to make longer term financial plans and commitments.

## Government funding for homelessness

There are several funding streams available to assist with homelessness provision:

**'New Burdens Funding'** - The Government recognised that the HRA placed additional burdens on councils, including additional data collection requirements. As a result, additional funding was made available (New Burdens Funding) of £122,000 for 2017/18, £95,000 for 2018/19, and £109,000 for 2019/20 or East Suffolk. This funding comes to an end in March 2020 and any staff or services which have been funded through this route will be lost if the Council cannot find an alternative source of funding. A one off payment of £6,379 was made available to assist with additional ICT and data collection requirements. Up to the summer of 2019 we had actually spent £20,268 on meeting these additional demands - £13,889 more than the funding received.

**'Flexible Homelessness Support Grant'**- The Department of Work and Pensions used to distribute a payment known as the Temporary Accommodation Management Fee to local authorities. £40 per week was made available to local authorities outside London for eligible units of temporary accommodation. This regime came to an end in March 2017 and has been replaced by the 'flexible homelessness support grant (FHSG),' which is a lump sum paid to local authorities each year. The new regime gives councils more flexibility and control over their homelessness budgets but the allocations have only been announced until 2019/20. We do not know what our allocations for 2020/21 and future years will be.

The FHSG is complemented by the Homelessness Prevention Grant which we receive. In 2018/19 both former councils received a combined £185,000 and we have £168,000 in 2019/20. Overall, we have received £672,000 external funding for homelessness in 2018/19 and £828,000 for 2019/20. At present, we do not know how much money will be available for tackling homelessness from 2020/21 onwards.

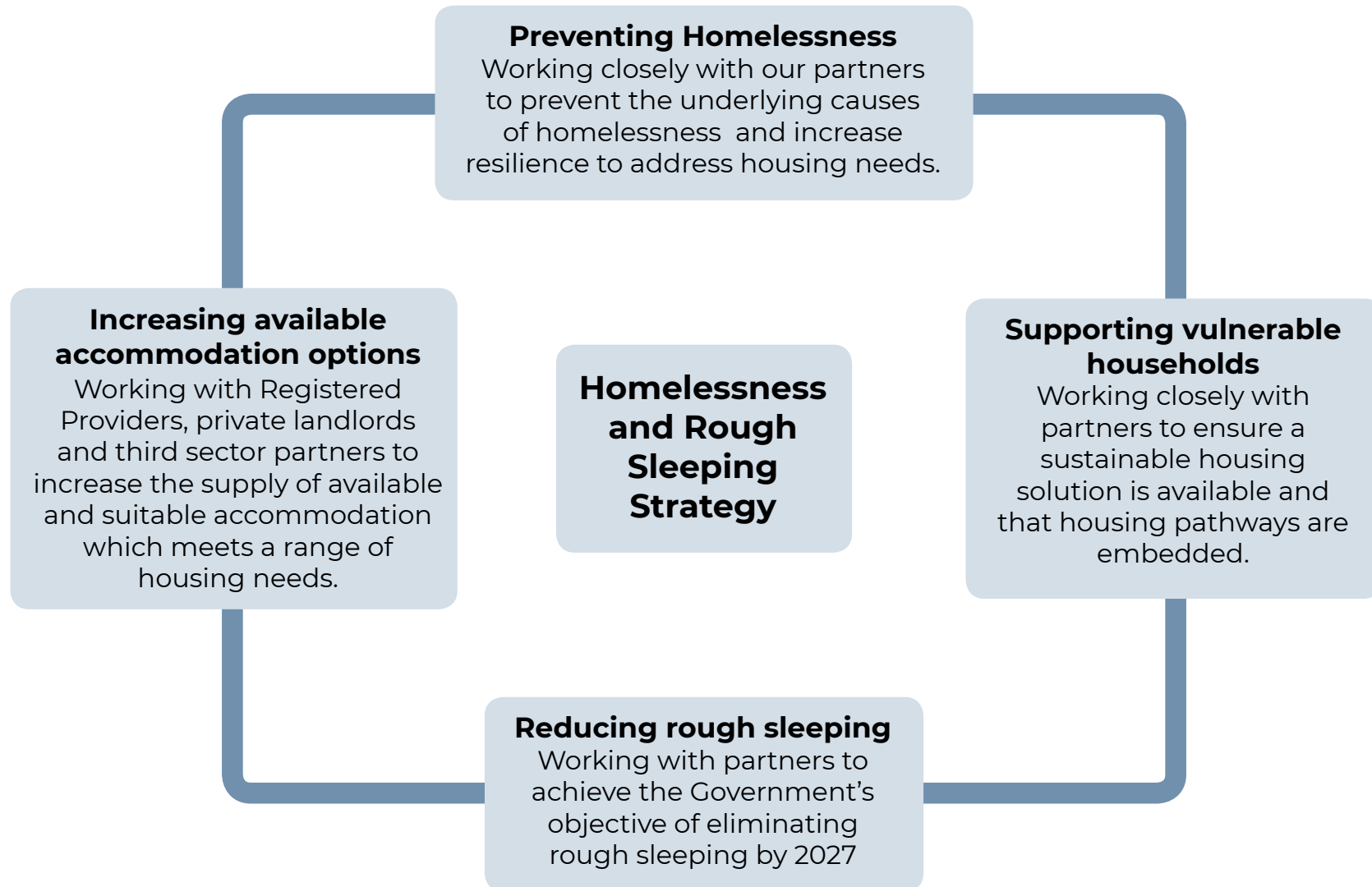
Our gross expenditure on homelessness was £1.9m in 2018/19 and is forecast to be at least £1.35m in 2019/20. The impact on the General Fund has been a net loss of £735,000 in 2018/19 and is projected to be an expense to the council of £590,000 in 2019/20. If Central Government funding is reduced, this impact will increase in future years.





# East Suffolk's strategic priorities

The actions identified in this strategy have these four strategic priorities at their core.



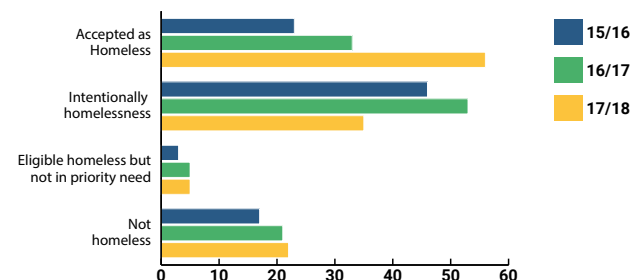
# Review

Here we look back over the period of the last Homelessness Strategies for Waveney District Council and Suffolk Coastal District Council. We consider the work we have done and the supporting data as well as what we have done to prevent and relieve homelessness in the two districts, what have been our successes and what our customers and partners think about what we have achieved in the last strategy.

## Homelessness in the former Waveney area – the facts and figures:

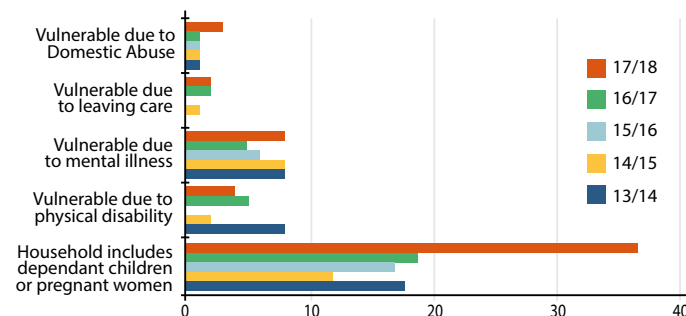
### Homelessness decisions and acceptances

This chart summarises the homelessness decisions taken over the last 3 years. The most common reason for not accepting a legal duty to households was that they were found to be 'intentionally homeless'. This decision was taken because the household deliberately did something (or failed to do something) which directly led to them losing accommodation. There was a growth in cases where a legal duty was accepted in 2017/18.



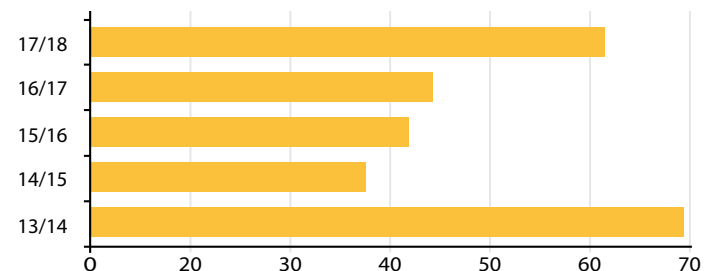
### Accepted as homeless cases - profile

This chart summarises the priority need categories of homeless households in Waveney. The most common priority need is having dependant children or a pregnant woman in the household. Cases can be complex and difficult to resolve, either because someone is in crisis or their accommodation is not suitable or safe. The HRA 'duty to refer' requirement on public bodies such as prisons or hospitals should give rise to more proactive and collaborative working if the Council is notified in time to prevent homelessness. We need to ensure that the supply of accommodation in the district caters for the full range of housing needs of our residents.



### Number of households in temporary accommodation

We have a duty to secure accommodation for some homeless households. Households may be placed in temporary accommodation while their application is in progress, or after being accepted as homeless but while waiting for secure accommodation to become available. There has been an increasing trend upwards since 2014 in the Waveney area. Since the introduction of the HRA the use of temporary accommodation is likely to go up due to the new 'Relief' duty which lasts for a maximum of 56 days.

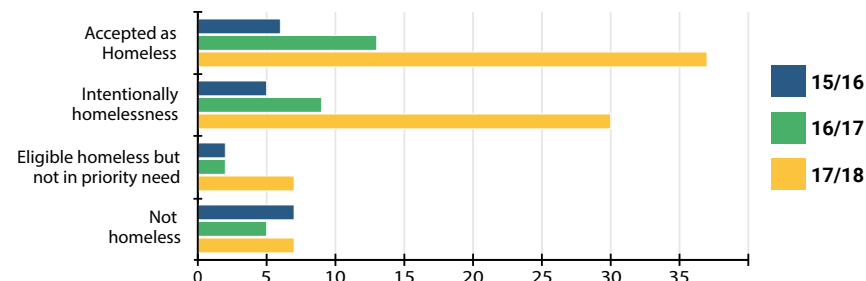


# Review

## Homelessness in the former Suffolk Coastal area

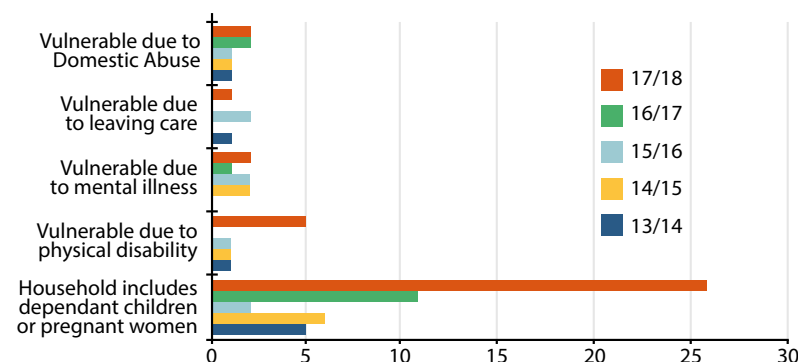
### Homelessness decisions and acceptances

This chart summarises the homelessness decisions taken over the last 3 years. A noticeable growth in homelessness acceptances and intentionally homeless decisions in the district in 2017/18 can be noted.



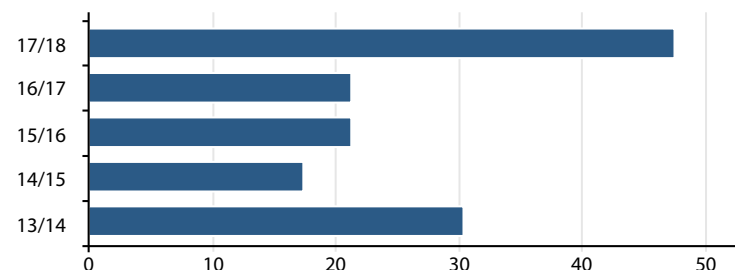
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### Number of households in temporary accommodation

We have a duty to secure accommodation for some homeless households. The same upward trend since 2014/15 as Waveney can be noted.



# Review

## Our work to prevent and relieve homelessness

### Homelessness prevention and relief

The table opposite shows the number of households in both former district areas in the last two years where homelessness was prevented. The preventative measures involved either assisting the household to sustain their accommodation or finding alternative accommodation for them.

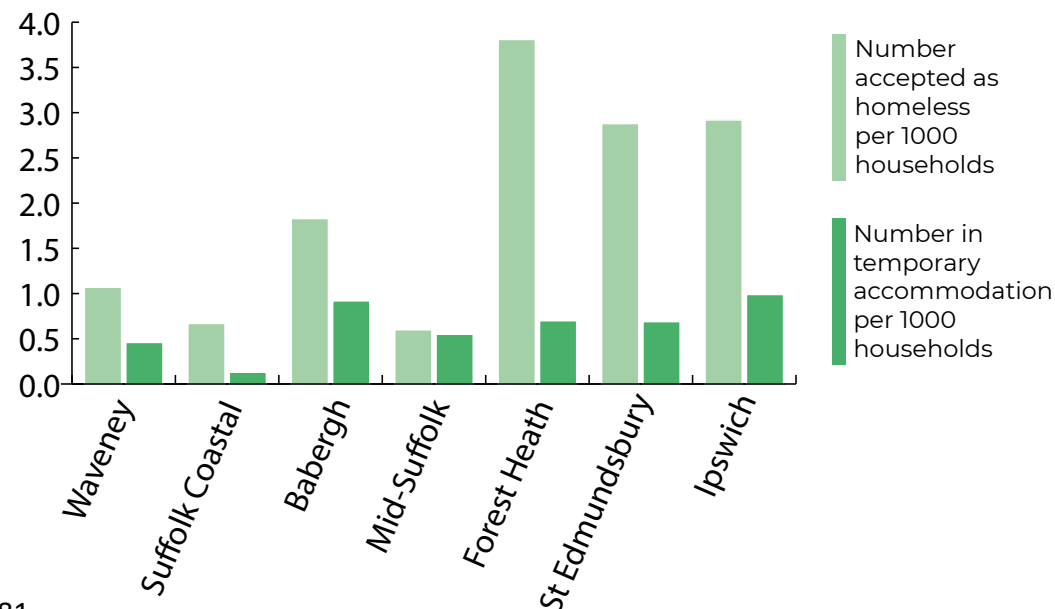
We monitor the number of households approaching us for help, the number of households we help to stay in their existing housing, and how many were helped to find alternative accommodation either before they became homeless (prevention) or after they became homeless (relief). In both districts the number of preventions fell substantially, reflecting the challenges we have been facing in accessing affordable accommodation.

	WDC	SCDC	WDC	SCDC
	2016-17		2017-18	
Household remain at home	129	117	86	38
Household found alternative accommodation	263	130	174	95
<b>TOTAL</b>	<b>392</b>	<b>247</b>	<b>260</b>	<b>133</b>

### Homelessness acceptances and households in temporary accommodation

This chart shows how we compared with other councils in Suffolk in 2017/18. The numbers of homelessness acceptances and households in temporary accommodation are adjusted in proportion to the local population.

In the Waveney and Suffolk Coastal districts we accepted a main homelessness duty to 1.07 and 0.67 households respectively (per 1,000 population) and 0.46 and 0.13 households (per 1,000) were placed in temporary accommodation. Both of these figures are low when compared to some of the other councils in the county.



# Review

## Our successes over the life of the last Homelessness Strategy

### Partnership Working

We recognise the importance of partnership working to help deliver a more comprehensive, tailored and holistic service response. We have a number of partnerships in place which contribute to this response including Suffolk County Council, the CCG, Registered Providers and the third sector. There are a number of specialist link workers working across these organisations to deliver a joined up approach to service delivery.

### Our Actions

**2 - Maximise funding opportunities through partnership working, and with statutory and voluntary agencies as well as the Ministry of Housing, Communities and Local Government (MHCLG).**



### Rough Sleeping

We have been very successful in gaining funding from the Government to develop specific initiatives to address entrenched rough sleeping and to assist those who are at risk of rough sleeping. We take a partnership approach with Ipswich Borough Council, Ipswich Housing Action Group, Notting Hill Genesis Housing Association and Anglia Care Trust in the South and with Lowestoft Rising and Access Community Trust in the North of our district.

In 2018-19 we worked with over 200 rough sleepers or those with no settled accommodation. To date the initiatives have been successful – we experienced a drop in rough sleeping from 26 in 2017 to 11 in 2018.

Initiatives we have supported include the Thin Ice Project in Lowestoft operated by Access Community Trust to provide emergency accommodation and specialist support for those that find themselves homeless or vulnerable over the winter months. The success of The Thin Ice Project helped 81 people over 4 months during the 2018-19 winter season. This support included £16,000 from the Council's finances.

The challenge going forward will be:

- accommodating rough sleepers with complex needs such as alcohol related dementia and issues around mental health who cannot always access statutory services; and
- finding solutions for those who have exhausted their housing options including losing their social housing.

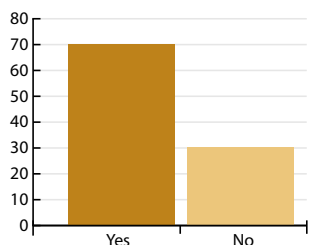
# Review

## Our Performance over the life of the last Homelessness Strategy

### Customer Feedback

Feedback is important to help us improve and to identify trends to help us to respond to emerging issues. We have attempted to contact 10% of all our customers in a telephone survey and have contacted all our partners with an online survey.

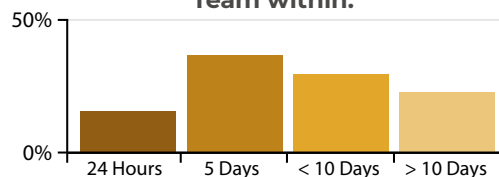
#### Was this the first time you approached us for housing advice?



We discovered in our survey that for 70% of the people we saw it was the first time that they had contacted the Council for housing advice – a figure higher than expected.

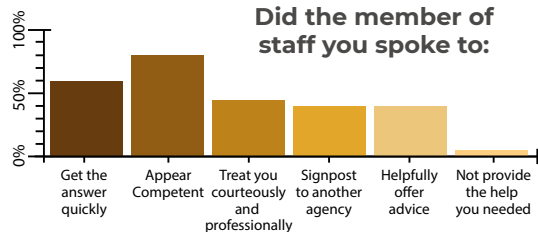
It is unclear if this is a figure that will change with the introduction of the HRA.

#### After your initial approach to the Council were you contacted by the Housing Needs Team within:



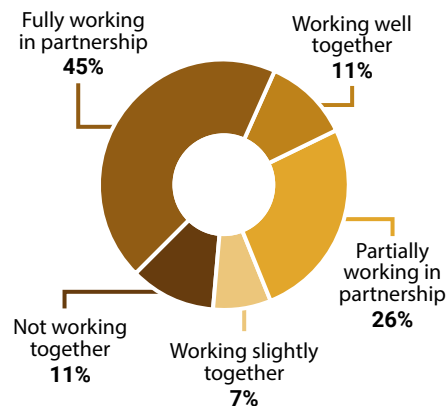
When asked about the time taken to respond to their initial request for advice, over 70% had a contact within 10 days.

#### Did the member of staff you spoke to:

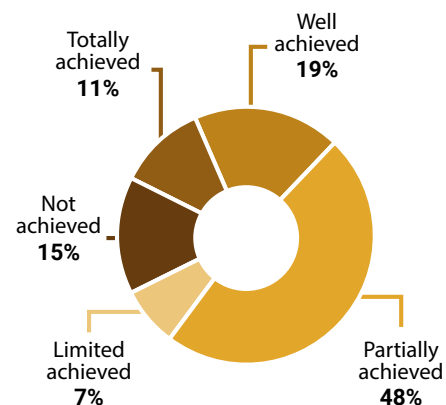


The survey asked about the quality of customer service experienced. Over 80% stated that our staff were competent in dealing with their problem.

### Partner Feedback



In the survey of our partners we asked their view on how well we had worked in partnership over the life of the previous strategy. There was a very positive view with 82% experiencing partnership working.



We also asked, “To what extent did you feel the objectives we set in 2013 have been achieved?” We were pleased that 78% of our partners believed that we had partially or fully achieved our objectives.



# Impact of the Homelessness Reduction Act

The introduction of the HRA in 2018 has had an impact on the volume of people presenting to East Suffolk Council. The complexity of cases has also increased.

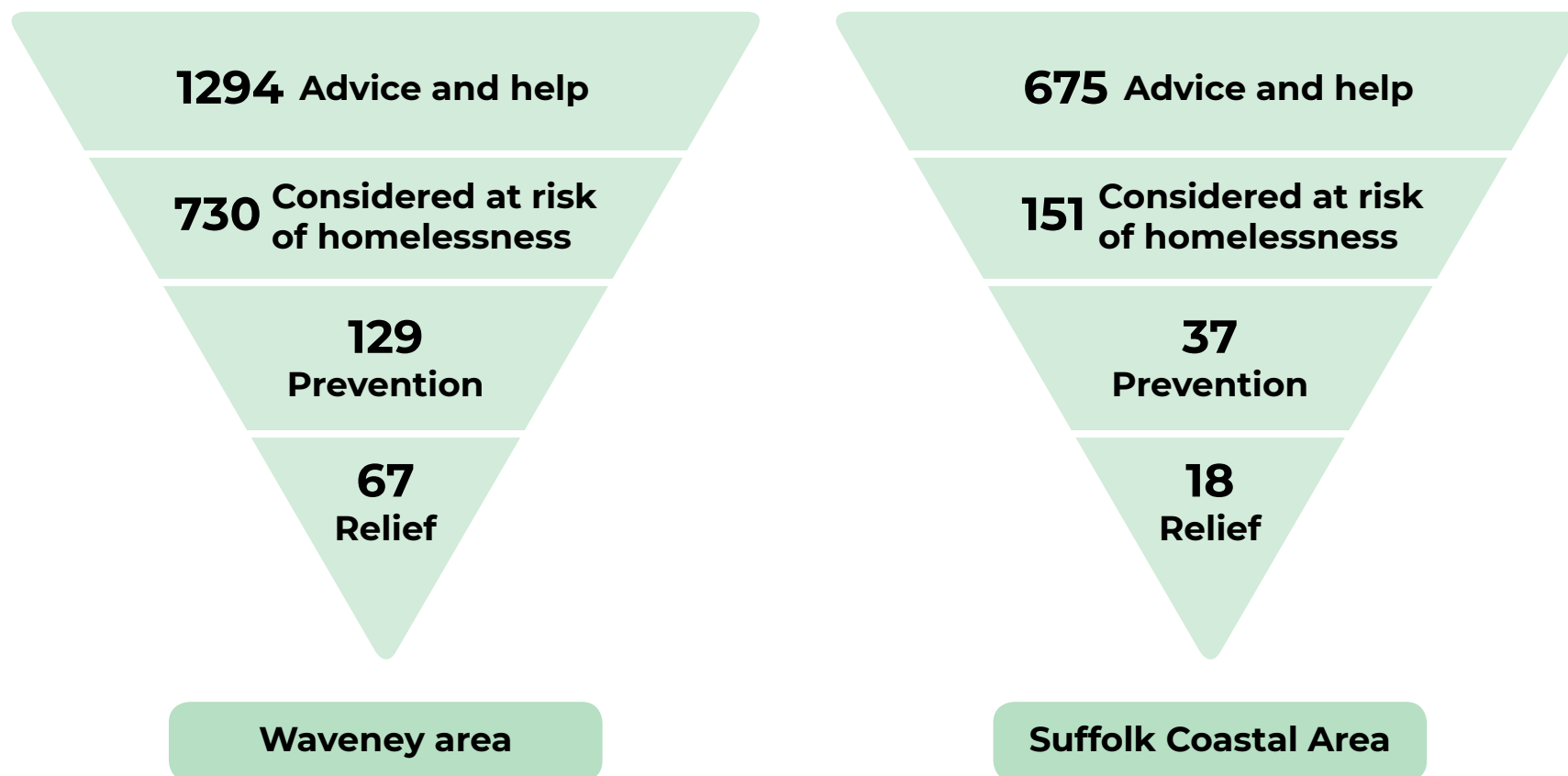
A snapshot view taken six months on from the introduction of the HRA showed an increase in footfall of 38% with an average caseload of 600 open cases at any point in time. A similar snapshot of the use of temporary accommodation showed 49 households compared to 37 at the same date in 2017.

There is a lack of accommodation in the district which is both available and affordable. We always seek to provide a long term resolution to homelessness and an appropriate accommodation option is a very important part of that resolution.

We are experiencing landlords ending Assured Shorthold Tenancies (AST) for a variety of reasons including recent tax changes and taking an opportunity to create a vacancy to obtain an increased rental income. This is a significant future concern with the expected influx of construction and other workers into Leiston and surrounding areas with the future development of Sizewell C nuclear power station.



## Post HRA performance



We looked at our data for the first six months of the Homelessness Reduction Act (April – October 2018). The numbers of households approaching the Council have increased, but early indications show that we are achieving success with the number of successful prevention and relief interventions we have had. We recognise the need to intervene early to help households and prevent homelessness and will work closely with our partners to achieve this, collaborating on new initiatives and joint ventures to broaden our contact with those who are or may become homeless.



# The Housing Needs offer process

## Early Intervention

Specific tailored advice, appropriate to need, to help people understand their housing options and help them make informed decisions. Click [here](#) for more detail about our pathways.

### Information and advice

- Close partnership working
- Digital information and resources such as leaflets available on request
- Encouraging people to seek early help and Duty to Refer arrangements in place
- Providing written advice

### Early identification

- Encouraging other organisations to actively seek to identify people at risk of homelessness and to refer people for help.

## Prevention

If a household is homeless or under a threat of homelessness, we will:

- Work with them to create a Personal Housing Plan, setting out what they and what we will do; and
- Assess their support needs and try to help them find appropriate support and accommodation if necessary.

People threatened with homelessness within 56 days.

This stage can be longer or shorter due to individual circumstances.

Options to prevent homelessness:

1. The household is able to stay in their existing accommodation.
2. The household secures alternative housing before they lose their home.

## Relief

This stage deals with people who are homeless. The Act requires the relief stage to last a maximum of 56 days.

### If they are homeless:

1. Is immediate short-term housing available (such as with family or friends)?
2. If not, and the household has dependent children, we will secure emergency interim accommodation for them whilst we work on their application;
3. In the case of single people or couples without children, we may secure emergency interim accommodation if they are vulnerable, and if not, we will work with them to help them find somewhere to live.

## Main Duty

We consider 'priority need', intentionality' and 'local connection'.

We will continue to house people who are owed a full duty until a long term option is available.

### Preventing repeat homelessness

1. An assessment will be undertaken to assess the risk of someone becoming homeless again.
2. We will work with other agencies to put support in place to prevent threats of homelessness arising again.

# Support to prevent homelessness

## Early Intervention

## Prevention

In order to effectively prevent homelessness, we need to:

- ensure that the causes and impact of homelessness on individuals and the community as a whole are understood;
- ensure that the potential benefits of prevention are shared across the health and social care sector; and
- ensure that we plan how we can prevent homelessness with as wide a range of partners as possible, particularly in light of widespread funding cuts across many sectors. Below we show some of the agencies who are relevant and the types of interventions that could be offered.

### Service Users

**Families**

**Care leavers**

**Rough sleepers**

**Gypsies and Travellers**

**Young people**

**Older people**

**Former members of the armed forces**

**People experiencing domestic abuse**

**People with complex needs**

### Likely agency involvement

GPs / Education / Job Centre Plus / housing providers / Children's Social Care  
Social Care / Job Centre Plus

Police / Probation / Job Centre Plus / emergency housing providers / mental  
health teams / daytime support services

G&T sites / Private Sector Housing Team / Gypsy & Traveller Liaison Service /  
Suffolk Country Council / Other district councils

Job Centre Plus/ Youth Justice Team / Education

GPs / hospitals / Social Care / housing providers / voluntary sector (e.g. Age UK)  
Royal British Legion or SSAFA

Police / hospitals / Social Care / housing providers / voluntary sector (e.g.  
refuges) / GPs

Social Care / hospitals / Substance misuse services / Mental health teams /  
Probation / Job Centre Plus / Police / Probation / Housing providers

## Our Actions

**3 - Explore how we can mitigate any reductions in funding and consider impact.**

**4 - Work together with our partners and colleagues to explore how preventative services can be developed.**

**5 - Work with social landlords with the focus of addressing rent arrears and tenancy sustainment issues.**

**Community-based support** - This can be in either a formal planned way or informally through community or faith groups. Areas of activity we would like to develop are:

- Training by our staff for a wide range of agencies about homelessness
- Mediation for young people and their parents
- Mentoring for people with a history of vulnerability
- Tenancy training

**Floating Support** - This is formal support normally focussed on people experiencing issues sustaining their accommodation. Services can help directly or signpost to appropriate help from others. In our district Home Group are commissioned by Suffolk County Council to deliver this service but there are funding challenges in the coming year.

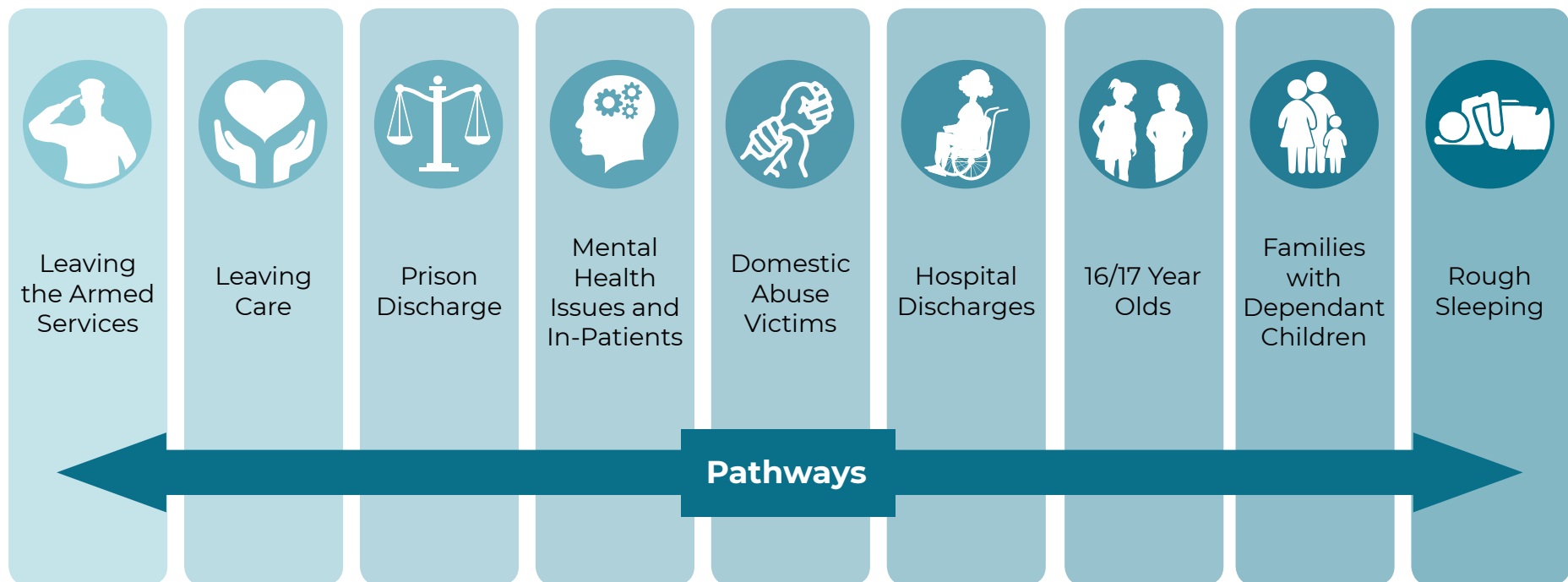
# Housing pathways

## What is a Housing pathway?

We have been working with other councils in Suffolk and partner agencies to ensure that there is a consistent approach towards homelessness in the county.

Most reasons for homelessness have had a 'pathway' developed, outlining the common approach that will be adopted in Suffolk. This helps service users and supporting agencies to understand how we work.

The pathways that have been agreed across Suffolk are listed below. [Detail on each pathway can be found on the Council's website here.](#)



# Support to relieve homelessness

## Relief

We seek to work with partner agencies to support people once they have become homeless. The County Council funds Housing Related Support (HRS) services which can be accommodation-based, or 'floating' where the support is linked to the individual rather than the accommodation. There is a shortage of this type of support and specialist accommodation for people with complex needs. The budget for the HRS is also under pressure and is being reviewed.

Households who are owed a relief or main duty are assisted to access alternative accommodation. In most cases households access private rented accommodation due to the shortage of social housing.

### Specialist Accommodation:

East Suffolk Council is committed to providing the right housing and to this end we are actively engaging with the County Council about ensuring an adequate supply of appropriate specialist accommodation.

### Rough Sleeping:

We have been successful in bidding for government grant funding to relieve rough sleeping in the district. We will be delivering 72 hr assessment hubs managed by Access Community Trust and Notting Hill Genesis Housing Association to take people off the street and assess their needs. We are also funding Supported Lettings Officers, a Rough Sleeping Coordinator and a Mental Health practitioner who will be pivotal in developing pathways into accommodation for this client group and in providing support.

## Main Duty

### Our Actions

**6 - To participate in a review of Housing Related Support services and related resource priorities.**

**7 - To participate fully in multi- agency case conferencing arrangements such as MARAC, Lowestoft Interventions Group and Felixstowe Housing Forum, to find appropriate solutions.**



# The public duty to refer

There is now a duty on certain public bodies and agencies to refer people to us who are believed to be homeless or at risk of homelessness.

The referrer must have the consent of the individual to make the referral. People can ask to be referred to any council they choose. The agencies include:

- Prisons and agencies involved in working with offenders, including Probation services;
- Job Centre Plus;
- Hospitals (A&E and inpatient services);
- Social Care Services and Regular Armed Forces.

The referral process is new to us and the relevant public authorities. We have worked with other Suffolk councils and collectively we are committed to making the referral process as straightforward as possible.

We will also explore the best way to work with staff in other agencies to ensure they are aware of the duty. This will be challenging due to the range of services the duty applies to and the level of historical engagement we have with some of those organisations.

We acknowledge that the National Housing Federation have also made a commitment on behalf of our Registered Provider colleagues to comply with the referral principals.

## Our Actions

**8 - Keep digital information and paper leaflets under review to ensure they are appropriate, useful and up to date.**

**9 - Work with the designated agencies to develop a referral process and carry out training to highlight the importance of early notification of potential homelessness and the service we can offer.**



# Temporary and move-on accommodation

## Family Accommodation

All family accommodation is accessed via the Council's Housing Needs Team with the exception of the women's refuge, which can be accessed by a number of agencies and direct referrals.

Most of the temporary accommodation the Council can access is through private sector lease arrangements and we hope to extend these arrangements across the whole of our district.

The Council owns a 24-unit scheme at Coppice Court for families with support needs. Support is currently provided by Access Community Trust.

Partnership arrangements are also in place with registered providers for the provision of temporary accommodation.

If people are housed in temporary accommodation but are likely to be found intentionally homeless, we try to help them secure private rented housing or supported housing to discharge our time limited duty.

Ordinarily, households to whom we have accepted the main duty are secured an AST in the private sector or, on occasions, housed through the Housing Register.

## Single Person's Housing

Most of the single person temporary accommodation is accessed through the Council's Housing Needs Team.

We have arrangements with private landlords as well as partners such as Access Community Trust.

A shared house in Lowestoft owned by the Council is providing move on accommodation for singles, partnering with Solo Housing for support.

## Our Actions

**10 - Continuously monitor the length of time people spend in temporary accommodation.**

**11 - Continue to publish data on waiting times for social housing to help inform customer options.**

**12 - To ensure that there is an adequate supply of self contained temporary accommodation, especially in the south of the district where there is currently a shortage, to ensure we meet our statutory duties and best practice.**



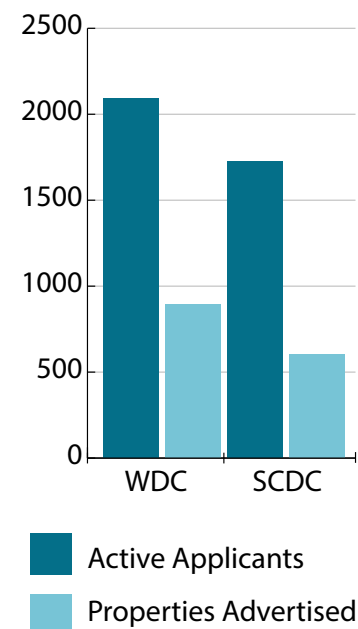
# The Housing Register and new affordable homes

**Access to social housing** - The Council is part of the 'Gateway to Homechoice' lettings scheme that covers 7 Essex and Suffolk districts and boroughs. The scheme advertises and allocates vacancies in social housing. Most mainstream general needs council and housing association homes are let to Housing Register applicants through this scheme.

## Key Policy Features:

- The scheme aims to sustain a balance between existing social housing tenants needing to transfer, new entrants to the sector and homeless households;
- Currently, we have no residency criteria for qualification to join the Housing Register. This is under review, in particular because we are concerned that our districts and boroughs may become particularly attractive to other districts and boroughs seeking to discharge their homelessness duties in our area.

It can be seen from the graph opposite that the number of properties advertised in 2018 could not match the number of active applicants. This has been the case for many years and shows the pressure the Council is facing where supply of social housing does not meet demand.



## New Social Housing

- Our programme of new development of council housing is ongoing with a focus in the north of the district where Waveney Council retained their housing stock. In time new council housing will be built in the south of our new district.
- Between 2015 and 2018 the Council built over 80 new homes.
- It is anticipated that the numbers of new social homes will increase in the next few years as our Local Plans allow for more affordable homes to be built in East Suffolk.
- New social housing is not specifically planned to meet the demand from homeless households but increased lettings overall have a beneficial impact on our capacity to meet housing needs, thereby reducing demand on homelessness services.

## Our Actions

**13 - Work with the Gateway to Homechoice Partnership to review residency criteria and the common allocations policy.**

# Improving access to the private rented sector

Although we have a long term strategy to increase affordable housing in the district, we recognise that we also need to include the private rented sector. This tenure is the most realistic way that we will be able to help accommodate those who approach us for help.

Typically this will be through a mixture of loans or grants to tenants to help with upfront payments and fees, deposit bonds and guarantees to landlords. We will always ensure that accommodation offered is suitable and affordable.

There is a similarity in the size of the private rented sector throughout our district with this sector representing 14% of the total housing market in both the former Waveney and Suffolk Coastal areas. This is slightly larger than the social housing sector.

There are around 14,000 privately rented homes in our area, likely to be owned by more than three or four thousand landlords. It would be valuable to establish ways of communicating with landlords to maximise the availability of this type of accommodation as a means of providing a housing solution. The Housing Needs Team have a dedicated resource for liaising with private landlords as a first point of contact. We have found sustained relationships are key to working with landlords in this area.

## Our Actions

**14 - To focus our efforts in the south of the district to increase provision of private rented sector offers.**

**15 - To continue involvement in the Universal Credit Partnership arrangements for East Suffolk, and participation in landlord forums.**

**16 - To work with the Private Sector Housing Team regarding empty homes initiatives and improvement grants to bring properties back into use.**

**17 - To work with Third Sector organisations and statutory partners to develop a 'triangle tenancy' approach.**



# Strategy links

This strategy links with cross cutting pieces of legislation which have an interface with the prevention and relief of homelessness.

## Related Legislation that impacts on our work:

*Housing Act 1996 (as amended)*

*Housing Act 2004*

*Homelessness Reduction Act 2017*

*Welfare Reform Act 2012*

*Welfare Reform and Work Act 2016*

*Housing and Planning Act 2016*

*Health and Social Care Act 2012*

*Children and Social Care Act 2017*

*Care Act 2004*

*Children Act 1989*

*Localism Act 2011*



We have funded and worked with a number of organisations which assist us in the prevention of homelessness. Our partners include the following:

Registered Providers, Solo Housing, Citizens Advice, Access Community Trust, Anglia Care Trust, Suffolk County Council, Home Group, Lowestoft Rising, Felixstowe Housing Forum, Liberty Project, MHCLG, Private Landlords, Department of Work and Pensions, Norfolk and Suffolk Foundation Trust, other local authority housing partners, Safeguarding Boards, Multi Agency Public Protection Arrangements (MAPPA).

## Related Strategies:

[Suffolk Joint Needs Assessment](#)

[Suffolk Health and Well Being Strategy](#)

[National Rough Sleeping Strategy](#)

[East Suffolk Housing Strategy](#)

[Suffolk Domestic Abuse Strategy](#)

# Action Plan

**1** Publish and circulate our Action Plan to all our stakeholders

## Review - Our successes over the life of the last Homelessness Strategy

**2** Maximise funding opportunities through partnership working, and with statutory and voluntary agencies as well as the Ministry of Housing, Communities and Local Government (MHCLG).

## Support to prevent homelessness

**3** Explore how we can mitigate any reductions in funding and consider impact.

**4** Work together with our partners and colleagues to explore how preventative services can be developed.

**5** Work with social landlords with the focus of addressing rent arrears and tenancy sustainment issues.

## Support to relieve homelessness

**6** To participate in a review of Housing Related Support services and related resource priorities.

**7** To participate fully in multiagency case Conferencing arrangements such as MARAC, Lowestoft Interventions Group and Felixstowe Housing Forum, to find appropriate solutions.

## Public duty to refer

**8** Keep digital information and paper leaflets under review to ensure they are appropriate, useful and up to date.

**9** Work with the designated agencies to develop a referral process and carry out training to highlight the importance of early notification of potential homelessness and the service we can offer

## Temporary and move-on accommodation

**10** Continuously monitor the length of time people spend in temporary accommodation.

**11** Continue to publish data on waiting times for social housing to help inform customer options.

**12** To ensure that there is an adequate supply of self contained temporary accommodation, especially in the south of the district where there is currently a shortage, to ensure we meet our statutory duties and best practice.

## Housing Register and new affordable homes

**13** Work with the Gateway to Homechoice Partnership to review residency criteria and the common allocations policy.

## Improving access to the private rented sector

**14** To focus our efforts in the south of the district to increase provision of private rented sector offers.

**15** To continue involvement in the Universal Credit Partnership arrangements for East Suffolk, and participation in landlord forums.

**16** To work with the Private Sector Housing Team regarding empty homes initiatives and improvement grants to bring properties back into use.

**17** To work with Third Sector organisations and statutory partners to develop a 'triangle tenancy' approach.





## CABINET

Tuesday 1 October 2019

### NORFOLK AND SUFFOLK LOCAL INDUSTRIAL STRATEGY

#### EXECUTIVE SUMMARY

1. In November 2017, central government published the National Industrial Strategy and has now asked all parts of England to develop local industrial strategies. Over recent months, local authorities, businesses, universities and colleges have been working together with New Anglia Local Enterprise Partnership (LEP) to develop a Local Industrial Strategy for Norfolk and Suffolk.
2. The strategies are led by LEPs and, where they exist, mayoral combined authorities, and are being developed with and signed off by central government. The Norfolk and Suffolk Local Industrial Strategy is in the second wave of strategies and is expected to be signed off by central government and published in October 2019.
3. In order to show the collective commitment and buy in of the local industrial strategy, all local authorities and partners such as business groups and colleges and universities are being invited to endorse the local industrial strategy. Accordingly, Cabinet is now invited to endorse the draft strategy.

Is the report Open or Exempt?	Open
<b>Wards Affected:</b>	All wards
<b>Cabinet Member:</b>	Cllr Craig Rivett, Cabinet Member for Economic Development

<b>Supporting Officer:</b>	Paul Wood Head of Economic Development & Regeneration 01394 444249 Paul.wood@eastsuffolk.gov.uk
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## **1 INTRODUCTION (Use numbered paragraphs below for each new paragraph)**

- 1.1 The Norfolk and Suffolk Local Industrial Strategy has been developed in partnership between New Anglia LEP, Suffolk and Norfolk's local authorities and leaders from business and education.
- 1.2 The process began in March 2019 with a session involving leaders from local authorities, business and education where the overall approach and aims for the strategy were agreed, these were:
- The Local Industrial Strategy is an opportunity to further drive the implementation of the Norfolk and Suffolk Economic Strategy which was agreed in 2017
  - The Local industrial Strategy should focus on the global and national trends that will shape the future of Suffolk's businesses and communities and focus on the actions needed to continue to support businesses to take the opportunities ahead as the post-Brexit economy evolves
  - The Local Industrial Strategy will set out the case for continued investment in the Norfolk and Suffolk economy and identify how the biggest opportunities for growth and productivity can be delivered
  - The Local Industrial Strategy should be built around the three large scale economic opportunities that are identified in the Norfolk and Suffolk Economic Strategy, where our economies have the strongest competitive advantage. These opportunities are; agri-food / agri-tech, clean energy, and ICT and digital
  - Each of these opportunities provides significant scope for increasing the number of high skilled jobs, building on existing supply chains for businesses and improving in-work progression and skills for our communities. The Local Industrial Strategy proposes to reinforce the actions set out in the Economic Strategy for Norfolk and Suffolk to drive overall business growth and productivity.

## **2 DEVELOPING THE LOCAL INDUSTRIAL STRATEGY**

- 2.1 Since March 2019 more than 20 consultation events have been held with stakeholders involving around 400 individuals to examine the economic evidence, develop ideas and test proposed interventions. In addition, an Independent Economic Expert Panel was established to act as a critical friend, offering independent expert advice. This panel reviewed the evidence, the proposed interventions and made a number of recommendations. Members of this panel were Professor Tim Besley from London School of Economics, Rebecca Riley from

University of Birmingham, Alex Plant from Anglian Water and David Campbell from the Department of Business, Energy and Industrial Strategy.

- 2.2 An initial draft of the strategy has now been produced reflecting input from all stakeholders, the independent expert panel as well as from central government. The document has been developed to align with the Government's framework for local industrial strategies and to link with the National Industrial Strategy.
- 2.3 The local industrial strategy focuses on three opportunity areas - clean energy, agri-food and ICT/digital creative. The strategy does also recognise a number of other underpinning sectors, such as ports and logistics and culture and the visitor economy. The East Suffolk economy displays key strengths in each of these opportunity areas and underpinning sectors and as such is well placed to benefit from any future investment linked to the LIS.
- 2.4 The golden thread which runs through the local industrial strategy is clean growth – with Norfolk and Suffolk positioned as the UK's clean growth region.
- 2.5 Each of the three opportunity areas has a number of proposed interventions aimed at capitalising on these opportunities.
- 2.6 The strategy is structured around the five foundations of growth identified in the national industrial strategy and sets out Norfolk and Suffolk's response to these foundations. The foundations are; ideas, people, infrastructure, business environment and places. The strategy outlines the New Anglia area's assets in these areas and proposed interventions to boost productivity, support inclusive growth and capitalise on the three opportunity areas.

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

- 3.1 The aim of the LIS is to focus and exploit the region's economic strengths. East Suffolk as a key economic driver for the wider region is well placed to disproportionately benefit as it has key strengths in the opportunity areas and underpinning sectors. This therefore aligns with and complements the economic growth strategic pillar of the East Suffolk Business Plan. Furthermore, continued investment into the East Suffolk economy resulting from the LIS will support the continued delivery of a wide range of the Economic Growth-related actions.
- 3.2 The LIS will also contribute to ESC's health and wellbeing objectives through its goal to exploit the region's economic growth opportunities. This in turn will create more employment opportunities for East Suffolk and being in work is important for everyone's general health and well-being: it gives us a purpose (and an income), promotes independence, allows us to develop social contacts, and is a factor in preventing both physical and mental health problems. [www.mentalhealth.org.uk](http://www.mentalhealth.org.uk)

### **4 FINANCIAL AND GOVERNANCE IMPLICATIONS**

- 4.1 The Norfolk and Suffolk Local Industrial Strategy does not have any financial implications for the Council.
- 4.2 Whilst there is no funding specifically set aside by central government for the implementation of local industrial strategies, by signing up to the document the government

is endorsing its aims and ambitions. This means that existing central government policy and future plans will need to take into account the local industrial strategy.

- 4.3 The Economic Strategy Delivery Co-ordinating Board has co-ordinated the development of the LIS. This group consists of the LEP along with local authorities and Chambers of Commerce across Norfolk and Suffolk.

## **5 OTHER KEY ISSUES**

- 5.1 The Equality Impact Assessment shows no negative impact in relation to any of the Protected Characteristic groups. On the contrary there will be positive benefits in terms of greater employment opportunities arising from the LIS.

## **6 CONSULTATION**

- 6.1 The development of the LIS has been the subject of wide consultation with local authorities, business and education from across Norfolk and Suffolk.

## **7 OTHER OPTIONS CONSIDERED**

- 7.1 Cabinet could choose not to endorse the Norfolk and Suffolk Local Industrial Strategy, but this would be contrary to the Council's business plan priority to enable inclusive economic growth and to build on the Council's strong relationship with New Anglia LEP. If the Council is not able to endorse the strategy then this may weaken the region's credibility with government, limit any future funding that can be negotiated and impact on the level of central government resources that are ultimately allocated to the New Anglia area.

## **8 REASON FOR RECOMMENDATION**

- 8.1 The LIS sets out the economic opportunity areas in the region along with the area's underpinning sectors and as such highlights and promotes economic growth opportunities in East Suffolk. Furthermore, the LIS will be an instrumental document in guiding future government investment in the regional economy growth and East Suffolk is well placed to benefit significantly from this. As such Cabinet's endorsement of the LIS supports our continuing objective to enable economic growth in the district.

### **RECOMMENDATIONS**

1. That Cabinet endorses the draft Norfolk and Suffolk Local Industrial Strategy prior to its submission to central government.
2. That Cabinet delegates authority to the Head of Economic Development and Regeneration in consultation with the Cabinet member for Economic Development to agree any changes to the draft Norfolk and Suffolk Local Industrial Strategy prior to its submission to central government.

### **APPENDICES (List the title of each separate Appendix below)**

<b>Appendix A</b>	Draft Norfolk and Suffolk Local Industrial Strategy
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**BACKGROUND PAPERS: None.**



## **Norfolk and Suffolk Local Industrial Strategy**

***This version of the Norfolk and Suffolk Local Industrial Strategy is a local draft and has not been agreed with government, we are working with them to develop a final agreed version.***

### **Executive summary**

***Norfolk and Suffolk - the UK's clean growth region.***

***Striving to be a globally recognised, high-tech and inclusive economy which is leading the transition to a post-carbon economy through sustainable food production and renewable energy generation.***

With an economy worth £36 billion<sup>1</sup> Norfolk and Suffolk makes a significant contribution to UK plc. It is a diverse economy with globally competitive clusters and growing specialisms from agri-food and clean energy to information and communications technology and digital creative.

Norfolk and Suffolk has expertise in all forms of energy generation. A £36bn economy at the heart of the world's largest market for offshore wind energy. Planned investment in renewable and nuclear power generation will make it the leading supplier of renewable energy to the UK, providing power for 58% of the UK's homes.

Norfolk and Suffolk is also a major user of energy and water, with the largest Agri-food sector in the UK and world leading research into plant and soil technology and agricultural systems. Firms and communities are already facing the climate change impacts including rising sea levels, soil degradation and reducing rainfall.

The area has some of the highest concentrations of knowledge-intensive jobs in the UK, with 8000 people working specialisms from user experience design, artificial intelligence and advanced engineering to clean energy, marine and world leading microbiome research.

Record numbers of people are engaged in the economy, with 81 per cent of the working age population in Norfolk and Suffolk active, and employment levels exceed the national average. Skills levels and wages levels however are lower, but that gap is closing.

Norfolk and Suffolk is strongly connected with the rest of the world. Felixstowe is the UK's largest container port and handles around 42 per cent of its container trade. Norwich airport, via Schiphol, connects people to over 400 global destinations whilst other major airports like Stansted are within close reach. The region benefits from fast links to London and Cambridge, boasting the UK's most modern fleet of rolling stock.

This strategy is based on robust evidence and has been developed by a strong local partnership of businesses, local authorities, social enterprises, universities and colleges. It builds on the priorities and targets set by local partners in the Norfolk and Suffolk Economic Strategy, the local blueprint for

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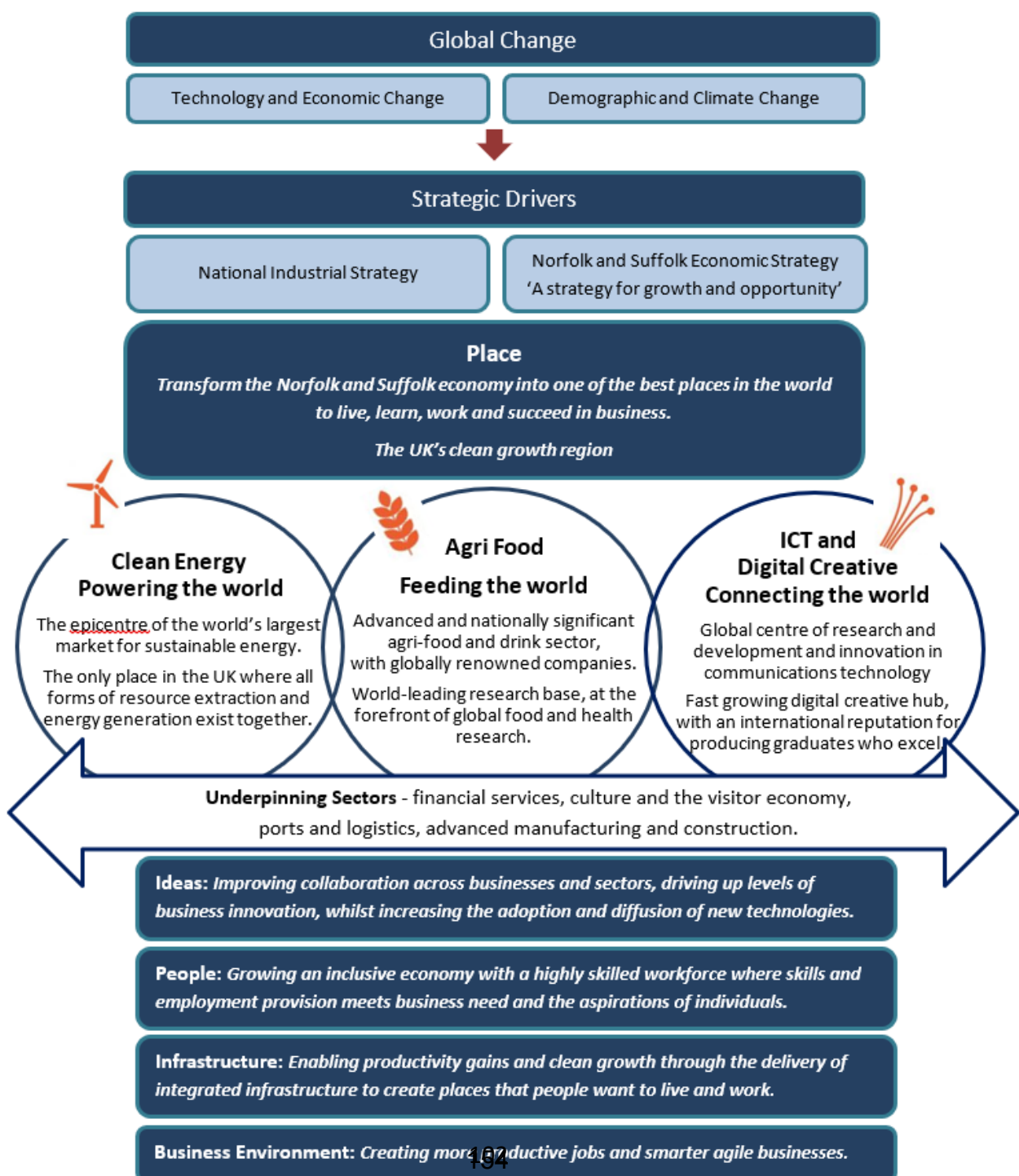
<sup>1</sup> Norfolk and Suffolk Local Industrial Strategy evidence base – contains all data in this document unless otherwise stated.

inclusive growth and productivity gains, with an overall goal to transform the economy into one of the best places in the world to live, learn, work and succeed in business

The Norfolk and Suffolk economy has clear and well-defined potential for growth. This Local industrial Strategy sets out a series of coherent and specific actions that brings this expertise together to drive productivity and growth across the economy as a whole, so that all businesses and communities' benefit. The scale of the productivity prize is significant. If Norfolk and Suffolk was operating at the same productivity rate as the UK average, it would contribute an additional £4bn gross value added per annum.

As global, national and local economies adapt to climate change and the transition to a zero-carbon economy, Norfolk and Suffolk is taking action to bring together expertise and emerging technology, across different disciplines and sector boundaries to provide new solutions and clean growth opportunities.

### Norfolk and Suffolk Local Industrial Strategy on a page



## Norfolk and Suffolk Economic Profile at A Glance

The following will be developed into infographics.

### A large diverse economy, but with productivity challenges

- £35.8bn to UK plc
- The growth rate of high-growth business in Norfolk and Suffolk 2012-17 shows New Anglia was at a 43% growth rate, East of England was 23.6%, and the UK was 12.8%
- Figures for 2017 show New Anglia per hr worked real Productivity grew by 0.7%, versus the UK which grew by 0.6%
- There are 62,750 VAT registered businesses in Norfolk and Suffolk.
- There are 55,450 micro businesses (0 to 9 employees), which account for 88.4% of total businesses. This is slightly lower than the UK average of 89.3% and the regional average of 89.8%.
- There are 6,085 small businesses (10 to 49 employees) in Norfolk and Suffolk, which is 9.7% of the total. This is higher than both the UK average of 8.7% and the regional average of 8.4%.
- There are 220 large businesses in Norfolk and Suffolk, which accounts for 0.4% of the total. This is the same as the shares found for the national and regional averages.
- Business survival figures show Norfolk and Suffolk are above both the UK and eastern regional average at 46.8%, versus 43.2%, and 45.4% respectively.

### Opportunity for businesses to innovate and export

- Export value per annum, holding steady at £2.9bn of goods export, and £2.4bn services
- Around 8000 people work across science, innovation and research centres Covering specialisms from user experience (UX) design, artificial intelligence and advanced engineering to clean energy, marine and microbiome research,

### An ageing population but attracting people

- A positive net migration trend of just over 9,000 residents per annum
- Almost 1,655,400 residents – 3.6% growth (3.7% nationally) and an older age profile with 23.5% of residents aged 65 and over compared to 18.2% in the UK.

### Inclusive growth challenges

- Norfolk and Suffolk have been behind the UK in terms of residents with NVQ3+ (the equivalent of AS and A Level) qualifications. Strong progress has been made in closing the gap, with a growth in NVQ3+ levels of 2.8per cent, a faster rate in recent years than the national average and all the comparator areas.
- Average full-time weekly wages are £487.50 compared to £537.30 nationally and 26.8per cent of jobs are below the Real Living Wage compared 22.8per cent nationally.
- Norfolk and Suffolk lag behind both the East of England and UK in terms of the share of pupils achieving a 9-5 pass in English and Maths – 40% in 2017/18 compared to 43.9% in the East of England and 43.5% in the UK
- Housing affordability is diverse across Norfolk and Suffolk. Median house prices of £225,000 are similar to the UK, £228,500. However, this is about 8.7 times higher than earnings making them less affordable than the UK, 7.8.

### Connectivity and Commuting

- 92per cent of Norfolk, and 94per cent of Suffolk properties have access to superfast broadband

- Norwich, Stansted and Schiphol Airports are all within close reach and connect people to over 400 global destinations.
- The region benefits from fast links to London and Cambridge, with recent investments in both the road and rail networks, making journey times quicker and more reliable - e.g. Norwich in 90, Ipswich in 60.

### Housing and commercial property

- Latest figures show the combined (Norfolk and Suffolk) median house price is £225,000, compared to £228,500 for the UK
- Commercial property - Norfolk and Suffolk are significantly better value in terms of average per sq meter prices, at: £ 80, versus, £105, and £98 respectively

## Norfolk and Suffolk's Potential

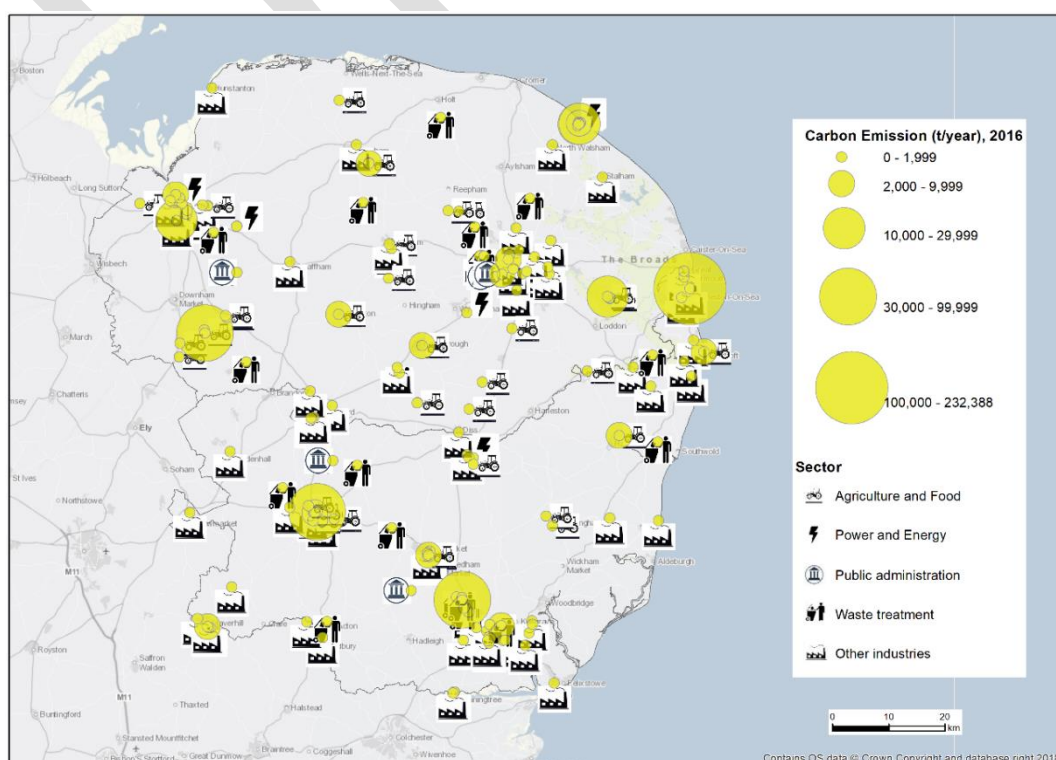
### Clean Growth

**Norfolk and Suffolk - the UK's clean growth region.**

***Striving to be a globally recognised, technology-driven and inclusive economy which is leading the transition to a post-carbon economy through sustainable food production and renewable energy generation.***

Norfolk and Suffolk has an established dynamic and growing low carbon economy which is at the cutting edge of the clean growth Grand Challenge. New research commissioned from the world renown climate science team at the University of East Anglia highlights the local impacts and mitigation opportunities of climate change in the region, including agri-food, energy, construction, and transport. Coastal flooding, water resourcing and infrastructure resilience are also key considerations.

Norfolk and Suffolk have relatively low CO<sub>2</sub> emissions compared to the region around London. The map below major point source emitters such as power stations and food processing plants.



Norfolk and Suffolk's key strengths and assets make it well placed to be at the forefront of the clean growth revolution.

- As the UK's leading producer of renewable and low carbon energy and a significant producer of low carbon goods and services.
- As a testbed for innovation in industries which need to reduce their carbon footprint and adapt to the changes brought by climate changes such as farming and food production, transportation and construction.
- As an area with an outstanding natural environment and natural resources which are particularly vulnerable to climate change but where innovative new mitigation measures and technologies are being pioneered.
- As an area with a wealth of world class innovation and thinking, and exportable skills. Along with many award-winning businesses, that are on the leading edge of a low-carbon future.

This local industrial strategy sets out targeted actions against each of the five foundations of productivity that provide a suite of interventions which will boost productivity and support inclusive growth in ways that will optimise the contribution of our clean energy, agri-food and information and communication technology and digital opportunities, to further strengthen Norfolk and Suffolk as the UK's clean growth region.

#### Case Studies:

1. **THURN Group**: received industrial strategy challenge funding for the robotics in an extreme environment competition. The project will use autonomous vessels to survey ice retreat and better understand the threats of ice, making it easier to plot when its safe for people to use shipping routes or install or make changes to offshore infrastructure.
2. **Strutt and Parker Farms** have a significant commitment to renewable energy. Alongside a number of solar power initiatives, they run two major anaerobic digesters – the plant at Euston, near Thetford, exports 50,000MWh to the National Grid a year. In a recent project, they take horse muck and straw from Newmarket races, process this through a bio-digester to extract biogas and CO<sub>2</sub>. Using advanced membranes, they separate out food grade CO<sub>2</sub>, which is sold to a local brewery for use in beer and lemonade.
3. **The Low Carbon Innovation Fund (LCIF)** provides equity finance for small and medium sized enterprises (SME's) in the East of England that are contributing to the low carbon economy. It is operated by the University of East Anglia. LCIF 1 opened in 2010 as a £70m co-investment programme - £20.5m of EU funding matched with nearly £50m of private co-investment from UK and international investors. This fund is managed by energy and environment investment specialists Turquoise who are currently working on the exit phase, the proceeds of which will be fed into new investments. LCIF 2 is now open for investments between £25k and £1m targeting suitable companies from any sector who are seeking investment to grow and develop and which match LCIF's criteria. Additional support is also available supporting companies to develop their plans, reduce their carbon footprint and maximise carbon savings through technologies, products and services.
4. **Muntons** based in Stowmarket is a global player in the supply of malts, malt extracts, flour and flakes to many well-known names in the food and drinks industry, exports about half of its production. It produces an impressive range of beer, wine and cider-making kits which are also sold globally. The progressive company has invested heavily in product development and innovation and the results have been incredible. Such as 'malti-choc', an eco-friendly way to replace

20% cocoa in a chocolate muffin, while making it even tastier. Liquid malt, when added, can also make spaghetti bolognese meatier and cheese biscuits cheesier, Muntons discovered. Practical sustainability is at the heart of everything Muntons does. Liquid waste from its ingredients business at its headquarters is treated at a £5.4 million anaerobic digestion plant producing a fertiliser substitute for spreading on local farms, cutting out the 3,000 tanker movements a year currently required to take sludge from the site – saving 40 tonnes in CO2 emissions from the lorries. In addition, treating waste streams from malt extract production at the plant produces up to 25% of the firm's base load electricity.

## Clean Energy

***Norfolk and Suffolk is well placed to be a global exemplar for clean, low carbon energy production, exporting services and skills globally, expanding the distribution of affordable sustainable energy to local communities and businesses.***

Norfolk and Suffolk is the only place in the UK where all forms of resource extraction and energy generation exist together, including expertise on microgeneration, growing local energy networks and novel energy storage technologies. It has a clear distinctive and compelling offer around its all energy sector.

Infographics will include:

- Over 600 businesses, mainly specialising in offshore wind, gas and nuclear
- contributes £1.4bn to the economy
- 12,000 jobs, with thousands more employed in the wider supply chain.
- GVA per job £119,200
- Bacton Gas Terminal and the network of offshore gas platforms supplies over a third of the UK's low carbon transition fuel
- The planned investment in offshore wind and nuclear power alone will produce enough energy to power more than 58per cent of the UK's homes.
- Offshore windfarms in operation and development will meet half of the Offshore Wind Sector Deal's 30GW target by 2030, with further capacity in the pipeline.
- the UK's highest concentration of offshore windfarms, 52% of the UK's operating fleet.
- Size of the opportunity £59.4bn capital investment in offshore energy and engineering by 2040
- Exporting £193m

## Offshore Energy Production

Norfolk and Suffolk is at the epicentre of the world's largest market for offshore wind energy, worth almost £1bn a year. The two counties have the potential to benefit more than any other area in England from growth in offshore wind jobs, with an additional 6,150 full time well-paid skilled jobs by 2032 (+600per cent growth)<sup>2</sup>.

Norfolk and Suffolk has world-class operations and maintenance facilities, the ports of Great Yarmouth and Lowestoft are already strategic centres for the offshore wind sector, with potential for further growth in operations and maintenance, manufacturing and assembly.

<sup>2</sup> <https://aurawindenergy.com/uploads/publications/Aura-EU-Skills-UK-Offshore-Wind-Skills-Study-Full-Report-October-2018.pdf>



£11bn capital has been invested to date, with operational turbines generating annual operational and maintenance of £253m. Projects under construction and in development will require an additional £22bn in private sector capital expenditure bringing the total operational expenditure to £550m<sup>3</sup>.

Offshore, the region hosts over 100 gas fields and over 150 gas-related platforms. Over the next 30 years, there is a potential market of £330bn in decommissioning.<sup>4</sup> Bacton Gas Terminal is the UK's only link with continental Europe's natural gas network via two separate gas interconnectors.

New and innovative energy technology concepts are being investigated in Norfolk and Suffolk, including offshore desalination, leading to hydrogen fuel production; carbon capture and storage; and gas to wire developments linked to the rejuvenation of the Southern North Sea. There is a real opportunity for Norfolk and Suffolk to become a 'test and demonstration zone', highlighting its national and global value.

### **Onshore Energy Production**

Suffolk is home to three nuclear power stations at the different stages - Sizewell A is in decommissioning; EDF's Sizewell B is the UK's only pressurised water reactor in operation; and the Sizewell C nuclear new build project is expected to be submitted for development consent in 2020.

It is predicted that the Sizewell C power station would inject up to £200m a year into the regional economy during peak construction and £40m per year during its 60 years of operation. Furthermore, it is expected that Sizewell C would create 25,000 roles during its sixty years of operation.

Norfolk and Suffolk is the leading area nationally for animal waste biomass installations with a third of the national capacity in two large plants at Thetford and Eye power stations. One of the UK's newest straw fed biomass plants has opened at Snetterton, whilst brewer Adnams operates an anaerobic digester which was the first to export biogas to the grid produced from brewery and food waste.

The bioenergy industry is worth nearly £2bn and is based on the scale of agriculture locally with 13.7 per cent of England's crop output and 9 per cent of the livestock output. Norfolk and Suffolk is the largest straw producing area in the UK, with 313,000 hectares of cereals and 60,000 hectares of oilseed crops, with an estimated straw yield of 1.06m tonnes per year.<sup>5</sup>

### **Clean Energy Powerhouse**

Planned investment in new generation projects will result in Norfolk and Suffolk being the largest contributor of clean energy to the UK and central to the UK's successful national transition to a zero-carbon economy.

Despite the area's strengths in clean energy, access to power is limited, holding back housing and industrial development in many parts of the area. Therefore, transforming the local energy system

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<sup>3</sup> 4C Offshore – East of England: Enabling Offshore Wind - 2018

<sup>4</sup> 4C Offshore – East of England: Enabling Offshore Wind - 2018

<sup>5</sup> [https://newanglia.co.uk/wp-content/uploads/2019/06/New-Anglia-Clean-Energy-Skills-Plan\\_FINAL-March-2019.pdf](https://newanglia.co.uk/wp-content/uploads/2019/06/New-Anglia-Clean-Energy-Skills-Plan_FINAL-March-2019.pdf)



and new innovations in energy wider resource use is also a priority for local partners to deliver productivity gains across all businesses.

Significant investment by National Grid and other partners will be needed alongside local reinforcement, to support the offshore energy sector and the proposed new nuclear power station, Sizewell C. But it is critical that this new energy infrastructure does not impact on the natural environment, which is such a key asset for the area.

There is a clear opportunity for Norfolk and Suffolk to be a global exemplar for clean, low carbon energy production, exporting services and skills globally, and expanding the distribution of affordable sustainable energy to local communities and businesses.

## **Ambitious Future Plans**

### **Local Partners will work together to:**

- Expand Orbis Energy into an All Energy Centre of Excellence which focuses on supply and demand, innovation around new technology, supports the supply chain development and collaboration across industry to develop a shared all energy workforce.
- Enhance the capacity and capability of our ports to serve the offshore energy market.

The actions identified under the five foundations of productivity will also help deliver the clean energy ambition.

### **Case Studies:**

1. **3Sun Group** led the way in diversifying from a wholly oil and gas business to more than 90 per cent renewables. It has been integral in the installation, servicing and maintenance of offshore wind turbines in the UK and European waters through the supply of skilled technicians and statutory inspection teams. 3Sun has gained a global reputation for expert operational support services specialising in the UK, German and Danish markets.
2. **Energy sector skills** - Strong co-ordination of energy skills initiatives is key to ensuring the skills needs are met. Local partners are delivering an energy sector skills plan which focuses on a higher technical engineering offer; mobilises industry leadership; builds workforce transferability; addresses overall energy skills fragility; and delivers inclusive growth. Local investments will have a major impact on developing the future energy workforce, including the £11.3m energy skills centre at East Coast College in Lowestoft.
3. **Aviva Solar Carport** One of the largest solar carports in the UK was completed for Aviva by Norfolk-based Re-Energy. And the stats are impressive. More than 542,000 kWh of power, enough to power 138 homes, will be generated following the installation of 250 car parking spaces at its Horizon building in Norwich. During peak hours, the office – which accommodates 1,000 employees – will effectively be off-grid and powered 100% by the sun. Across the course of a year, this system will provide more than 32% of the sites total energy demand, representing a carbon offset saving of 166.5 tonnes per year, and a major contribution towards Aviva's ambitious efforts to tackle climate change. Designed with the Electric Vehicle (EV) revolution in mind, the carport has futureproofed the Horizon office to allow for the addition of EV charging infrastructure to meet user demand as it arises.

## Agri-Food

***Norfolk and Suffolk have the innovation and expertise to develop, pioneer and apply new approaches to sustainable agriculture, utilising clean energy and innovative water management, and increase value added processing and exports through the applications of new technologies and systems.***

### Infographics

- largest agri-food output of any LEP area at £3.5bn.
- 91,300 jobs
- 8,885 businesses
- Output per job is high at £38,500 making it a productive sector.
- Despite accounting for only 2% of UK's population Norfolk and Suffolk represents 11per cent of its agricultural output, which is more than any other LEP area
- 12per cent of the UK's cereals, 16.6per cent of UK fruit and vegetables, 22.7per cent of the UK's pigs and 17.6per cent of UK poultry production
- Exporting £569m
- Highly specialised sub-sectors within agri-food
  - 43.4per cent of sugar production in the UK takes place in Norfolk and Suffolk.
  - Manufacture of malt, beers and ciders is five times more concentrated in the area than the rest of the UK.
  - Other highly specialised sub-sectors include tractors and farm machinery; fertilisers, pesticides and other agrochemicals; and condiments and seasonings.

### A regional focus for agrifood innovation

The world-leading [Norwich Research Park](#) is at the forefront of global agri-food research and innovation. A UK asset equipped to make a leading contribution to the major challenges of food and energy security, healthy ageing and living with environmental change. It is Europe's largest single site hub of research, training, education, and enterprise in food and health. It brings together several research organisations with global reputations:

- the John Innes Centre
- the Earlham Institute
- the Quadram Institute
- The Sainsbury Laboratory
- University of East Anglia,
- Norfolk and Norwich University Hospital.

### Productivity in processing

Norfolk and Suffolk is home to an advanced and nationally significant food and drink sector, with globally renowned companies including - Kettle Chips, Pasta Foods, Muntons, British Sugar, Aspalls, Mars Food, Bernard Matthews and Birds Eye. There are many more quality processing businesses with potential to grow in domestic and international markets. The area only processes 50per cent of the food it grows. The opportunity to add value to the economy with an increase in processing and high-tech production methods is substantial. A 50per cent increase in processing locally grown food could add over £2bn to the economy.

Automation, enhanced use of information technology and other innovations also presents opportunity to increase the productivity of these businesses. Local partners ambition is to help businesses develop the skills and technology needed to take this opportunity.

### **The climate challenge**

Norfolk and Suffolk have some of the most productive farmland in the UK, yet the impact of climate change is bringing drier summers and increasing risk of extreme rainfall causing flooding<sup>6</sup>. Anglian Water estimates the area will have, by 2045 without intervention<sup>7</sup>, a third less rainfall than anywhere else in the UK - after plants and evaporation have taken their share - is barely a quarter of what fell out of the sky.

Local farmers recognised the need to up their game in response to the climate emergency and believe the sector can deliver on a demanding sustainable agenda – as long as the industry gets the right support.<sup>8</sup>

### **Sustainability and innovation in agriculture**

Across the agri-food sector, innovation is concentrated in a small number of high performing businesses. Machine learning, automation, material science and satellite technology has the potential to increase innovation across the wider business base. Adoption of technology could also address challenges created by a lack of labour supply, raising productivity and creating higher skilled, higher paid jobs.

Biodiversity and healthy soils are key to a sustainable environment and effective carbon capture, acknowledged UK leaders in these areas working here – such as the team at the Holkham Estate. But farming more widely faces a major challenge in its capacity and ability to adapt and adopt new techniques and technologies.

Increasing consumer passion for food traceability and sustainability, present an opportunity for growers and processors alike. This could range from switching more primary production to spelt and other cereals used in gluten-free flours, to developing new plant-based foods informed by the food innovation programme at the Quadram Institute. Supporting businesses to adapt their products to meet the changing demands of the modern consumer will be important.

The region will explore, working with others, the scope for capacity support and new skills development to encourage farmers to adopt new approaches and to better understand the opportunities for innovation. There is significant potential for effective mentoring and sector leadership.

### **Ambitious Future Plans**

Local Partners will work together to:

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<sup>6</sup> Scoping Report for the New Anglia LEP Climate Change Adaptation and Carbon Reduction Strategy, UEA Consulting, 2019 (page ref tbc when report finalised currently p14 re rain)

<sup>7</sup> Hannah Stanley-Jones, AW Head of Water Resources at WRE Launch – ET has requested published source

<sup>8</sup> <https://www.eadt.co.uk/business/farming/suffolk-and-norfolk-nfu-chairs-reaction-to-rsa-sustainability-report-1-6170278>

- Invest in a Food Hub based at the Food Enterprise Zone site at Honingham Thorpe in Norwich, to deliver business growth through innovation, productivity, processing, exports and support new start-ups.
- Collaborate with Lincolnshire, Cambridgeshire and Peterborough leveraging the existing strengths of Agritech East to realise the collective power as the UK centre for hi-tech, precision agriculture and food production.

The actions identified under the five foundations of productivity will also help deliver the agri-food ambitions.

#### Case Studies

1. **CauliRice** In 2015, Fountain Foods from Upwell in West Norfolk, successfully applied for two Agri-Tech grants worth £171,000 to set up a new company to develop and manufacture CauliRice - a new, long-life rice substitute made from cauliflower, and to install new equipment in their existing premises to make production more efficient. The new product took off immediately, benefitting from changing customer habits and the desire for more healthy choices. Cauli Rice is now on sale in all major supermarkets in the UK and across the US, with renamed company Fullgreen launching its first US production line in 2019.
1. **Aponic Ltd** have developed and manufacture a vertical soil-less farming system that uses 90% less water than traditional agriculture, runs on rain water and solar power, does not emit harmful run-off into the environment and massively reduces the need for fossil fuels in food production. Originally supported by a £28,000 grant from the Eastern Agri-tech Growth Initiative, Aponic, based in Sudbury, Suffolk, the company continues to seek new collaborations to develop the potential of its systems. In June 2019, they developed a vertical strawberry farm for Camden Town Brewery in London, to help them produce sustainable crops for their range of lagers.
2. **Crop Systems** based at Happisburgh in North Norfolk, are industry-leading innovators in modern crop storage. Their Warmstor product is a revolutionary low energy system for the automatic conditioning of potatoes for the pre-packing industry. It uses waste heat from adjacent refrigeration units to bring stored potatoes up to the required temperature for packing. They also produce Smartstor, a remote monitoring system for stored produce, and Taperstor and PosiStor, which are innovative storage facilities which maximise airflow for drying and managing moisture. Recently awarded £57,000 by the LEADER EU rural funding programme, Crop Systems have been able to build new office facilities for their business, enabling them to take on 3 new staff and grow their business.

## Information and Communications Technology and Digital Creative

*Grow and secure the information and communications technology and digital creative clusters at Adastral park and Norwich as national assets. Establish the UK's first unique advance highspeed optical wireless network which connects Internet of Things testbeds to support large-scale experiments.*

#### Infographics

- 1.4 bn contribution to UK plc
- workforce of 23,400
- GVA per job £59,100
- a further 35,000 digital technicians and engineers active in companies other local sectors.
- 10,000 tech roles /vacancies to be filled by 2024

Norfolk and Suffolk's information and communications technology and digital creative opportunity is both fast-growing and high value. It is at the cutting edge of digital innovation, with distinctive strengths in telecoms, cyber security, quantum technology, artificial intelligence, Internet of Things and user experience design. It is also imperative in supporting productivity growth and technical innovation across all local sectors. Driven by recognised tech clusters centred on Norwich's fast growing digital creative hub, and at Adastral Park, near Ipswich.

### **Norwich – Digital Creative Cluster**

The cluster is characterised by several high performing home-grown businesses (many of which are global players including Proxama, Foolproof, Content Consultants, LSI Architects and Further Search Marketing) as well as micro start-ups and freelancers. The sector overlaps and interlinks with the financial and insurance services and business services sector. There is real growth potential, but is also a driver for innovation, creativity and productivity across the broader business base.

University of East Anglia (UEA) and Norwich University of the Arts (NUA) are key to the output of talent for the Norwich area. UEA ranked 15 UK universities, has global pull with students drawn to specialisms that include computing science; computer systems engineering; business information systems; computer graphics, imaging and multimedia; data mining; engineering and environmental science. NUA the UK number 1 and world Top 10 for Games and has secured an international reputation for producing graduates who excel in a constantly evolving industry and the emerging cluster. It is also gaining national recognition for its user experience - digital design courses.

There is major demand for user experience standard skills across both digital creative primary industries, such as web and software design, and in customer experience in the broader digital economy. UEA and NUA have also developed partnerships with AVIVA and Virgin Money to respond to the digital demands of the FinTech finance sector and support SMEs within the local tech networking groups.

SyncNorwich, with over 1,300 members provides a vibrant networking programme that supports business start-up, business development and ongoing good practice sharing for the local technology community. Other networking groups include Norfolk Developers, SyncDevelopHer, Hotsource, Norfolk Data Science, Norfolk Games Developers and Digital East Anglia.

### **Adastral Park**

[Adastral Park](#), near Ipswich, is home to BT's Global Research and Development headquarters, and a growing cluster of over 100 high-tech companies at Innovation Martlesham, employing almost 4,000 people, generating £515m gross value added with a comparatively high productivity rate of £140,000 per job. Home to the largest test and integration facility in Europe and the world's first 'real-world' demonstration of quantum encryption. The 3<sup>rd</sup> largest patent filer in the UK and number one for Artificial Intelligence technologies. This is why it has been identified as one of the UK's high potential opportunities.

Adastral Park is a BT strategic site, and has set out an ambition, to take the site to a new level as a major national strategic asset and growth engine for the UK information and communications technology the Adastral Park 2025 vision. This initiative will include facilities to underpin the UK's aim to lead in the global information and communications technology sector, accelerate the growth

of the UK's emerging telecoms software manufacturing sector, and grow the Innovation Martlesham cluster to over 200 information and communications technology companies and academic partners.

The main aspects of the Adastral 2025 Vision:

- The Tommy Flowers Institute for post-graduate information and communications technology industrial research creating future research leaders through an academic and industry network;
- The world's largest converged networks research facility;
- Maximising the opportunities for the world's first commercial-grade quantum test network link between the BT Labs and the Cambridge node of the UK's new Quantum Network.
- Exploiting the opportunities of the UK's Centre for Internet of Things operations development.
- Working with Department for International Trade to promote a High Potential Opportunity offer to promote to foreign investors.
- Aiming to work specifically with the energy and agri-food industries as they adapt to new demands and technology availability.

#### Case Studies:

1. **Quantum Network Link** A key component in Adastral's array of assets is the commercial-grade quantum network link between BT at Adastral Park and Cambridge University. Launched in 2018, supported by £2m of government funding, the link is the UK's first ultra-secure quantum network link, marks a significant milestone in the UK's ability to develop and test quantum computing technologies. The link uses BT exchanges along the route to act as trusted nodes, and forms part of the UKQN, which is a result of a collaboration between research and industry run by the Quantum Communications Hub.
2. **Thyngs** Bridging the gap between the digital and physical world, Thyngs transforms any product packaging or advertisement into an instant point of transaction. Using any smartphone, consumers can receive personalised content and promotions without having to download an app. Thyngs was conceived to tackle the growing challenges for the charity sector due to the decline of cash and the need to better engage with donors digitally. Initially working with local charities, Thyngs is now supporting many national and international charities. In 2018, the business was selected to be part of Tech Nation's first FinTech growth programme. The programme is a key part of the UK Government's FinTech Strategy.
3. **Inawisdon** The world is moving rapidly forward in its consumption of data from internal and external sources including mobile and web streaming data, IoT, geospatial, and social media data sources. Tech business Inawisdon is enabling businesses globally to exploit the value of that data through the latest artificial intelligence and machine learning techniques. Founded in 2016 with just two members of staff, the company has been consistent and strong in recruiting the best talent and now employs over 70 staff members based at their HQ in Ipswich and London office. Scaling the business, Inawisdon is now working with a range of national and international clients including the Post Office, Balfour Beatty and the biggest single site renewable energy generator Drax.

#### Ambitious Future Plans

Local Partners will work together to:

- Deliver the Adastral Park 2025 vision.

- Create a new digital accelerator centre in Norwich for scale up businesses in the digital and creative cluster.
- Develop the economic case for a Smart Emerging Technology Institute and testbed (SETI) – a unique advanced high-speed optical and wireless network (including 5G) which interlinks Internet of Things testbeds to support large-scale experiments.

The actions identified under the five foundations of productivity will also help to deliver the information and communications technology and digital creative ambition.

## Underpinning sectors

This Local Industrial Strategy also recognises the strengths and the importance of a number of underpinning sectors in the Norfolk and Suffolk economy - financial services, culture and the visitor economy, ports and logistics, advanced manufacturing and construction.

Tackling the productivity challenges in these sectors and maximizing their growth opportunities are a key part of this Local Industrial Strategy.

## The Five Foundations of productivity

### Ideas

***Improving collaboration across businesses and sectors, driving up levels of business innovation across the whole business base, whilst increasing the adoption and diffusion of new technologies in clean growth, energy and food production.***

The ability to innovate – to develop new ideas and deploy them – is one of Britain’s great historic strengths<sup>9</sup>. Norfolk and Suffolk have played a significant role with technological break throughs from the hovercraft to the metal framed aircraft, pioneering the coding for the internet to the realisation of the single-mode optical fibre, with scientists leading the global search to develop new antibiotics discoveries that put the region at the forefront of science and innovation.

### Strong science, research and innovation assets

Norfolk and Suffolk today has strong innovation assets, but innovation is concentrated, clustered around and driven by a small number of (predominantly large) companies and research assets.

Norfolk and Suffolk has one of the highest concentrations of knowledge-intensive activity in the country. Around 8000 people work across science, innovation and research centres covering specialisms from use experience design, artificial intelligence and advanced engineering to clean energy, marine and microbiome research including:

- Norwich Research Park,
- Centre for Fisheries and Aquaculture Science,
- Adastral Park,
- University of East Anglia,

<sup>9</sup> <https://www.gov.uk/government/publications/industrial-strategy-the-foundations/industrial-strategy-the-5-foundations#ideas>



- Norwich University of the Arts
- University of Suffolk

The network of specialist innovation and enterprise centres also extends to Kings Lynn Innovation Centre, Hethel Engineering Centre and OrbisEnergy.

### **Innovation Challenge**

Despite this concentration of science, research and innovation assets, it appears the all-important diffusion of knowledge and innovation collaboration is subdued; only 16per cent of firms in Norfolk and Suffolk reported collaborating for innovation purposes, ranking the area amongst the lowest performing in England.

But Norfolk and Suffolk business are ranked amongst the top performing areas is adoption of new organisational processes including innovation in supply chain management, business re-engineering, knowledge management, lean production and quality management.

There is a clear opportunity to improve links between researchers and businesses to test and try new ideas. With greater levels of collaboration between businesses and researchers, Norfolk and Suffolk's businesses can take exciting ideas into commercial products and services and capture their maximum value.

### **Investing in Innovation**

Businesses spend on research and development is higher than most other parts of the UK, however this is concentrated in a small number of firms.<sup>10</sup> Though only 12per cent of firms reported undertaking research and development, their spend amounted to an impressive £641m, or 1.9per cent of gross value added, compared with 1.2per cent nationally.

Public investment in research and development simulates private spending<sup>11</sup>. Norfolk and Suffolk is in the lower percentile of LEP areas in accessing Innovate UK funding however the evidence indicates that this is mostly due to the lack of businesses applying for the funds. By increasing the amount of businesses investing in research and development the area can support the government's commitment to reach 2.4per cent gross value added.<sup>12</sup>

### **Innovation Ecosystem**

Well-connected networks where people can easily access the right expertise, informally and collaborate and share knowledge are essential for innovation. Norfolk and Suffolk have many of the components of a strong innovation ecosystem such as a robust research base, vibrant business networks and innovation infrastructure. These are dispersed across a wide geographic area with specialisms clustered at different locations. Feedback from businesses reflects the desire to joining up Norfolk and Suffolk's innovation assets recognising that this will stimulate greater levels of cross-sector innovation.

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<sup>11</sup> Industrial Strategy White Paper p.61 In the UK every £1 of public investment on R&D attracts around £1.40 of private investment

<sup>12</sup> Evidence base p.48

By stimulating more investment in innovation and improving the connection between businesses and the research base, Norfolk and Suffolk businesses will help to ensure the UK continues to be at the forefront of shaping the businesses and markets of the future.

**Together local partners will:**

***Widen the cross section of businesses innovating and investing by providing the right support and access to finance needed to increase productivity through innovation, particularly focusing on clean growth.***

**And**

***Create opportunities to strengthen collaboration, learning and partnership between science, research and business, across different sectors and disciplines, to tackle key challenges.***

**By:**

- Introducing a new joined-up offer and programme of activity that will stimulate collaboration and innovation which will include:
  - **Connecting up innovation centres** and assets opening up access which encourages cross sector collaborations.
  - **Innovation Ambassadors** linking entrepreneurs and innovators with businesses seeking to collaborate on projects.
  - a **voucher scheme** for access to credible and high-quality mentoring advice.
  - an **Innovation Research and Development fund** with grants of 1k to 25K.
  - **Innovative Projects** revenue fund, seeking projects that cover ideas and innovation, skills, innovation and the business environment.
  - Joining up **innovation portals** to direct entrepreneurs and businesses to the wide range of support services
  - **innovation hackathons** proving opportunity for large businesses to work with SMEs to answer commercial challenges.
- Developing the next generation innovation infrastructure including:
  - a **world-leading hub for plant and microbial research** linked to the John Innes Centre.
  - an **exemplar ageing society assisted living community** (testbed), linking up researchers and clinicians to trial and test new technologies.
  - exploring the **Port of Felixstowe** becoming an **exemplar for blue tech** working with Connected Places Catapult.
- Create partnerships with other parts of the UK to scope out shared and complementary capabilities to drive forward new innovations and access to new markets including:
  - Jointly appointing, with the **Offshore Renewable Energy Catapult**, a **regional manager** to support local companies to innovate and develop new technologies for offshore wind.
  - Identify mechanisms to leverage greater value and productivity from enhanced commercialisation opportunities between Norwich Research Park and the existing business base to attract inward investment.
  - Working with leading UK universities who specialise in complementary areas of strength in sectors such as agri-food, clean energy and ICT Digital.

**Government is working in partnership with Norfolk and Suffolk to support the delivery of this foundation through:**

- Innovate UK investing **XXX** of competitive funding in the local area. Innovate UK is also helping businesses better understand funding opportunities, further building on the New Anglia Growth Hub workshops.
- Investing £290m of Local Growth Fund, including the new Ipswich Waterfront Innovation Centre and the new headquarters for the Centre for Environment, Fisheries and Aquaculture Science in Lowestoft.

#### **Case Studies**

1. **Quadram Institute: an innovation asset** A multi-million-pound food and health research and endoscopy centre, the Quadram Institute is at the forefront of a new interface between food science, gut biology and health, developing solutions to world-wide challenges in food-related disease and human health. The new institute adds to the already global impact of research and development at Norwich Research Park. It hosts fundamental and translational research into food, human health, gut biology and disease, and feature a clinical research facility for human trials and a new gastrointestinal endoscopy unit for the Norfolk and Norwich University Hospital. The co-location of these elements in the same building will drive new collaborations between fundamental and clinical researchers and is one of the features that make the Quadram Institute a ground-breaking partnership.
2. **Digital Skills & Innovation Accelerator** - The project aims to boost innovation skills and productivity across Norfolk and Suffolk by leveraging the capabilities of the University of Suffolk, BT and Adastral Park's tech cluster Innovation Martlesham. It's hoped the centre will welcome 520 new students, 145 new apprentices and create 36 new jobs in the local area.

## **People**

***Growing an inclusive economy with a highly skilled workforce where skills and employment provision meets business need and the aspirations of individuals.***

The United Kingdom has one of the most successful labour markets in the world with employment rate is at a near historic high<sup>13</sup>. Norfolk and Suffolk perform strongly with an employment rate above the UK average. Skill levels and wages however are lower, with more jobs than the national average in lower paying industries.

### **An ageing population but attracting people**

Norfolk and Suffolk has a diverse and growing population. It is a desirable place to live consistently attracting a higher proportion of people of all ages than leave the area, including young people, families and skilled professionals.

But the population is older than the UK average, with pockets of deprivation and low skills close to major growth opportunities. The two counties have an ageing population, 23.5per cent of its

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<sup>13</sup> <https://www.gov.uk/government/publications/industrial-strategy-the-foundations/industrial-strategy-the-5-foundations#people>

population being over 65 compared to 18.2% in the UK. This is an engaged, if older, population with a huge contribution to make.

### **Skills and aspirations**

Historically, Norfolk and Suffolk have been behind the UK in terms of residents with NVQ3+ (the equivalent of AS and A Level) qualifications. Strong progress has been made in closing the gap, with a growth in NVQ3+ levels of 2.8per cent, a faster rate in recent years than the national average and all the comparator areas. Overall skills are improving, but still lag behind where they need to be.

Apprenticeships take up is higher than both the national and wider East of England average. Apprenticeship starts for all ages in Norfolk and Suffolk have more than double over the last decade. Most of these apprenticeships are either intermediate or advanced level. 7per cent of all school leavers, entered into an apprenticeship compared with 6% nationally highlighting their slightly higher appeal and density locally

Key Stage 5 students in Norfolk and Suffolk sustaining an education or employment destination has increased from 63.7per cent in 2009/10 to 89per cent in 2016/17. Much of this is driven by an increase in students moving into sustained employment, up from 7.9per cent in 2009/10 to 29per cent in 2016/17.

There are persistent pockets of low attainment and aspiration that is dispersed throughout the area.

### **Workforce**

Residents typically work close to where they live with relatively low levels of commuting outside of the area. Deprivation is relatively isolated in some urban and coastal areas. Average full-time weekly wages are £487.50 compared to £537.30 nationally and 26.8per cent of jobs are below the Real Living Wage compared 22.8per cent nationally.

Rapidly emerging technologies and methods under the Industrial Revolution 4.0 will change the nature of many jobs at all levels. But ultimately will create new jobs which the workforce need to be prepared for through increased awareness and training, particularly in relation to digital skills digital skills where there is already existing gaps.

The large majority of the 'future workforce' is within the existing workforce. This gives real opportunities to be reskilled to align with a changing landscape. Individuals and employers need to maximise their potential through digital literacy and strategic business application of digital technology.

18.6% of all vacancies are unfilled due to the lack of suitably skilled residents. The three universities in the area present an opportunity with the numbers of talented and ambitious people they attract each year. Ensuring high quality employment opportunities to retain graduates will inject energy, investment and new thinking directly into our local workforce and business community.

Significant evidence exists supporting the link between wellbeing at work and productivity – with wellbeing including physical health and mental wellbeing. Quality of life is constantly ahead of the national trend, affirming that Norfolk and Suffolk is a desirable place to live. There is opportunity for business to utilise this to enhance productivity and for the area to attract and secure additional business investment.



### **Connecting business and education**

Inspiring and preparing young people for the fast-changing world of work is critical to driving the supply of the future workforce. For young people, the New Anglia Enterprise Adviser Network is meeting the eight Gatsby benchmarks at a consistently significant rate above the national average. It is facilitating collaboration between schools and businesses across Suffolk and Norfolk to deliver inspiring careers strategies that will prepare the next generation of workers.

21per cent of employers locally have entered a local school and offered some kind of work inspiration, which is in the top performing areas in the UK. Such initiatives highlight a proactive and engaged employer base in the skills system in Norfolk and Suffolk and one that is keen to see a step change in skills levels locally.

Norfolk and Suffolk will continue to promote collaboration between business, Higher Education, Further Education, schools and the public sector to provide the training opportunities and industry placements that enable businesses and people to fulfil their full potential.

### **Together local partners will:**

**Close the skills and labour gaps, especially in digital and technical skills, and continue to build skills across the strategic opportunity areas by:**

Working in partnership with government to deliver the £290m investment of Local Growth Fund, including:

- **Digital Skills & Innovation Accelerator** - a new, nationally significant information and communications technology research and training centre delivered by University of Suffolk, BT and the Adastral Park tech cluster.
- **Digi-Tech Factory at City College Norwich** - enabling several interconnected Digital Technology, Engineering and Design Courses to come together in a purpose-designed building.
- **Digital & Technology Skills Hub at Suffolk New College** - offering a range of courses and provide the building blocks for individuals to progress into Higher Education and Higher-Level Apprenticeships.
- The **STEM innovation campus at West Suffolk College** will provide first class science, engineering and digital education and training for the young people of this region.
- A £7.4m **Institute of Productivity** at the University of East Anglia, helping to educate the next generation of digitally aware engineers and business leaders within modern engineering facilities. It will deliver a new regional hub for engineering, technology and management.
- Deliver the Department for Education funded **National Centre for Computing Excellence** based at West Suffolk College supporting the growth of digital skills in teachers.
- **Support Opportunity Areas in Norwich and Ipswich.** Local ambition is to maintain the partnerships to continue support social mobility.

- Delivering an ‘**Eastern Institute of Technology**’ to address many of the local and national skills shortages in energy, construction, information and communications technology and digital, advanced manufacturing, agri-tech and engineering.
- Fifteen sector skills plans are being delivered, including clean energy, agri-food and digital tech, which identify skills needs and set out the actions to ensure these needs are met.

**Providing a range of opportunities that enable all residents to upskill throughout their lives, including:**

- Working with DCMS to develop a **Digital Skills Partnership** building on the work of the New Anglia Digital Skills Taskforce and sector skills plan.
- Supporting the delivery of disability confident scheme for employers.
- Working with industry to support and scale up existing initiatives that provide, career support and wider awareness of the opportunities for working with an older labour force; and educational programme that supports the development of digital skills right from primary school to Post Graduate research and workforce to the hard to reach.

**Improving aspirations and continue to develop employability and work readiness amongst young people including:**

- Developing a cost-effective model to support the **transfer of apprenticeship levy** to businesses by creating a virtual pot where unspent levy is ‘transferred’ and used to match up businesses with apprentices and providers.
- **Enhancing New Anglia Enterprise Advisor Network and Careers Hub** to support ensure all secondary schools and colleges are equipped to achieve all the 8 Gatsby benchmarks.
- Work with the Department for Education to promote the opportunities that qualifications such as **T levels** bring, encouraging businesses to provide industrial placement enabling students to gain employability skills.
- Promoting the work of Easton & Otley College to provide ‘Farm Ready Students’ in conjunction with large farming estates such as Honingham Thorpe Farm, Stody Estate and The Morley Agricultural Foundation.

**Case Studies**

1. The **New Anglia Enterprise Adviser Network** matches senior business leaders with secondary schools and colleges to increase student encounters with the world of work and support the development of employer engagement plans. 100 Volunteer Enterprise Advisers from local businesses across Suffolk and Norfolk are supporting schools with delivering inspiring careers strategies. The New Anglia Local Enterprise Partnership’s (LEP) aims to have an adviser in every education establishment in Norfolk and Suffolk by 2020.
2. **Norwich Inclusive Economy Project** UEA is working in collaboration with Norwich City Council to deliver the Norwich Inclusive Economy Commission project which is exploring the economic issues that the city is facing, the impact of potential future trends, and how the Council might intervene in the economy in new ways in the future. The project seeks to provide new insights into the local economy by moving beyond conventional economic indicators. It will explore the different forms of economic inclusion and exclusion that exist, as well as often ignored ‘hidden’ economies.
3. **Award winning Creative Computing Club-** Matthew Applegate, founder of Creative Computing Club, which operates in Ipswich and across Suffolk, won the 2019 BAFTA Young Game Designers Mentor Award. Matthew set up Creative Computing Club in 2012 and it now works with more than 300 young people every week across Suffolk

helping them to engage in technology-based sessions. The clubs offers short courses on everything from robotics to artificial intelligence to game design. Matthew also works with nine Suffolk schools to help young people to learn about making games.

## Infrastructure

***Enabling productivity gains and clean growth through the delivery of integrated infrastructure to create places that people want to live and work.***

Boosting infrastructure enables success. It is the essential underpinning of our lives and work<sup>14</sup>. Places and communities are interconnected, depend on transport links and draw on many of the same labour market and supply chains. Delivering Norfolk and Suffolks' clean growth and productivity ambitions is dependent on a number of core infrastructure improvements.

### Transport connectivity

Norfolk and Suffolk is strongly connected with the rest of the world and core to the UK's freight and logistics system. The area is well served by ports (Felixstowe, Ipswich, Great Yarmouth, Lowestoft and King's Lynn) and airports (Norwich and Stansted) and connectivity to each of these key hubs is critical to ensure their ongoing success to UK plc. The area benefits from fast links to London and Cambridge with recent investments in both the road and rail networks making journey times quicker with greater seating capacity as well as boasting the UK's most modern fleet of rolling stock.

Committed improvements to date through the Roads Investment Strategy will deliver significant benefits but additional investment on the A14, A47, A11 and A12 could further drive growth opportunities for Norfolk and Suffolk<sup>15 16</sup>.

Opportunities for the electrification of transport, including last mile connectivity, is critical to support the government's ambition that all new cars be electric by 2040. Almost 40per cent of all carbon dioxide emissions in Norfolk and Suffolk come from transport<sup>17</sup>.

Pursuing opportunities for modal shift and active travel, broader network efficiency and flexibility as well as reducing the need to travel through initiatives such as improved digital connectivity, will be critical in delivering clean growth across Norfolk and Suffolk.

### Digital connectivity

The Better Broadband for Norfolk and Suffolk programmes<sup>18</sup> have made a significant impact on digital connectivity with 92per cent of Norfolk and 94per cent of Suffolk properties having access to superfast broadband.

Although higher than the national average, take up of superfast broadband is 67per cent with levels relatively high in rural areas, there is still work to be done to improve take up, applying readily

<sup>14</sup> <https://www.gov.uk/government/publications/industrial-strategy-the-foundations/industrial-strategy-the-5-foundations#infrastructure>

<sup>15</sup> Britain's Premier Trade Route, Suffolk Chamber of Commerce, 2019

<sup>16</sup> Investing in East-West Success, A47 Alliance 2019

<sup>17</sup> Climate Change Adaptation and Carbon Reduction Action Plan Scoping Report, UEA, 2019

<sup>18</sup> Better Broadband for [Norfolk](#) and [Suffolk](#)

available technology and connect the rural communities and businesses still unable to access superfast broadband. We will work with Government to fulfil its pledge to bring ultrafast broadband to all homes and businesses by 2025.

### **Housing and Commercial Land**

Housing affordability is diverse across Norfolk and Suffolk. Median house prices of £225,000 are similar to the UK, £228,500. However, this is about 8.7 times higher than earnings making them less affordable than the UK, 7.8. House prices vary throughout the two counties with higher prices in parts of Suffolk and the north Norfolk coastline. Like most places across the UK delivering against ambitious targets to build new homes has been challenging. However, Local Plan allocations and permissions data do indicate that there will be a substantial upswing in housing completions to 2021.

Norfolk and Suffolk has a dynamic commercial property market, with pockets of relatively low value properties close to the major growth opportunities. Although existing commercial development site allocation is on trend to meet projected demand, many of these sites needs further infrastructure to open up the site for development, which is difficult to forward fund.

Local partners are committed to building the right housing and commercial space where it is needed and integrate infrastructure to build communities and places people want to live and can thrive.

### **Energy**

Norfolk and Suffolk's all-energy production is a significant asset to UK plc. but there are clear challenges ahead when it comes to the electrification of transport and heat and the move towards a digital society.

Although domestic and commercial energy consumption across the two counties is decreasing, the number of customers and meters are rising. Grid and substation constraints across the two counties are a challenge to growth in many locations.

Norfolk and Suffolk are working through the BEIS supported Greater South East Energy Hub to help provide support in thinking innovatively about local and sustainable energy solutions. The Local Energy East strategy<sup>19</sup>, developed in partnership with neighbouring LEPs, sets out collective local energy ambitions to 2030 and are underpinned by a range of activities which are being take forward.

The decarbonisation of heat offers significant opportunity for the infrastructure around Bacton gas terminal from the introduction of hydrogen and in 'off-gas' areas of high fuel poverty in Norfolk and Suffolk.

### **Water**

Norfolk and Suffolk is amongst the driest area in the UK with low rainfall but, is also at high risk of flooding due to the combination of low lying land and its 140 mile long coastline. With increasing pressures on energy and water through growth and climate change, the area must consider how it manages energy and water demand. In particular it must consider the impact of climate change for the most vulnerable infrastructure, communities and sectors.

Improvements in infrastructure help to drive business growth and productivity, provide confidence to investors and help support the sharing of innovative thinking. Infrastructure also connects people

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<sup>19</sup> <https://newanglia.co.uk/wp-content/uploads/2019/03/LEE-Strategy-LOW-RES.pdf>

to a wider breadth of employment and skills development opportunities and offers the potential for a significant shift towards a net zero carbon future.

**Together local partners will:**

**Deliver an integrated approach to infrastructure and inter-regional connectivity to maximise clean growth impacts locally and for UK plc by:**

- Delivering integrated transport priorities, that reduce the need to travel and encourage modal shift as well as support a growing and thriving economy including:
  - Taking an active role in Transport East, the sub-national transport forum for the East of England.
  - Continue to work with Network Rail and the Cambridge and Peterborough Combined Authority to deliver the improvements at both Ely and Haughley rail junctions.
  - Develop options for integrated ticketing and pioneer the sharing economy alongside other initiative to encourage modal shift and network efficiency.
  - Develop an Electric Vehicle plan which covers take up, the necessary supporting infrastructure, electrification of freight and sets out the support needed for demand led EV roll out.
  - Work with the Connected Places Catapult to maximise future of mobility opportunities locally.
- Delivering sustainable, energy efficient, intelligent homes, commercial space and communities that are fit for the future including:
  - Enhancing digital infrastructure both fixed and mobile through delivering initiatives such as the Norfolk & Suffolk Innovation Network.
  - Working with Homes England and the construction industry to explore and implement innovative approaches to building homes.
  - Encouraging new housing entrants into the market to improve diversification, drive innovative and sustainable delivery.
  - Take an active role in Water Resource East to develop a single multi-sector regional approach to water resources.
  - Working with local communities to promote and support them to access the Defra's Rural Energy Community Fund.
  - Developing exemplar low carbon energy generation, networks and storage which benefit local businesses and communities including:
  - Increasing the number, quality and scale of local energy projects delivered working with the Greater South East Energy Hub.
- Developing exemplar low carbon energy generation, networks and storage which benefit local businesses and communities including:
  - Next generation technologies focussed on reducing demand and carbon emissions including generation of hydrogen from hydrolysis to produce clean fuel; carbon capture storage; and a new resilient, flexible transmission network.
  - Developing a local energy investment prospectus to demonstrate opportunities for innovative funding and delivery methods.

**Government is working in partnership with Norfolk and Suffolk to support the delivery of this foundation through:**



- Local Full Fibre Network fund with Norfolk and Suffolk receiving £8m and £5.9m respectively.
- Transforming Cities fund with Norwich already securing £6.1m of government.
- Future highstreets fund with Great Yarmouth and Kings Lynn securing £150,000 each to develop plans to revive their highstreets.
- To create a network across Norfolk and Suffolk to enable private, public and educational sector organisations and the public to explore, trial and implement Internet of Things technology.

### Case Studies

1. **Toggam Solar Farm**, near Lakenheath in West Suffolk is an example of how the public sector can invest in energy generation to create income to help fund essential council services and become a leader in carbon reduction. West Suffolk Council operates the 12.4MW site, which when purchased in 2016. The site generates around 12,000MWh of electricity annually bringing in £1.43m of income last year. After taking into account the capital outlay, this delivered a net income of £352,000 to fund local services. Along with its other assets, the council is able to offset around 4,900 tonnes of CO<sub>2</sub> and provide enough power to run 3,500 homes.
2. **Equipmake** Based at Hethel Engineering Centre, innovative company Equipmake is among those leading the charge in electric vehicle (EV) technology. Not only a leader in ultra-high performance electric motors, the company also specialises in complete EV drivetrains and ultra-fast power electronic systems. Experienced at collaborative R&D projects, Equipmake has developed a range of products for use in a wide variety of projects including the High-Performance Carbon Reduction (HIPERCAR) performance range-extended electric sports car co-developed with Ariel and Delta Motorsport. Equipmake developed the AMP200 drivetrain for the new, high performance, electric sports car. However, the company's aim is much larger than becoming a maker of engines for high-performance electric cars. A bus project and a second automotive customer project are already in progress and the number of serious enquiries from giant automotive players is rising rapidly as the business scales production. Equipmake is due to move to a new facility near Snetterton motor racing circuit this year and aims to begin commercial-scale production there in 2020. The company raised £3 million from private investors at the end of last year and about £5 million has been spent on the project to date.
3. **Norfolk and Suffolk Innovation Network** The project will deliver the largest free public sector Long Range Wide Area Network (LoRaWAN) in the UK to enable businesses, the public sector, educational organisations and the public to explore, trial and implement Internet of Things (IoT) technology across Norfolk and Suffolk. The infrastructure will provide the foundation for a whole ecosystem that will help transform our economy:
  - Creation of new innovation businesses in Norfolk and Suffolk
  - New entrepreneurs able to trial and demonstrate their ideas
  - Enabling agri-tech (and other) solutions where mobile phone networks are inadequate
  - Teaching school children and students about the technology, increasing interest in coding careers

This project also has the potential to open new market opportunities to develop new products across Norfolk and Suffolk.

## ***Creating more productive jobs and smarter agile businesses.***

### **Business base**

Norfolk and Suffolk has a strong business environment and is a great place to build and grow a business, with positive levels of business support and good business survival rates.

There is a large and diverse business population of 62,750 independent enterprises growing by 13.9per cent since 2013, which is below the UK average of 23.2per cent.

SMEs account for 99.7per cent of businesses, which is in line with the UK average. Despite accounting for the overwhelming majority of businesses, micro-firms (0-9 employees 88per cent) represent only 19per cent of turnover and 30per cent of all employees. In contrast, large businesses (250+ employees) account for about half of all employment and turnover.

The area has a business birth rate of 11.1per cent, which is lower than for the UK, 13.1per cent. However, businesses that start here, stay here with good business survival rates – almost 47 per cent of firms are still in business five years after starting up, which is higher than the UK average of 43per cent.

High-growth firms form and flourish here, with 43per cent growth since 2012 significantly out-pacing both the eastern region, 23per cent, and the UK 12per cent. Norwich and Ipswich are in the top 10 fastest growing cities in the UK with vibrant, diverse economies.

There is a stable and resilient business base with low levels of churn.

### **Opportunity for businesses to export and secure inward investment**

Norfolk and Suffolk is home to several internationally facing businesses which export £2.9bn of goods, over 55 per cent to the EU, and £2.4bn of services. With the current level of exports lower than comparator areas, there is an opportunity to encourage a wider cross-section of businesses to engage in exporting.

### **Supporting businesses to grow and scale up**

There is an extensive network of business advice services across Norfolk and Suffolk, centred around the New Anglia Growth Hub, the single point of access for all business support. The wider business support network includes start up agencies MENTA and NWES as well as business intermediaries such as the Chamber of Commerce, the Federation of Small Businesses, the Confederation of British Industry and the Institute of Directors, National Farmers Union, Country and Land Association and strong levels of support from the financial and professional services sectors.

### **Together local partners will:**

**Increase the number of businesses growing, scaling up, and the number of new high growth potential businesses; and**

**Raise sustainability, productivity and wages amongst the wider business base. Support businesses to expand market access and attract inward investment.**

**By:**

- Providing industry leadership that drives actions and takes advantage of the opportunities that exist within and across clean energy, agri-food and information and communications technology and digital creative including:
  - Building on the recent launch of the All-Energy Industry Council, establishing an Agri-Food Industry Council and Tech Industry Council.
  - Working with Department for International Trade to promote High Potential Opportunities to foreign investors.
- Sharpening the high-quality business support offer to ensure meets the changing needs of businesses adapting to new ways of working and new technology including:
  - New support mechanisms for businesses to make the transition to clean growth and greater resource efficiency.
  - Expanding business-led initiatives to boost productivity and technology adoption such as Be the Business for visitor economy.
  - Delivering an integrated inward investment and business location offer.
  - Expanding Invest East a free "investor led" programme that supports businesses to understand and prepare to raise equity and other forms of finance.
  - Expanding funding and support for spinouts, widening access building on university enterprise funds.
  - a mentoring support scheme, supported by local large business, which will further enhance the New Anglia Scale Up programme.
  - Enhanced targeted support for high potential businesses, including supply chain support programmes, with peer-to-peer and collaborative support for businesses.
  - Enhancing support for SMEs and start-ups in the digital and creative including co-working space.
  - Delivering supply chain programmes that supporting local companies to take advantage of opportunities such as increased UK content in the offshore wind supply chain and drive sectors up the value chain.

**Government is working in partnership with Norfolk and Suffolk to support the delivery of this foundation by:**

- Investing £290m Local Growth Fund to the area which has delivered, for example;
  - the Eastern Agri-Tech Growth Initiative which is supporting the development of new and innovate ideas within this growing sector.
  - £31.8m m of Growing Places Funding providing loan-funding to help kick-start and support development projects.
  - £2m to New Anglia Capital to support to stimulate entrepreneurship and support job creation in early-stage businesses with high-potential
  - 25m to Growing Business Fund to support local businesses which want to grow and create new jobs.
- Continuing to support the New Anglia's Growth Hub to provide high quality business support across the county.
- Supporting the development of the Enterprise Zone.

**Case Studies**

1. **New Anglia Business Growth Programme** - £47m worth of business support between April 2013 and March 2022, which includes:

- New Anglia Growth Hub
  - Small Grant Scheme (£1k-25k)
  - Growing Business Fund (£25k-500k)
  - Support for start-ups
2. **Business Energy Efficiency Anglia** has offered free energy efficiency advice and grants to over 800 SMEs across Norfolk and Suffolk. Since 2016, BEE Anglia has awarded over £1m to 160 organisations<sup>20</sup>, supporting a wide range of projects, and helping businesses of all sectors to cut their energy costs and carbon footprint.
  3. **LOCAL PRODUCTIVITY CLUB** Free training and support is being offered to SMEs in West Norfolk through a new productivity club launched thanks to a grant of nearly £60K. A local productivity club has been set up offering free training and support to small and medium-sized West Norfolk businesses following a grant from Innovate UK, the government's innovation agency. The successful bid for funding was made through a collaboration between Anglia Business Growth Consultants Limited, the College of West Anglia and West Norfolk Council and the project aims to demonstrate that forming a group of small, low productivity companies from the same local area, together with support, can deliver significant productivity gains within four months.

## Places

*Transforming the Norfolk and Suffolk economy into one of the best places in the world to live, learn, work and succeed in business.*

Norfolk and Suffolk is a diverse area with two main urban centres, Norwich and Ipswich, market towns, villages and significant rural areas with over 140 miles of coastline. The majority of land (85per cent) is utilised for agriculture. The main urban centres of Norwich and Ipswich are dynamic fast-growing centres with a rich cultural offer.

There is a strong quality of place offer with two Areas of Outstanding Natural Beauty - the Norfolk Coast and the Suffolk Coast and Heaths - and home to the Broads National Park. Thetford Forest is a 19,000ha forest covering the north of Suffolk and south of Norfolk. It is a designated Site of Special Scientific Interest. This makes the area an attractive place to live, work and visit.

The culture sector ensures that places are distinctive, with rich history, sense of purpose and identity, attracting new businesses and investment. 'Place' nurtures and supports thriving economies, that are creative, tolerant, enterprising and entrepreneurial. Norfolk and Suffolk museums, theatres, festivals, concert halls, dance houses and creative spaces play a key role in bringing people together, generating opportunities for community celebration, reflection and learning, whilst also supporting tourism and related small businesses. Truly successful places are always underpinned by a sense of creative vibrancy, a manifestly strong quality of life, and a clear sense of cultural identity.

The [Norfolk and Suffolk Economic Strategy](#) sets out major growth locations and growth corridors in more detail, underpinned with a robust evidence base and detailed understanding of what is needed to continue to drive and unlock each location.

<sup>20</sup> <http://www.beeanglia.org/news-and-events/small-grant-pot-launched/>

## Clean Energy

There is notable clustering of the energy sector along the coast in Suffolk (particularly around the nuclear cluster servicing Sizewell), Great Yarmouth and Waveney (servicing the offshore wind and oil and gas industry) and North Norfolk (around Bacton gas terminal).

Beyond the all-energy coast, the sector also has a visible representation in Ipswich and Greater Norwich – servicing the respective clusters in nuclear and offshore – as well as King’s Lynn and West Norfolk, alongside parts of mid and west Suffolk

The New Anglia Space to Grow Enterprise Zone comprises six sites around Lowestoft and Great Yarmouth where energy businesses are clustered. The zone has the potential to create 18,500 new jobs over the next 25 years.

The ports of Great Yarmouth and Lowestoft are strategic centres for the offshore wind sector. Significant investment has been made in port infrastructure to support pre-assembly, construction, installation and operations and maintenance, with land available for further expansion.

Norfolk and Suffolk has the closest ports to the four high-growth export markets of Belgium, Denmark, Germany and the Netherlands.<sup>21</sup> Beyond Europe Norfolk and Suffolk companies are already exporting their expertise to Asia, North and South America and the Middle East, with the potential to increase this further

Norfolk and Suffolk is the leading area nationally for animal waste biomass installations with a third of the national capacity in two large plants at Thetford and Eye power stations.

Suffolk is home to three nuclear power stations at the different stages - Sizewell A is in decommissioning; EDF’s Sizewell B is the UK’s only pressurised water reactor in operation; and the Sizewell C nuclear new build project will be submitted for development consent in 2020.

## Agri-food

Agri-food is significant in almost every part of Norfolk and Suffolk. Despite an evident and valued presence in rural and semi-rural areas, the sector also has notable concentrations in and

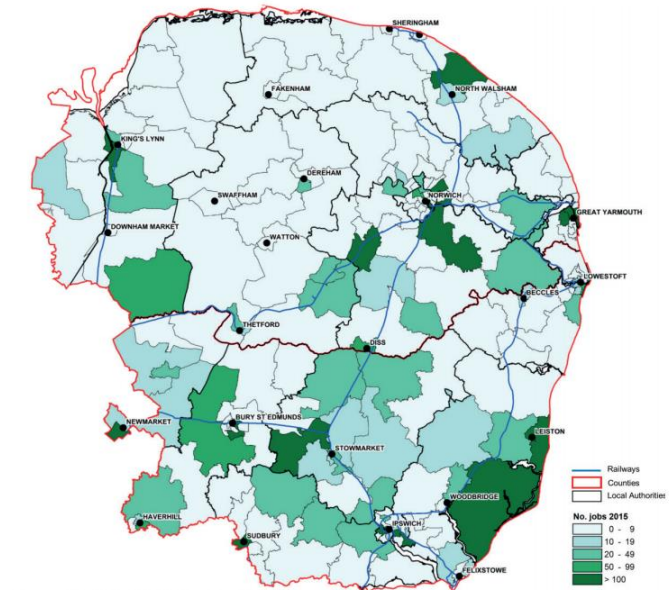


Figure 10.7 – Energy sector clusters in Norfolk and Suffolk, 2015

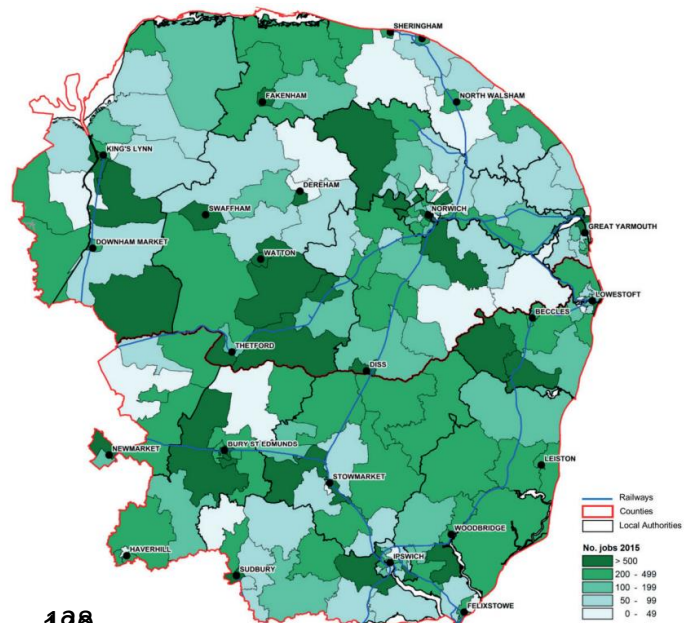


Figure 11.3 – Advanced agriculture, food and drink sector clusters in Norfolk and Suffolk, 2015

<sup>21</sup> 4C Offshore – East of England: Enabling Offs



around urban areas, particularly market towns, such as Bury St Edmunds, Stowmarket, Thetford, Sudbury, King's Lynn and Diss.

Growth corridors are also evident, reflecting their role in food and drink production. The Stowmarket, Orwell and Greater Norwich food and drink clusters are particularly evident, which in part contributed to these areas being amongst the first three Food Enterprise Zones (FEZ) in the country.

- The renowned Suffolk Food Hall and Jimmy's Farm outside Ipswich,
- Stowmarket, part of the 17 ha Stowmarket Enterprise Park
- the Food Enterprise Park in Norwich, where an innovative mustard and mint milling facility, Condimentum, is currently being built.

The region's ports also play a key role in the import and export of agricultural products and food, whether the UK's leading grain port at Ipswich, the UK's biggest container port at Felixstowe, or King's Lynn port which specialises in handling agribulks and aggregates.

### ICT Digital

Spatially, ICT and digital businesses are dispersed across Norfolk and Suffolk, though most densely concentrated in urban areas. Recognised in the Tech Nation Report as nationally significant tech clusters, Norwich and Ipswich have a growing tech community and innovative start-up scene.

Norwich has specialisms in tech and digital creative and Ipswich in ICT and tech-related research and consultancy.

In the west of the two counties, particularly in Newmarket, Bury St Edmunds and King's Lynn, there are also notable concentrations of digital tech businesses, many exploiting the advantageous proximity to the Cambridge cluster.

Stowmarket and Diss, both on the mainline to London and within an hour of the city, have a noticeable clustering of activity.

The Cambridge-Norwich Tech Corridor spans over 100km of the A11 and rail links between the two cities. It comprises the UK's most established tech cluster in Cambridge and clusters of business and research excellence across advanced manufacturing, agri-tech, life sciences and digital creative.

It contains over 12,000 knowledge intensive businesses and is well placed to develop synergies with businesses in both Cambridge and Norwich.

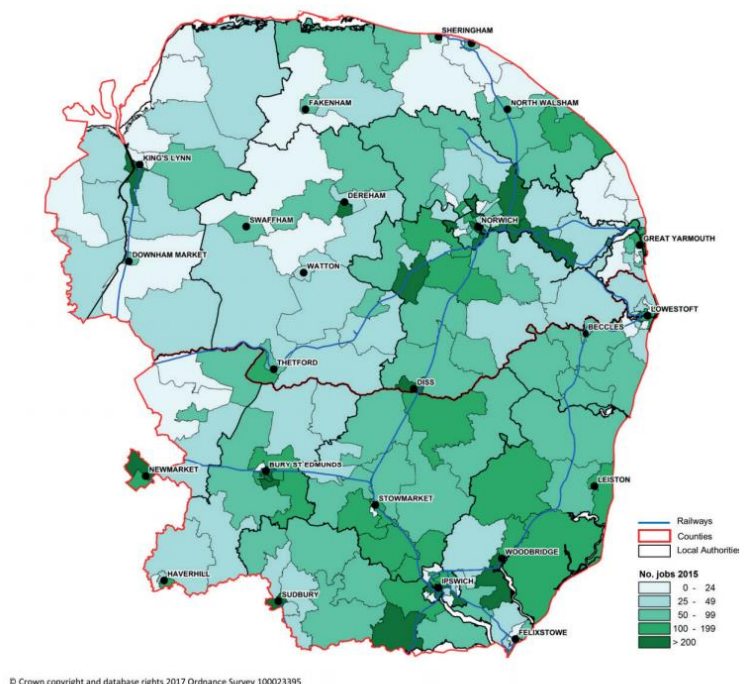


Figure 11.1 – ICT, tech and digital creative sector clusters in Norfolk and Suffolk, 2015

Norfolk and Suffolk will build on the place-focused approach to improving access to skills and employment agreed in its economic strategy, recognising the different requirements of its towns, urban, coastal and rural areas, connecting pockets of deprivation which exist alongside the largest future opportunities.

**Together we will:**

- Communicate a clear, ambitious offer to the world central to attracting the people, investors and businesses of the future.
- Accelerate investment on the EZs to help drive economic growth.
- Work with Anglian Water and other partners to establish Natural Capital East to protect and enhancing the natural resource base, while increasing productivity and adding value with targeted investment.
- Develop a collaborative maritime cluster with the view of having a stronger Coastal Powerhouse narrative with Government, ensuring that the opportunities of Maritime 2050 are maximised for the Norfolk and Suffolk area.
- Develop a shared investment prospectus with Arts Council and National Lottery Heritage, ensuring that cultural infrastructure is maintained and developed, including specific new development in market towns and places where there is significant new housing.

**Making it Happen - Collaboration, Implementation and Evaluation**

*The Norfolk and Suffolk economy is most successful when we work together for the benefit of the people who live, learn and work here.*

This Local Industrial Strategy will not be delivered by one partner alone or by one strand of investment or actions. It is the next stage in the evolution and implementation of the [Norfolk and Suffolk Economic Strategy](#).

The way we work together is a major strength. Businesses, the LEP, local authorities, third sector organisations, colleges and universities collaborate to deliver shared ambitions rather than focusing on organisational, sectoral or geographic boundaries. Local partners have come together to agree this strategy and are all committed to aligning relevant actions and investment to the agreed priorities.

A number of tools and systems have been put in place to support this way of working:

- **Shared evidence base** which continues to evolve and stay live, providing partners with a reliable and consistent source of economic data to inform action and investment decisions.
- **Delivery and Investment plans** which sets out how projects and priorities will be delivered and funded, their outcomes and how partners will be mobilised to achieve them.
- **A common investment prioritisation framework**, which is used to assess projects, providing transparency and ensures that all investment is focused on projects that delivers maximum impact and value for money.
- **A shared inclusive growth toolkit** which provides assurance that projects are also judged consistently by their capacity to deliver positive impacts for local residents.
- **An annual stock-take of progress**, which will review progress and identify where changes are needed to reflect new economic or policy circumstances.
- **An evaluation programme** which sets out the approach to evaluating actions and projects.

This Local Industrial Strategy does not include any new spending commitments outside of existing budgets. Instead, it will inform the strategic use of local funding streams and, where relevant,

spending and decisions at the national level. It will also help Norfolk and Suffolk decide on its approach to maximising the long-term impact of the new UK Shared Prosperity Fund once its details and priorities are announced at Spending Review.

To demonstrate progress towards the long-term vision set out by this Local Industrial Strategy, the Strategy contains a number of specific actions. Where these actions are locally-led, these will be drawn from local budgets which exist for those purposes; where actions are shared between Norfolk and Suffolk and government, they will be funded from existing local and departmental budgets, with funding allocated for those specific purposes.

This Strategy does not represent all the priorities and action being developed in Norfolk and Suffolk. As detailed in this Strategy, Norfolk and Suffolk will regularly review the latest evidence to continue designing the most effective approaches and interventions to be at the forefront of the future UK economy. This Strategy sets out long term ambitions and will continue to evolve as the economy changes.

Norfolk and Suffolk local partners are committed to working with government to build more relationships and successful collaborations to create productive growth, enterprise and jobs that benefit all communities across the two counties.

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## CABINET

Tuesday 1 October 2019

### RENAISSANCE IN EAST ANGLIA FISHING (REAF) STRATEGY

#### EXECUTIVE SUMMARY

1. In June 2018 the then WDC, on behalf of the Renaissance of East Anglian Fisheries (REAF) group successfully applied for funding from the European Maritime Fisheries Fund (EMFF) with 25% matched funding to commission a feasibility study into the future opportunities for the local fishing industry following the UK's anticipated withdrawal from the EU in March 2019.
2. The UK's withdrawal from the EU's Common Fisheries Policy as part of the BREXIT process could provide a major opportunity for the local, regional and national fishing industry to grow the domestic fishing sector. The attached draft strategy sets out the state of the current industry and makes a series of recommendations required for Lowestoft to take advantage of this potential opportunity and re-establish itself as a significant regional fishing hub.
3. The purpose of this report is to seek Cabinet's endorsement of the strategy which has been developed on behalf of the REAF partnership and of which ESC is a founding partner. The report also seeks Cabinet approval to work in partnership with DEFRA to take forward the recommendations within the strategy.

Is the report Open or Exempt?	Open
<b>Wards Affected:</b>	All wards
<b>Cabinet Member:</b>	Councillor Craig Rivett, Deputy Leader & Cabinet Member for Economic Development



<b>Supporting Officers:</b>	Paul Wood Economic Development and Regeneration Head of service 01394 444249 <a href="mailto:paul.wood@eastsuffolk.gov.uk">paul.wood@eastsuffolk.gov.uk</a>  Jason Berry Economic Development Manager 07769 364418 <a href="mailto:Jason.berry@eastsuffolk.gov.uk">Jason.berry@eastsuffolk.gov.uk</a>
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## 2 INTRODUCTION

2.1 Following the 2016 referendum result on the UK's membership of the EU the Renaissance of East Anglian Fisheries (REAF) group was established. The aim of the group has been to develop a long-term strategy for the East Anglian fishing industry and explore the potential growth opportunities resulting from the UK's withdrawal from the EU and the EU's Common Fisheries Policy. The ultimate aim of the group is to re-establish Lowestoft as major regional fishing hub in the context of a significantly growing domestic fishing sector.

2.2 REAF consists of the following organisations:

- Peter Aldous MP (Chair)
- Lowestoft Fish Market Alliance
- Rodney Anderson (independent fisheries advisor and ex DEFRA director)
- ESC (Cllr Craig Rivett / Jason Berry, Economic Development Manager)
- Associated British Ports
- New Anglia LEP
- Suffolk CC
- Norfolk CC
- Seafish- an NGO established by the Fisheries Act 1981, to improve efficiency and raise standards across the seafood industry.

## 3 DEVELOPMENT OF A REGIONAL FISHERIES STRATEGY

3.1 The REAF group's primary focus has been to carry out a strategic review of East Anglia's fishing industry and promote Lowestoft as the regional fisheries hub. In order to facilitate this research, the Council made a successful bid, on behalf of REAF for funding from the

EMFF resulting in £110k being secured, in June 2018. This award was subsequently matched with contributions from the following organisations:

- 3.2 Seafish (£30,000)
- 3.3 ESC £4,000
- 3.4 Norfolk CC (£1,000)
- 3.5 Suffolk CC (£900)
- 3.6 This funding was used to commission a specialist economic consultancy, Vivid Economics to produce a report which would provide the REAF group with a comprehensive understanding of the sector's current capacity, infrastructure and supply chain in order to determine the potential opportunities which may exist following the UK's withdrawal from the Common Fisheries Policy. Further, the report also explored what investment/policy changes would be required to realise and maximise these potential benefits.
- 3.7 This strategy builds on insights from numerous stakeholders and expert interviews across all fisheries sub-sectors, conversations with regulators and public bodies and a conference hosted by Peter Aldous in March 2018 with keynote speaker George Eustice MP, DEFRA minister for Agriculture, Fisheries and Food. Furthermore, Peter Aldous MP hosted a workshop in July 2019 with a broad range of stakeholders (including DEFRA, industry regulators and representatives from across the fisheries sector) the purpose of which was to analyse the findings of the draft strategy.
- 3.8 The strategy has been developed to be strongly evidence led and as such has relied heavily on the use of data sets and analysis from both Seafish and the Marine Management Organisation (MMO), both nationally renowned sources of fishing sector data. Furthermore, the evidence supporting the recommendations has come from discussions with over 40 stakeholders in East Anglia across all fisheries sectors, including catching, angling, aquaculture, processing, infrastructure and training.
- 3.9 The key headline which emerges from the draft strategy is that: *"Upon leaving the EU Common Fisheries Policy, up to 11,500 additional tonnes per year of allowed catch become available to UK-registered vessels in the Southern North Sea, potentially being*

*landed and processed in the UK.”* In monetary terms the strategy states that this is an increase of c£32m in landed fish value to East Anglia.

3.10 In order to realise this potential growth opportunity, the report makes the following ten recommendations and in addition also identifies the actions required and by whom:

- I. Close the Pool and control the inshore fleet through gear and days at sea restrictions. Modify shellfish licences to include some finfish access
- II. Require the offshore fleet to land its catch in the UK and restrict it from fishing within 12 nautical miles of the UK.
- III. Invest in a regional fishing port.
- IV. Provide access to finance for the scaling up and automation of the processing sector.
- V. Upgrade the control regime for anglers.
- VI. Remove barriers to aquaculture expansion by de-risking development and improving access to finance.
- VII. Set up a fisheries sector apprenticeship scheme
- VIII. Combine the Association of Inshore Fisheries and Conservation Authorities (IFCAs) and MMO into a single East Anglia Regional Fisheries Authority.
- IX. Manage stocks as mixed fishery and change the behaviour of the regulator
- X. Make more use of data to manage potential conflicts between fishers and other marine activities

3.11 It is worthwhile noting that whilst many of these recommendations are not within the control of the REAF partner organisations, the actions to be taken and by whom are ours to influence. The REAF group have now met DEFRA officials three times and in these meetings, DEFRA have been receptive to using elements of the strategy as a potential trial along the East Anglian coast post BREXIT. Peter Aldous MP has also been consistently lobbying George Eustice in support of the EMFF funding bid as well as trialling elements of the strategy’s recommendations in East Anglia. The minister has responded to Peter acknowledging his work and indicating he would like to visit Lowestoft.

3.12 The completion of this strategy has been timed in order to maximise the influence on emerging government policy on fisheries in anticipation of the UK’s withdrawal from the Common Fisheries Policy. The REAF strategy or at least parts of it could provide government with a blue print for fisheries policy post BREXIT and is due to be launched in Westminster on 14<sup>th</sup> October with an audience of regional coastal MP’s Councils Leaders, DEFRA officials and NGOs to raise the profile of this project and gain further political support to implement the recommendations.

3.13 The development of the REAF strategy has been high profile for ESC as we are now viewed as the most proactive local authority within the country on the issue of the growth opportunities for the UK fishing industry post Brexit. No other Council has progressed work in this area to the extent ESC has. Peter Aldous MP has taken part in a parliamentary debate citing the work that REAF are undertaking and the strategy has high visibility with both DEFRA and the fisheries minister George Eustice. Furthermore, there have been comments from DEFRA that they wish to trial a new system in the wake

of the UK's withdrawal from the CFP and this strategy or at least elements of it could provide them with a readymade solution.

- 3.14 In order to progress the recommendations within the strategy it is suggested that East Suffolk Council convene a REAF strategy group with a small secretariat and fisheries manager. This group will be accountable for devising and carrying out a first-year programme of work to take forward the strategy in line with the recommended actions. This proposal, however, would be dependent on REAF securing further external funding to cover the costs of this recommendation.

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

- 4.1 The ultimate aim of this strategy is to determine how we can enable the local fishing industry to take advantage of any growth opportunities provided by BREXIT. In doing this it supports one of the three strategic pillars of the Business Plan i.e. Economic Growth. The strategy and subsequent activity will also support the delivery of the following business plan action: Provide more effective business support to facilitate the growth of Small & Medium-sized Enterprises
- 4.2 The strategy also aligns strongly with the three priorities of ESC's Economic Growth plan namely):
- i. Supporting entrepreneurs and entrepreneurship in East Suffolk
  - ii. Encouraging established businesses to invest and grow
  - iii. Attracting inward investment to East Suffolk, focused around existing and emerging sectors and supply chains
- 4.3 The REAF strategy also has the potential to contribute to ESC's health and wellbeing objectives since being in work is important for everyone's general health and well-being: it gives us a purpose (and an income), promotes independence, allows us to develop social contacts, and is a factor in preventing both physical and mental health problems.  
[www.mentalhealth.org.uk](http://www.mentalhealth.org.uk)

#### **5 FINANCIAL AND GOVERNANCE IMPLICATIONS**

- 5.1 The financial implications for ESC of this project to date have been officer time and seed funding of £4k to progress this project. Any further funding requirements will be the subject of a further report within the constitutional guidelines however, it is also anticipated that further external funding bids will be made to progress the strategy's recommendations
- 5.2 The governance of this project has taken place through a steering group of the REAF partnership and the membership of the group is listed at section 2.2. The project's terms of reference state that the steering group shall have oversight of the project through all stages of development. This includes providing guidance and steering to the project, engaging with stakeholders outside of the steering group such as the fishing industry,

providing a coordinated approach to the project and championing the project to external stakeholders.

## **6 OTHER KEY ISSUES**

- 6.1 Equality Impact Assessment shows no negative impact in relation to any of the Protected Characteristic groups, there may be positive benefits in terms of employment arising from the Strategy

## **7 CONSULTATION**

- 7.1 Comprehensive consultation has taken place on this project with a wide range of marine and fisheries sector stakeholders. These have included the MMO, DEFRA, IFCA, Seafish and the wider local and regional fishing community through a conference that was held in March 2018 and a workshop in July 2019.

## **8 OTHER OPTIONS CONSIDERED**

- 8.1 The other option would be to not endorse this strategy. To do so could mean that the local fishing industry, the district and wider region may miss out on significant business and employment growth and Lowestoft may lose the opportunity to re-establish itself as a major regional fishing hub.

## **9 REASON FOR RECOMMENDATION**

- 9.1 The UK's withdrawal from the CFP presents a potential opportunity for future significant growth in the UK fishing industry. More locally there is an opportunity for Lowestoft to reposition itself as a regional hub for all aspects of the fisheries supply chain and by endorsing this strategy and the recommendations within it ESC and the REAF partnership can begin to influence government policy so that such opportunities can be realised. This will then further complement the ambitious growth and development plans ESC have for the port based around the offshore energy and marine sectors

### **RECOMMENDATIONS**

1. That Cabinet endorses the draft REAF strategy.
2. That Cabinet delegates responsibility for any subsequent minor changes to the strategy to the Head of Economic Development and Regeneration in consultation with the Cabinet Member for Economic Development.
3. That Cabinet, subject to DEFRA's agreement to work in partnership with REAF to progress the Strategy's recommendations, supports the creation of the new REAF group in line with the Strategy and also supports the Group's efforts to secure external funding to progress implementation of the strategy.

### **APPENDICES (List the title of each separate Appendix below)**

<b>Appendix A</b>	Draft REAF Regional Strategy
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<b>Appendix B</b>	Technical appendix
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<b>BACKGROUND PAPERS</b>		
<b>Date</b>	<b>Type</b>	<b>Available From</b>
	Equality Impact Assessment	Jason Berry

# • Renaissance of East Anglian fisheries

Report of the REAF Group

Fourth draft

September 2019

## Contents

Introduction to REAF and acknowledgements.....	3
1 Introduction.....	4
2 Size of the opportunity .....	6
3 A brief description of fisheries in East Anglia .....	8
4 Recommendations.....	14
5 The future of REAF .....	23
References.....	25
Appendix.....	26

## List of tables

Table 1	Brexit offers an opportunity of 13,300 tonnes additional catch of UK vessels in the Southern North Sea, which could translate into 10,600 tonnes additional landings into regional ports .....	7
Table 2	Health of finfish and flatfish stocks in the North Sea.....	10

## List of figures

Figure 1	Ports along the coast of East Anglia and Essex tend to be specialised in a small number of species.....	9
Figure 2	Most vessels operate at operating margins above 20% .....	10
Figure 3	Margins in the processing sector have been low, but there is an upward trend (left) .....	12
Figure 4	Decreasing size of processing (left) and volatile landings of the catching sector (right) .....	13
Figure 5	Fleet groupings.....	26

## List of boxes

Box 1	About REAF.....	5
Box 2	Methodology for quantification of the opportunity.....	6

## Introduction to REAF and acknowledgements

Renaissance of East Anglian Fisheries (REAF) is a community-led long-term strategy for fisheries in the region. Work began in 2018, through the joint endeavours of East Suffolk Council, Peter Aldous MP, June Mummary MEP and Paul Lines. A partnership was formed between the regional industry, East Suffolk Council, Suffolk County Council, Norfolk County Council, New Anglia Local Enterprise Partnership and Seafish.

Funding was provided by the participating Councils, Seafish, the European Maritime and Fisheries Fund via the Marine Management Organisation, while REAF Group members provided their time and their contacts, some very generously. Seafish also contributed funding in kind in the form of fisheries data and data analysis as well as market expertise. East Suffolk District Council gave invaluable administrative and project management support and hosted meetings of REAF.

The report of the Renaissance of East Anglian Fisheries (REAF) was prepared by its members, with advice from Rodney Anderson and research and analysis from Vivid Economics Ltd.

This strategy builds on insights from numerous stakeholder and expert interviews across all sub-sectors, as well as conversations with regulators and public bodies. A list of organisations and individuals engaged is contained in the accompanying technical appendix. We would like to thank all individuals who have contributed to this project.

The calculations in the report are based on fish stocks remaining constant. Over the last decade, fish stocks have improved. If this trend continues, the rewards could be higher than estimated here.

# 1 Introduction

The current time is a moment of great potential and great threat for the fishing industry of East Anglia and Essex, from Leigh on Sea, on the north bank of the Thames Estuary, to King's Lynn, on the south side of The Wash. It is no accident that parties in East Anglia have come together now to prepare a strategy. This strategy unfolds a compelling story of opportunity alongside agonising risk of losing a culture of small-scale artisanal fishing. This strategy addresses how to prepare for that opportunity and support a flourishing coastal fleet.

**The opportunities over the next two years to take decisions relating to the future of the East Anglian Fisheries are exceptional.** This strategy explains the situation and recommends actions in most areas in which decisions should be made. Many of these decisions are time sensitive, with the majority needed within the two years. Many of the opportunities and threats are beyond the control of local decision makers, however, they will have a significant impact on the future of the industry. This report provides the opportunity to form a regional response to many of the challenges, including: the UK's departure from the EU's Common Fisheries Policy; the uncertain and changing abundance of locally important fish stocks; the upcoming retirement of the majority of local fishermen; and, the absence of normal (sufficient) levels of profit in parts of the fishing sector. Without appropriate action, changes will take place in the fishing sector from which it will take a long time to recover or which could turn out to be potentially irreversible. On the one hand, in ten years' time there could be a thriving sector, celebrating its diversity along the coast, supporting many more jobs off- and on-shore than at present, or alternatively, nearly all the traditional coastal fishing and associated processing and retail could have disappeared.

**The fisheries of East Anglia have long supported a fishing industry, with ports and fish processing being part of the culture of the region.** They are known for coastal shellfish, the sole and plaice of the shallow water banks of the North Sea, and for the annual mass migrations of herring. Vessels are launched from the shingle beaches and from ports and harbours all along the coast. Oysters are cultivated on racks and scrapes along the banks of the estuaries. Together they form a diverse set of small businesses operating along the coast, specialising in individual shellfish species such as crab and lobster, cockles, whelks and brown shrimp, or operating flexibly to catch the seasonal influxes of sole, herring, bass and skate. Its character varies as you travel from Leigh-on-Sea on the Thames Estuary to King's Lynn on the Wash.

Usually further out to sea, among and beyond the string of large wind farms, much larger trawling vessels are found pursuing sole, plaice or herring. Foreign-owned, they land overseas and with little economic connection with the UK.

**The opportunity is remarkable.** The UK's departure from the EU's Common Fisheries Policy could, if accompanied by well-designed national policy and regulation, increase UK vessel quota catch in the Southern North Sea by seven times by value and UK vessel non-quota catch by 25%, together adding 60 or more vessels to the UK fleet in the Southern North Sea, creating corresponding offshore and onshore jobs.<sup>1</sup>

**The strategy addresses significant potential opportunities for growth under some Brexit scenarios.** It recommends actions to support growth across all sectors along the value chain, while aiming to:

- enhance and grow a regional, active, sizeable and diverse inshore or coastal fleet;
- tackle improvements in regulatory operations;
- coordinate efficient investment along the supply chain;
- expand the value of natural resources through sustainable aquaculture;
- reduce tensions between angling and commercial fishing.

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<sup>1</sup> Figures based on MMO 2016 landings data and Vivid Economics calculations. The vessel number estimate assumes a modern, highly productive fleet as specified in Box 2. In addition, a technical appendix to this strategy report details the approach..



The strategy takes into account the current pattern of activities, in particular:

- the specialisation of the catching fleet;
- the spatial distribution of stocks;
- the financial performance of the current fleet, at fleet segment and vessel level;
- the current infrastructure capability and its future potential;
- the capacity and financial performance of processors;
- aquaculture;
- recreational sea angling;
- recruitment and training;
- the Fisheries White Paper and the Fisheries Bill.

This is a diverse sector managed under complex regulation. To compound matters, the future policy arrangements with the EU after Brexit, if Brexit takes place, remain unknown. While this report lays out a set of headline recommendations, we acknowledge that their implementation will involve further decision-making.

#### Box 1 About REAF

**Renaissance of East Anglian Fisheries (REAF)** is a community-led long-term strategy for fisheries in the region. Work began in 2018, through the joint endeavours of East Suffolk Council, Peter Aldous MP, June Mummery MEP and Paul Lines. The partnership between the regional industry, East Suffolk Council, Suffolk County Council, Norfolk County Council, New Anglia Local Enterprise Partnership and Seafish, received funding from the European Maritime and Fisheries Fund via the Marine Management Organisation and was delivered by Vivid Economics. Rodney Anderson was the advisor.

## 2 Size of the opportunity

Upon leaving the EU Common Fisheries Policy, up to 13,300 additional tonnes per year of allowed catch become available to UK-registered vessels in the Southern North Sea, potentially being landed and processed in the UK. This would come about through a change in the way that fishing opportunity in the North Sea is allocated between countries, moving to a geographic area allocation under the international law of the sea, known as Zonal Attachment, replacing the current basis of historic fish catches, known as the Relative Stability Rule of the Common Fisheries Policy. This change would allocate a seven-fold greater catch of quota stock value to the UK from the Southern North Sea, worth approximately £28 - 34m at the quayside. This includes an eight-fold volume increase in sole, a ten-fold volume increase in herring and an eleven-fold volume increase in plaice. In addition, the Economic Link rule, which the UK uses to regulate the activities of vessels fishing the UK's fish stocks, could be strengthened to require those vessels to land fish in the UK.<sup>2</sup> The potential opportunities could further increase as fish stocks improve through effective management and the regional fleet becomes more efficient and more competitive. In addition, there may be opportunities to start harvesting crabs further offshore and to expand oyster cultivation.

East Anglia has potential to translate this opportunity into regional jobs and GVA. Table 1 presents the scale of this opportunity.

### Box 2 Method for quantification of the opportunity

#### Data

- MMO 2016: anonymised, vessel level landings data of the UK fleet\*
  - STECF 2016: catch by species by ICES rectangle by vessel nationality
  - ICES statistical rectangles
  - Flanders Marine Institute 2018: Maritime Boundaries Geodatabase
  - Seafish fleet economic performance 2016\*
  - Seafish processing sector census 2016\* and Seafish processing financial survey 2015
- \*Later years are available for these datasets, but could not be used due to limitations in STECF data availability.

#### Assumptions

- The calculation assumes that fish are equally distributed within each ICES rectangle.
- The location of fish is based on a single year, 2016.
- Opportunity catch and landings are valued at UK average stock prices, which tend to be above current regional prices for most stocks.
- Opportunity landings assume all UK registered vessels land into UK ports due to Economic Link regulation, and that East Anglian and Essex ports receive 70% of UK landings volumes from IVc.
- Opportunity vessel numbers assume proportional increases in landings by the non-shellfish inshore and offshore fleets, and constant landings volumes by the shellfish and low activity fleets. The new fleets are highly active as a result of this strategy.
- GVA for processing is assumed to increase in proportion to raw material processed, GVA in the catching sector is assumed to increase more than proportionally to landings, due to efficiency gains.

#### Limitations

The analysis only considers catch and catching potential from sea area 27.4.c, the Southern North Sea, and is based upon reported catches which tend to be lower than overall TACs and quotas. Results are sensitive to the above assumptions. A snapshot of a single year is presented, while catching opportunities and stock distributions change from year to year.

<sup>2</sup> Figures based on MMO2016 landings data and Vivid Economics modelling. See Box 2 for methodological detail. In addition, a technical appendix to this strategy report is available, detailing the approach.

**Table 1 Brexit offers an opportunity of 13,300 tonnes additional catch of UK vessels in the Southern North Sea, which could translate into 10,600 tonnes additional landings into regional ports**

All values are regional figures. East Anglia and Essex (EAE) is defined as related to ports in East Anglia and Essex NUTS 2 (see Appendix for list of ports). For processing, all sites with postcodes CO, IP and NR are included.

		Current, EAE (catching: 2016 processing: 2015)	Opportunity, EAE (Zonal attachment and strategy recommendations)	
<b>Tonnes/year landed (by UK vessels from IVc)</b>	Inshore fleet	200	2,900	
	Shellfish fleet	7,000	7,000	
	Offshore fleet	-	7,900	
	Total	7,600	18,200	+140%
<b>Value/year landed (by UK vessels from IVc, valued at UK average prices for opportunity estimates)</b>	Inshore fleet	£0.8m	£8.2m	
	Shellfish fleet	£8m	£8m	
	Offshore fleet	£0m	£22m	
	Total	£9.6m	£39m	+310%
<b>Jobs (current numbers stated in full time equivalent, opportunity estimates for the catching sector state number of people employed)</b>	Inshore fleet	14 FTE	80 jobs	
	Shellfish fleet	73 FTE	90 jobs	
	Offshore fleet	0 FTE	120 jobs	
	Processing	209 FTE	up to 360 FTE	
	Total	328 FTE	up to 650 jobs/FTE	+100%
<b>GVA/year</b>	Inshore fleet	£0.4m	>£5.4m	
	Shellfish fleet	£3.4m	£3.4m	
	Offshore fleet	-	>£14.7m	
	Processing	£11m	£11 - 19m	
	Total	£15m	£24 - 43m	+60 - 190%
<b>Vessel numbers and average annual fishing income per vessel</b>	Inshore fleet	24 vessels, £33k/v	30 vessels, £250k/v	
	Shellfish fleet	76 vessels, £97k/v	76 vessels, £97k/v	
	Offshore fleet	0 vessels	20, £800k/v	
	Total	100 vessels	126 vessels	+30%
<b>Fishing GVA/fisher</b>	Inshore fleet	£29,000	£65,000	
	Shellfish fleet	£38,000	£38,000	
	Offshore fleet	n/a	£125,000	

Note: See Box 2 for data sources and further detail.

Source: Vivid Economics

## 3 A brief description of fisheries in East Anglia

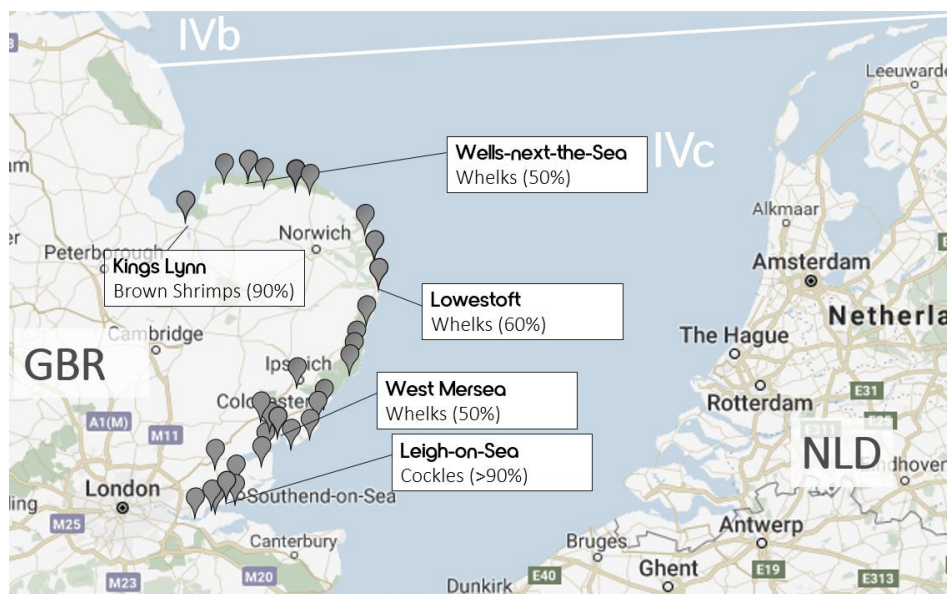
### 3.1 Introduction

The fisheries of East Anglia cover a diverse set of activities including a shellfish fleet; an inshore fleet catching flatfish; offshore demersal and offshore pelagic fleets; charter sea angling trips; individual sea anglers; aquaculture farms and processors, some with international exports; port and market services; and ancillary services.

**The East Anglian coast spans estuaries, shingle beaches, harbours and the fairly shallow North Sea, with its banks and hollows and variety of substrates, creating a variety of local ecosystems in which shellfish grounds, demersal fish spawning grounds and other areas are found.** It is home to significant stocks of sole, brown shrimp and plaice, as well as herring, mackerel, skate, bass, crab, lobster, cockles and whelks.

**The total value reported of the catch of commercial species from the Southern North Sea has varied between £190m and £260m in recent years (£220m in 2017), of which between 7% and 12% (8% in 2017) was landed by the UK fleet (ICES 2017).** East Anglia's ports received 63% of UK vessel landings from this sea area, corresponding to £9m in 2017 (4%) (MMO 2017). Most of this is shellfish and non-quota species caught by inshore and specialist shellfish vessels. Most finfish are currently landed overseas into ports in the Netherlands and France, with shellfish landings prevalent in the northern ports and harbours in East Anglia and the estuaries. Sole had the largest landed value from fishing ground IVc at £80m, followed by brown shrimp at £65m and plaice at £14m. Of these landings, only £0.5m of sole, £2m of brown shrimp, and less than £0.1m of plaice was landed into ports in East Anglia and Essex. Even then, some of the sole landed in East Anglia is shipped to Brixham market for sale rather than being sold locally. Other important species for East Anglia and Essex are cockles (£2.1m), whelks (£1.9m) and lobsters (£1m) (MMO 2017). Some of the principal shellfish ports are shown in Figure 1. Fishers in the region have questioned the accuracy of some of the official MMO data because it does not correspond with their first-hand local knowledge. The official data are shown in Figure 1 and have been used in other calculations in the strategy.

Figure 1 Ports along the coast of East Anglia and Essex tend to be specialised in a small number of species



Note: Species listed indicate top species landed into this port in 2017 by value share, value share in brackets. This map is indicative and does not reflect precise location of ports and sea areas. A full list of ports included in this analysis can be found in the appendix of this report.

Source: Vivid Economics, based on MMO 2017 landings data

## 3.2 Stocks

Most of the shellfish stocks are now closely monitored, with well-established arrangements for control of cockles and brown shrimp. Alongside familiar controls of licensed vessels and minimum landing size, the understanding of the status of crab and lobster stocks has developed further recently, while the whelk stocks and population dynamics are not yet well understood and the control of the fishery is in its infancy. The crab stocks appear to be stable but, while catches have been high and fishers report that the catch rate remains good in most areas, the trends in whelk stocks are not known and there is some concern that a large transfer of effort in recent years from other stocks into whelk fishing may be depleting the stock. On the other hand, the absence of cod, a predator of whelks, might partly explain the abundance of whelks.

In terms of finfish and flatfish, the stock situation is mixed. Fishers report at interview a complete absence of cod in the last four years, in what was traditionally a busy cod fishery, and attribute this to a variety of causes including climate change, under-sea power cables and offshore wind farms. They report rising numbers of spurdog and bass. There is a ban on landing spurdog, which has made longlining (a technique using bated lines of hooks sometimes extending for several kilometres behind the vessel) more difficult; the ratios of spurdog to target species being hooked has risen. There appears to be a lack of scientific evidence on current spurdog stock health. Fishers express concerns about poor catches of sole over the last ten years, because it is a high value species, and they blame its declining size and availability on poor management, in particular on the scale of activity by large trawlers operating from bases outside the region, in particular on pulse fishing and on the prosecution of spawning aggregations of sole (large shoals engaged in spawning). The official ICES assessments are summarised in Table 2.

Bass have the potential to become an important stock for the regional fleet and, in particular, the inshore fleet. Wild capture bass is a high value species. Recent years have seen tight controls introduced to enable the stock to recover, following the UK making a formal request to the European Commission to take emergency measures. There are signs that the recovery measures are beginning to have a positive effect.



Table 2 Health of finfish and flatfish stocks in the North Sea

	Sole	Plaice	Cod	Bass	Herring
Fishing pressure (FMSY)	red	green	red	green	green
Stock size (MSYB trigger)	green	green	red	red	green

Note: Colour code indicates ICES evaluation. Green: Desirable situation. Amber: Status lies between the precautionary and limit reference points. Red: Undesirable situation, e.g. fishing pressure is above the relevant reference point or stock size is below the relevant reference point.  
 FMSY is the fishing mortality generating the highest surplus production in the long run.  
 MSYB trigger is a parameter in the ICES maximum sustainable yield (MSY) framework, triggering advice on reduced fishing mortality (below FMSY).

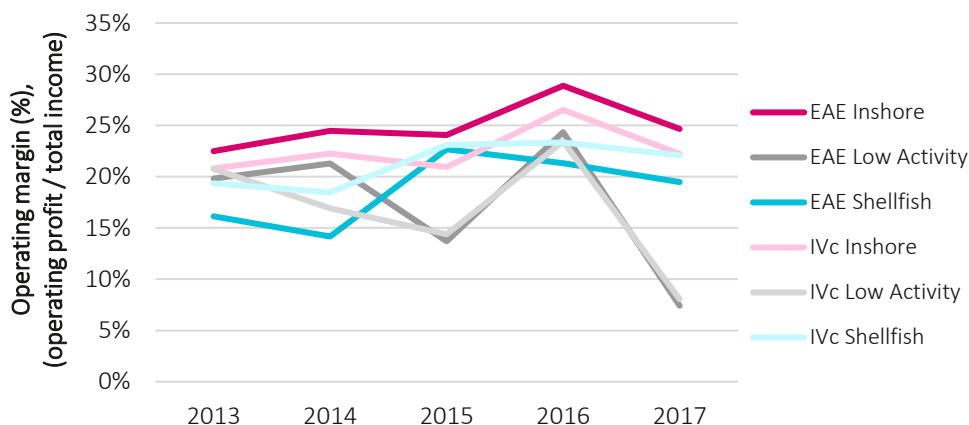
Source: Vivid Economics based on ICES 2018 stock assessments

### 3.3 Regional catching fleet<sup>3</sup>

**A highly specialised shellfish fleet makes most of the shellfish landings.** A fleet of over 70 shellfish vessels operates in the waters off East Anglia, targeting cockles, whelks, brown shrimps, lobsters and crabs. The shellfish fleet is reported to enjoy operating margins, defined as operating profits over total income, between 14% and 23% on average.

**Single-handed vessel operation is risky.** It is more dangerous to operate a vessel single-handed and serious accidents and near misses are frequent. These vessels are also much less productive than the slightly larger vessels with crews of two or more.. It is desirable to see a move away from single handed operation, in particular for safety reasons, in the future.

Figure 2 Most vessels operate at operating margins between 15% and 25%



Note: Operating margins are defined as profits before financial cost and asset depreciation divided by total income. No profit estimates for offshore fleet are reported here due to small regional sample size.  
 See appendix for definition of vessel groups.

Source: Vivid Economics analysis of Seafish Fleet Economic Performance 2013-2017

**In contrast, the inshore finfish and flatfish fleet targets a diverse set of species.** Forty inshore vessels operating in the waters around East Anglia, of which 25 land more than half of their catch to ports between Kings Lynn and Southend -on-Sea. The inshore fleet catches primarily sole or bass. Only a few vessels

<sup>3</sup> All profitability data and vessel numbers in section 3.3 are based on Seafish Fleet Economic Performance 2013-2017. All vessel numbers are for 2017.

specialise purely in one of these, most vessels target and land multiple species in the course of the year, including sole, bass but also skates and rays and shellfish stocks. Survey results for the inshore fleet suggest average operating margins of between 22% and 29%. However, single vessels may operate at margins significantly below these averages.

**A varying but low number of UK registered offshore vessels are fully or partly operating in the Southern North Sea, but these vessels land only low values into regional ports due to foreign ownership.** The current UK-registered offshore fleet comprises three demersal trawlers, foreign-owned and landing overseas, catching at least one third of their catch in the Southern North Sea, mostly Sole and Plaice, and 16 more vessels that catch less than one third of their catch there. Three visiting pelagic trawlers targeting Mackerel and Herring report catching a few per cent of their catch in the Southern North Sea. Demersal trawlers range from 15 to 45 metres in length, while pelagic trawlers can be 50 metres or longer. Main landing ports include large ports such as Scheveningen and Harlingen in the Netherlands. No information on the profit margins of these vessels is currently available. These are specialist, modern vessels and represent a substantial financial investment, made possible by access to UK waters under the Common Fisheries Policy and through their purchase of access to UK quota. They are said to comply with the Economic Link mostly by gifting some quota to the UK. Some Dutch demersal trawlers have courted controversy in recent years by using pulse trawling, which employs electric currents to force fish from the seabed, a technique that the European Parliament has voted to ban with effect from August this year, with 5% of the fleet in the North Sea permitted to continue for scientific purposes until 2021. There can be high fuel costs from trawling, particularly demersal trawling; for this reason and the environmental damage bottom trawling can cause, its long-term sustainability is in question.

**More than 130 vessels each land fewer than £10,000 worth of catch by year.** These low activity vessels operate around 20 days a year. Jointly, they account for about 5% of landings in the region. Low activity vessels make lower operating margins than the rest of the fleet in recent years (down to 7% in 2017), with some vessels registering losses.

### 3.4 Angling

**Angling is a popular sport nationwide, contributing significant value added.** In freshwater, it is a licensed activity, but at sea, individuals can go angling without a licence, either from the beach or from a small boat. While it is not known how many people participate in sea angling in East Anglia, the number is thought to be several thousand. Around 82 boats with skippers take anglers fishing on charter trips for half a day or a day at a time in East England (DEFRA, 2012). Most anglers are local while a few travel to East Anglia, staying in local guest accommodation and eating out. The pressure that angling exerts on fish stocks is not currently well documented. Nor is the contribution to the regional economy, estimates of which are not sufficiently reliable to reproduce here. Charter boats typically target favoured species such as bass and skippers apparently allow customers to take more than one specimen home per trip, for personal consumption, although the regulatory limit set for bass is one fish per customer per day. The rest of the fish are required to be returned to the sea once caught. While this may seem to be a modest catch, a large bass can have a retail value of up to £80 and inshore commercial fishers may be catching no more of these target species than a charter angling vessel (interview evidence). Commercial targeting of bass is currently restricted to vessels with authorisations, to specific times of year, to limited bycatch with certain gears and to an annual catch limit with hooks and lines.

### 3.5 Aquaculture

**The two main types of aquaculture in East Anglia are cultivation of oysters and mussels, with oyster farming the most common.** Racks of oysters are set on the banks of estuaries whereas strings of mussels may be set out at sea. Both depend on access to suitable sites with good water quality. There appears to be scope to expand oyster farming, whereas it is claimed that mussel farming has recently declined because of reduced availability of seed mussels in the region as wild mussel beds have been encroached on by wind farms.

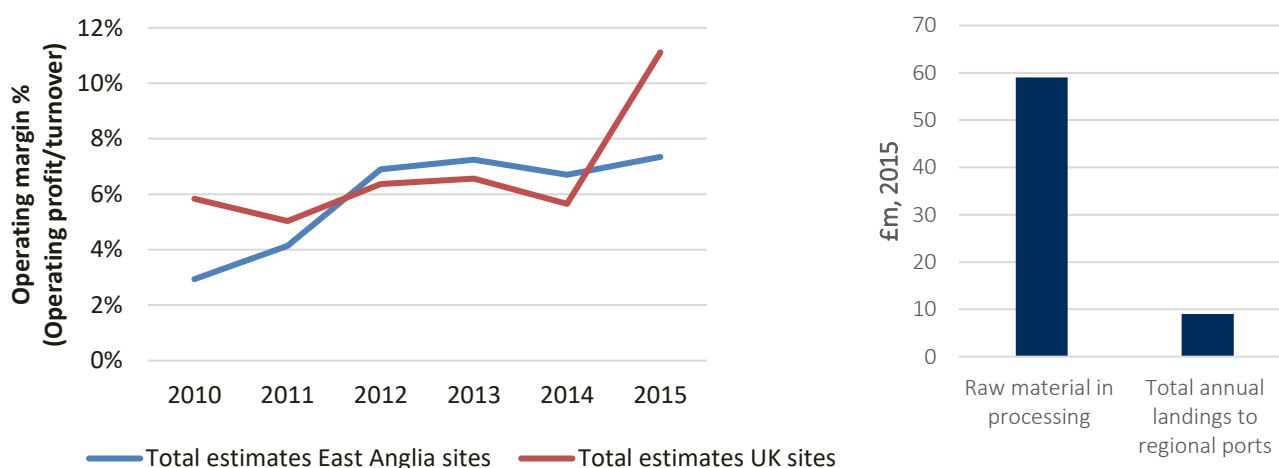
### 3.6 Ports

There are ports, harbours, staithes and beach landing places all along the coast of East Anglia. The two largest ports are Lowestoft and Great Yarmouth, from which fishing vessels, oil and gas platform supply vessels and offshore wind service vessels operate. Lowestoft is a Defra-designated port for landing fish. Fishing vessels also operate from the port of Kings Lynn and the harbours at Wells, Leigh on Sea and West Mersea, as well as from beaches and estuaries such as Cromer, Aldeburgh and Felixstowe Ferry, to name just a few. The portside facilities vary greatly in maximum draught, mooring, landing and storage facilities and vehicular access. One port in East Anglia, Lowestoft, has a traditional auction where buyers typically attend daily. The auction has suffered from declining quota stock landings and uncertainty over the tenure of its premises but provides a lifeline for some local fishers. Some of the fish landed in East Anglia goes through the auction, but much is sold direct to processors or is transported by road to Brixham for auction.

### 3.7 Processing<sup>4</sup>

The processing sector in East Anglia has decreased in size over the last decade and no longer relies on landings in the region. The number of processing plants in the wider region of East Anglia has decreased by 30% in the last seven years with 14 sites remaining in 2018. Employment in processing has halved over the same time period. This reflects declining landings in the region, to which the remaining businesses have responded by diversifying, buying their feedstock from further afield, from Grimsby, Peterhead and Brixham, for example. The transport costs involved in shipping from these locations squeeze their margins. Retailers also buy their stock from further afield, most commonly Billingsgate in London, which entails spending many hours on the road each week making multiple trips. While average processing margins have increased in the last few years, they are generally low, at around 7%, see Figure 3. Some of the processors focus their marketing and sales on the UK market but produce is also sold in Europe, particularly to France, Spain and Southern Europe, with some sent to China. For example, much of the Plaice that is landed in the Netherlands is consumed in Italy.

Figure 3 Margins in the processing sector have been low, but there is an upward trend (left)



Note: Operating margins are defined as profits before financial cost and asset depreciation divided by income. Most of the fish processed in East Anglia is not landed in East Anglia.

Source: Vivid Economics analysis of Seafish processing sector survey 2008-2015 and MMO 2017

<sup>4</sup> All values based on Seafish processing financial survey 2008-2015 and Seafish processing sector census 2008-2018. All sites with postcodes CO, IP and NR are classified East Anglian processors in this analysis.

### 3.8 Training

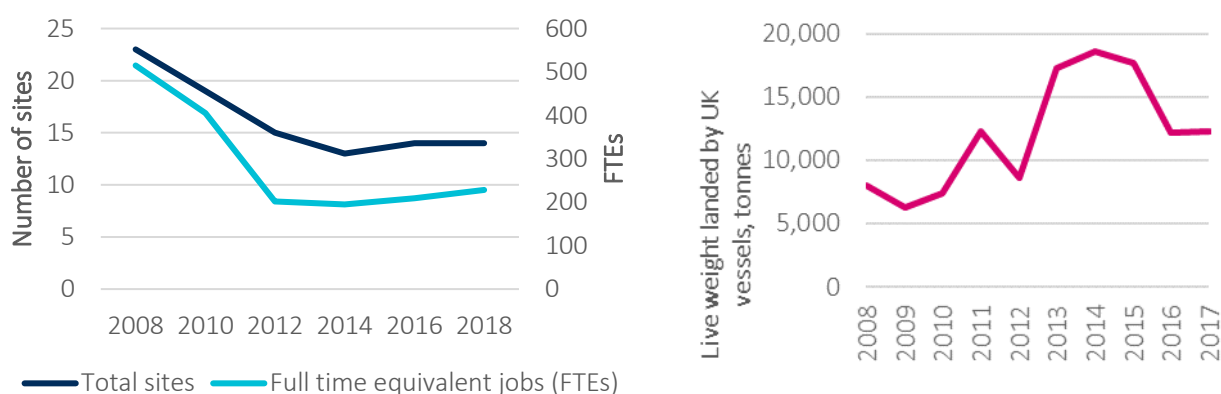
Basic training is required before crew can go to sea, but it can be completed in a week or two of classroom learning at a cost of a few hundred pounds. Further, more advanced courses take fishers through various modules leading to a skipper's certificate and can be completed over the course of a year or two. East Anglia has established providers which offer this training. In the processing sector, filleting is a skilled job, which is learned at work and for which training courses are available.

### 3.9 Regulatory bodies

Access to fishing and control of fishing activities is exercised by two IFCA's and the MMO, with responsibilities split between them geographically and by stock targeted. Each has responsibility for setting policy, making regulatory rulings, commissioning scientific studies, inspection and enforcement. The IFCA's and MMO have a concordat, but not all believe this is working well enough. Within the East Anglia region, the IFCA's are small organisations, for example, the Eastern IFCA, having around 20 staff, though the number of staff is large in relation to the number of active fishing vessels is one agency staff member per eight boats. The IFCA's have governance arrangements including representation from local fishers and local authorities.

**The way the Pool is run can be improved.** One of the main roles of the MMO is to run the Pool, to which most inshore vessels belong as a way to secure access to finfish. The MMO sets allowed catches for members of the Pool each month for the month ahead. A common complaint is that the allowed catches are too low to satisfy fishers' income needs. The MMO tries to improve this situation by trading the quota it receives from vessels under the quota gifting arrangements of the Economic Link. It assesses quota trades according to the price of fish associated with that quota. On that basis, its trading counterparties have specific preferred trades which they like to make, where the ratio of quota value is high relative to the price of fish associated with that quota. In other words, the trading counterparties routinely profit from the poor trading strategy of the MMO.

Figure 4 Decreasing size of processing (left) and volatile landings of the catching sector (right)



Source: Vivid Economics analysis of Seafish processing sector survey (left) and EU Scientific, Technical and Economic Committee for Fisheries (right)

The accompanying technical appendix contains a detailed assessment of the current status of the fisheries sector in East Anglia.

## 4 Recommendations

The evidence supporting the recommendations comes from discussions with over 40 stakeholders in East Anglia across all fisheries sectors, including catching, angling, aquaculture, processing, infrastructure and training, and from statistical data. Most of these recommendations are worth taking forward in all circumstances, but Recommendation 2.2 could only legally be taken forward in Brexit scenarios, and in Recommendations 3.1, 3.2, 4.1, 4.3 are only worth taking forward in scenarios in which the UK's access to stocks increases considerably.

A central aim of these recommendations is to improve safety. In particular, the package of measures enables the introduction of larger inshore vessels with crews of three, gradually phasing out the dangerous practice of single-handed working.

**Recommendation 1:** Close the Pool and control the inshore fleet through gear and hours at sea restrictions. Modify shellfish licences to include some finfish access.

**1.1 We recommend that the Pool system for inshore vessels is disbanded in East Anglia.** Inshore vessels in East Anglia either specialise in shellfish or they are generalists. The skippers all highly value flexibility because East Anglian fisheries vary a great deal both locally along the coast and across the seasons. The prevalence of shellfish is much greater around the hard substrates of the north coast and also in the estuaries. The finfish vary according to the location of prey species and spawning grounds and in addition the staple stocks of skate and sole move inshore in the summer and offshore in winter, with herring moving north and south in the North Sea seasonally. These small inshore vessels have a limited range since they fish on day trips and the time and fuel cost of steaming to a fishing ground limits their comfortable range to about 20nm. They can only catch what is locally available. The Pool is uniquely ill-suited to this fishing situation because it is inherently inflexible with catch limits being set no less frequently than monthly by the MMO.

We accept the claims of inshore fishers that the stocks available to them locally vary greatly by season and from year to year, and that they rely on flexibility in catching whatever is available from month to month. One option would be to replace the Pool with quota controls, which would bring the inshore fleet under the same arrangements as the offshore fleet. A primary concern is whether the inshore fleet could thrive in the current quota market. Government records show that the current quota holdings in key stocks are concentrated on a small number of vessel licences, quota trading is controlled by Producer Organisations (effectively quota brokers set up and run by groups of fishers) over which the large quota holders have influence, quota prices and trading are opaque and it appears that the quota market is illiquid. In these circumstances, the inshore fleet would not be able to use the current quota market to pursue local fishing opportunities with sufficient flexibility. The reform of the national quota system to remedy these shortcomings would be outside the control of a Regional Authority, see Recommendation 8, and may not be possible at all, given that it would involve changing the operation of Producer Organisations and could affect established property rights of quota holders. The government in its White Paper has signalled its intent to keep the current Fixed Quota Allowance system.

**1.2 We recommend introducing a new system based on hours at sea for the inshore fleet.** The inshore fleet has limited catching capability and mostly does not use trawled gear, so it is better to control its impact on stocks via gear restrictions than by power and size of vessel. Vessels would be limited in the number of pots they can carry or operate and the length and type of nets they can use. They will be allowed to go to sea for a maximum number of hours, sufficient for an expectation of good financial results, which will be monitored through financial reporting to the Authority. The improved income relative to the current system is expected to cause the value of a vessel licence to appreciate considerably. To mitigate this, and to allow the number of licences in circulation to be adjusted over time, licences will be converted to a discretionary, rolling 12-year



renewal period and will be leased from the state. The leasing fee will be set annually and might go down or up, but increases will be capped by a maximum year on year increase. It will be set in such a way that the vessels can continue to make a reasonable income. This combination of changes will make it easier for new entrants to acquire a licence and will provide some public return from the fish stocks.

In summary, the effort-based system would be regionally-focused and have the following components:

- a new category of leased regional inshore licence will be created;
- vessels will be entitled to go to sea up to 2,100 hours a year, which is around the maximum observed utilisation of coastal vessels in the UK (150 14-hour days);
- management will respond to stock levels and may change the number of hours allowed and/or the number of licences issued;
- vessels will be limited in the type of static gear and the amount of gear they can carry or operate at sea;
- vessels might be subject to other stock management measures, such as area or seasonal closures to protect spawning stock, and restrictions on fishing activity deemed necessary in marine protected areas;
- fish must be landed within the region;
- vessels' power must not exceed 300 hp (220 kW);
- vessels' trips must not exceed 30 hours at sea (reflecting views from fisher interviews);
- vessels must submit annual financial reports;
- vessels must carry systems to record catch and location and must report it. Vessels could list their catch at auction or directly to purchasers before landing via a mobile application. The Authority must keep the location of vessel activity and catches secret.

**1.3 We recommend that the performance of the effort-based system is reviewed after 12, 24 and 36 months.** There would be further discussion of the effort regime before it is implemented, so some of the details could change. It is uncertain how well an effort-based system would perform, in particular, whether fishing mortality can be sufficiently controlled without limits on power and/or vessel size. Although an effort-based system was popular at interview, whereas neither the Pool, nor a tradeable community quota system were well supported, some effort-based systems internationally have shown poor performance, failing to control fishing mortality or resulting in over-capacity and races to fish. To avoid these two outcomes in East Anglia, it will be necessary to limit the number of licences, potentially to a figure below the current number, and that in the first instance preference be given to the currently active vessels. It will also require collaborative effort between the regional industry and regulators to avoid the risks that an effort-based system would otherwise present and to enable fishers to derive the maximum benefits. We recommend that inactive vessel licences are converted into angling licences, see Recommendation 5, to avoid these licences reverting to active licences. If the effort-based system did not perform well, the default would be to revert to a quota-based system.

**1.4 We recommend reinstating limited finfish catching rights for shellfish licence holders.** Shellfish licences used to allow for some finfish access. This gave shellfish vessels the flexibility to prosecute finfish for short periods when the shellfish opportunities are poor, for example, when crabs are moulting. The shellfish fishers highly value this flexibility and it should be reinstated. This recommendation, in combination with an apprenticeship scheme and financing for upgrading vessels will help the transition away from single-handed operation, which is unsafe.

**1.5 We recommend that the Maritime and Coastguard Agency prepares itself to respond in timely fashion to requests for the certification of new, acquired and adapted inshore and offshore fishing vessels in EAE region.** Seafish handed responsibility for vessel certification to the MCA in November 2017 and currently there appears to be a capacity shortfall within the MCA.

**Recommendation 2:** Require the offshore fleet to land its catch in the UK and restrict it from fishing within 12 nautical miles of the UK.

**2.1 We recommend the offshore fleet will be required to land its catch in the UK.** The conditions of the Economic Link currently allow vessels to comply while contributing a small fraction of the value to the UK economy than if they landed their catch here. By changing the Economic Link to require landing of catches in the UK, there would be the opportunity for the value to the UK economy to be maximised.

**2.2 We recommend that the restrictions on ownership of fishing vessels, laid out in the Merchant Shipping Act 1988 and overturned in the Factortame case, are re-applied.** This would prevent UK-registered vessels which operate from other countries around the North Sea, and whose beneficial owners reside overseas, from re-flagging without transferring their beneficial ownership, and the beneficial ownership of their quota, to the UK.

**2.3 We recommend that all vessels except regional inshore vessels will not be allowed to fish in that part of the EAE region which lies within UK territorial waters (12 nautical miles), keeping that zone available exclusively for the inshore fleet.** This is to avoid the offshore fleet taking away the fishing opportunity upon which the inshore fleet relies. The inshore fleet would continue to be allowed to fish outside UK territorial waters.

**Recommendation 3: A modern offshore fleet, delivering top fish quality, jobs and reduced environmental impact.**

**3.1 We recommend that consideration be given to restricting offshore vessels to 500 hp (370 kW) power and prohibiting the use of beam trawls.** These restrictions will encourage and facilitate the entry of modern 20-22 metre vessels, each with a crew of five, each able to use a variety of gears: twin rig trawls; seign, pair-seign and fly-shooting nets. These vessels will carry the most modern fish handling and storage technology. Having a draught of just over 3 metres, they can be accommodated in the outer harbour in Lowestoft without major dredging and quay reinforcement works.

The proposed new offshore fleet is modelled on the modern French fleet of the same size and gear type. It offers higher fish quality, greater employment opportunities, less impact on marine ecology and a lighter carbon footprint.

This vision for the new fleet is in contrast with the current fleet. At the present time, no offshore vessels operate out of the EAE region. Instead, a number of UK-registered but Dutch owned vessels operate out of the Netherlands. They use beam trawls, which drag heavy metal beams across the seabed, which is more ecologically damaging and fuel intensive than other fishing techniques.

**Recommendation 4: Invest in a regional fishing port.**

**4.1 We recommend the designation of a regional fishing port to accommodate increased landings and vessel activity from the Southern North Sea, with facilities and dues that are at least as attractive as competitor ports, making it the landing place of choice for the offshore fleet and many inshore vessels.** A stronger Economic Link and Zonal Attachment could lead to up to 35 additional offshore vessels landing in East Anglia or other East Coast ports, and would enable significant increases in landings, income and fleet size of the inshore fleet. The principal candidate to be regional port is Lowestoft.

**4.2 We recommend setting a one year, time-limited infrastructure working group to coordinate the plans of offshore and inshore vessel owners, port owners, fish market owners, processors and repair yards as they decide what investments to make.** This effort will help to secure port access, quayside facilities and nearby processing. At the end of this process, we recommend that the port owner, for whichever port is chosen as the regional fishing port, publishes a strategy on its plans for fishing. The port owner is likely to ask for

realistic indications of the numbers of vessels, realistic and vetted indications of future landings, lengths of contracts for any new buildings erected, standardisation of health and safety standards across fishing vessels using the port and means of coordinating landing space between vessels.

Whichever port is chosen, investment will be required in:

- **harbour facilities** of suitable draught, berth space, ice, chilling facilities, provisioning and unloading space, storage for equipment;
- **market arrangements**, such as electronic and satellite auctions, storage, sorting facilities, grading machines; and
- **transport logistics** to consolidate smaller landing places' volumes.

The port will also have to consider access and/or accommodation for ancillary services to support the fleet.

**4.3 We recommend that Lowestoft fish market introduces an electronic auction, as part of modernisation to respond to increased landings.** This will allow remote buyers to participate as well as offering the most transparent auction process. Catches might be pre-registered for auction before landing via a mobile application. Further improvements and modernisation would be needed if large volumes of fish were landed in Lowestoft.

**4.4 We recommend that a pontoon is installed at Felixstowe Ferry.** Vessels would then be able to come alongside for loading and unloading and thus avoid the current high-risk practice of transferring goods into pulling dinghies and rowing across the tide.

**Recommendation 5: Provide access to finance for the scaling up and automation of the processing sector.**

**5.1 We recommend coordinated planning between processors, vessel owners and ports to integrate and co-locate investment along the supply chain.** The processing sector will have to dramatically increase its capacity under Zonal Attachment and a stronger Economic Link. Coordination can reduce risk in investment as well as leading to lower cost configurations of assets.

**5.2 We recommend that temporary finance support is available to mitigate the potential effects of the introduction of trade tariffs and non-tariff barriers to trade.** This finance takes the form of working capital loans or temporary equity participation, in the event that a Brexit with tariff and non-tariff barriers creates temporary financial stress for some processors, fishers or markets, where the underlying business is sound. Consideration should be given to whether this facility should be extended to the catching sector.

**5.3 We recommend that a finance facility is established to support the expansion of processing businesses.** If and when much larger volumes of fish are landed in East Anglia, finance will be needed to expand the infrastructure to handle it, for the purchase of machinery, land, vehicles and buildings. Smaller enterprises may find it difficult to access finance when the recent history has been of general sector decline. A finance facility, operated nationally by Defra, could ensure that businesses have appropriate access to finance. Consideration should be given to whether this facility should be extended to the catching sector.

**Recommendation 6: Upgrade the control regime for anglers.**

We recommend bringing the control of sea angling closer into line with controls for commercial fishing. This will reduce tensions between anglers and commercial fishers and allow a better understanding of total fishing mortality, particularly for bass.

**6.1 We recommend that angling charter boats have to carry monitoring equipment and report catches.** The location of their activity will be kept confidential by the monitoring authority in a way that prevents disclosure.

**6.2 We recommend that non-compliance with licence conditions and control regulations is penalised by licence suspension or revocation.** We propose a presumption that these measures would be used, given that they offer an effective enforcement measure, with the application of fines alongside, or instead where an individual is already unlicensed.

**6.3 We propose, for charter angling vessels, an effort-based system of control, with a limit of 2,100 hours at sea per year and a maximum number of twelve rods which a vessel can deploy.** This mirrors the form of control for inshore vessels.

**6.4 We propose that leisure anglers comply with a bag limit.** A bag limit specifies the number or weight of fish that can be landed. This replaces the current rule whereby catches cannot be sold commercially. The current rule is widely thought to be flouted in part because it is difficult to prove that fish are not sold commercially.

**Recommendation 7: Remove barriers to aquaculture expansion by de-risking development and improving access to finance.**

Aquaculture faces several barriers to expansion which can be overcome through suitable interventions.

**7.1 We recommend that the Crown Estate carries out an assessment to identify new sites suitable for aquaculture, invites interest in taking on leases, and where there is interest, invites bids and prepares the licencing and permitting of those sites as part of its service.** The Crown Estate has the know-how and political clout to shepherd the authorisation of sites through the various regulatory processes and this would substantially de-risk aquaculture development. The Crown Estate would be able to recover those costs later through rental income.

**7.2 We recommend that a finance facility is set up, offering non-concessionary loans and technical assistance for the creation of new and the expansion of existing aquaculture sites.** Aquaculture is an unusual activity and banks find it hard to assess how risky it is. As a result, aquaculture farms may find it difficult to obtain finance. We propose that The British Business Bank supports loan applications for aquaculture expansion, or acts as the lender, where businesses are well run and have good business plans, to allow these businesses to expand.

**7.3 We recommend that research is carried out to devise and test yield-enhancing husbandry techniques for shellfish culture.** The aquaculture farms do not have the scale to do this work themselves and they would like to understand why yields are so variable and how to raise them and make them more consistent. It may be that CEFAS will be able to assist with this research. When the research is complete, dissemination and training will follow.

**7.4 We recommend the publication of joint plans and commitments on water quality.** Clean water is essential for the cultivation of shellfish. The Environment Agency and local authorities, by publishing joint plans and commitments, could reduce the actual or perceived risk of reduction in water quality in East Anglia, where aquaculture sites could be affected by future land use change and, in particular, where there is large scale new building development planned.

**7.5 We recommend greater clarity from the regulatory authorities on the acceptability of cultivating triploid Pacific Oysters.** This type of oyster is the most common type farmed in East Anglia. It is not native but is also not capable of reproduction. Some oyster farmers feel there is a risk that the regulators might rule against the use of these oysters in the future and would welcome a clear position on this from the regulatory authorities.

### **Recommendation 8: Set up an apprenticeship scheme**

**There is a need to replenish the high proportion of fishers who will be retiring over the next five to ten years.** New blood will be attracted into the industry by the economic opportunities secured by Recommendation 1. It takes one to three years for a new entrant to learn the technical skills and gain the experience necessary to become a successful skipper. Even under the improved economic conditions imagined by Recommendation 1, many small inshore vessels will not bring in sufficient revenue to pay the wages of a trainee as well as an experienced skipper. There are also training course costs to be met and there is no guarantee that trainees will stay the course. For these reasons, skippers will not take on trainees at their own expense.

**8.1 We recommend establishing an apprenticeship training programme for future skippers, funded by the national apprenticeship levy.** This will allow trainees to take home a competitive wage while working alongside experienced skippers on small vessels. Under the scheme, government would co-fund wages and classroom training. The Department for Education should be asked to change its eligibility rules to admit fishers as apprentices. If it refuses, the option of introducing workers agreements should be explored as a route to meeting the DfE's eligibility criteria.

**8.2 We recommend a 'careers in fishing' brochure is prepared to accompany the apprenticeship scheme.** The document will show career paths in fishing and will explain the prospects from joining the sector and the pathway from new entrant to independent, vessel-owning skipper.

**8.3 We recommend that the apprenticeship training programme should offer apprentices an attractive training package that equips them for a successful career in the industry.** The training timescales and the quality of the training should be designed to encourage entrants.

**8.4 We recommend that tailored finance is made available to graduates from the apprenticeship scheme.** This will support qualified new entrants to acquire a vessel and a licence.

### **Recommendation 9: Combine the IFCA and MMO into a single East Anglia Regional Fisheries Authority.**

**9.1 We recommend that the IFCA and MMO are combined into a single East Anglia Regional Fisheries Authority,** with responsibility for setting and enforcing marine fisheries controls in the region. This would save money, reduce the number of inspections and inspectors needed, and give the new organisation a more appropriate regional scale than the current three organisations have.

**A regional organisation can maintain local focus and accountability while being highly capable and effective.** As a national organisation, the MMO covers the whole country whereas the IFCA, with its more local focus, accumulates local knowledge and has a governance structure that is locally accountable. However, the IFCA's each have no more than about 20 staff. With this number of staff, they enforce regulations and are responsible for devising controls and conducting some stock assessments. A regional authority could maintain local accountability while enjoying the scale to employ a larger number of specialist staff and would become more capable as a result. It would be able to deploy a more complex staff shift structure for inspections, making evasion of controls more difficult, while developing a deeper understanding of the industry.



**9.2 The controls on gear use should be harmonised.** The current arrangement, where an IFCA controls some aspects of fishing within 6nm and the MMO beyond 6nm, has led to different rules as to what gear can be carried and the minimum landing size from those two zones. The two organisations have not succeeded in coordinating their rule-making. Not only does this reduce the flexibility of fishers to deploy their gear where they wish and make it difficult to understand the rules, it also makes the rules very difficult to enforce.

**9.3 Inspectors should check for compliance with all controls.** Fishers and their vessels are currently inspected by more than one inspector when the two agencies have not managed to coordinate so that an inspection covers compliance with all regulations. This increases the amount of time inspections take and the lack of cooperation between the agencies annoys fishers.

**Recommendation 10: Manage stocks as mixed fishery and change the behaviour of the regulator**

**10.1 The clear objective of controls should be to manage all stocks to maximum sustainable yield (MSY) in a manner that reflects the reality of mixed fisheries.** This means managing to a target biomass and reporting the estimated biomass. We also recommend following the balanced approach adopted by Norway, where provision for fish take by seabirds and cetaceans are taken into account in selecting the desired biomass and allowed fishing mortality. To date, there has been too much focus on fishing mortality alone. Estimates of the target biomass should be published annually by the fishery authority.

**10.2 The new authority should manage the region as a mixed species fishery.** Many inshore fishers target multiple species. Many species interact with each other, with some stocks being the prey species for other stocks. Astonishingly, the fishery is not managed as a mixed species fishery. The science of the stocks is not assessed and modelled as a mixed fishery and when controls are tightened on one stock, displacing effort onto another stock, the controls on that stock do not anticipate that response. Some of the stocks, such as whelk, are data deficient, in that insufficient data are available to populate more advanced fish stock models. Unless it is prohibitively expensive to collect these data, we recommend that data is collected for all commercial stocks in East Anglia to allow balanced, mixed-fishery MSY catch targets to be set annually.

**10.3 When fishers take up appointments within regulatory authorities as representatives of the fisher sector, they should be paid for their time at an appropriate market rate.** The new authority is encouraged to retain representation from the fisher community in its decision-making processes, as is currently the case for the IFCA. Payment of fishers for holding appointments is appropriate as compensation for the time they give up from their commercial fishing activities.

**10.4 Fish should not be discarded unless they have a known high survival rate.** As part of the new effort-based regime, discards should be permitted where there is a scientific case and the fish have low mortality upon return to the water. Those discards should be recorded. In all other cases the fish caught should be landed.

**10.5 Avert the landing of fish in roe through real time closures.** Fish bearing roe are carrying the next generation of fish. The landing of such fish should be averted. To avoid the discarding of roe bearing fish, the fishing authority will need to accompany fishers to sea or use other means to observe when the season for fish in roe begins and will then suspend fishing for a period until they have spawned.

**10.6 Gear mesh sizes should be slowly increased and pot escape panels made mandatory for appropriate species to avoid the capture of juveniles.** The catching of juvenile fish undermines the value of the fishery in two ways: it prevents the fish reaching sexual maturity and so starves the population of reproduction and it results in the landing of smaller fish which command a lower price. Fishing effort is sufficiently effective that a high proportion of fish above the mesh and escape panel size will be caught each year, so unless fish are allowed to mature and reproduce before being caught, the productivity of the fishery will be substantially impaired. It is important to announce mesh size changes years in advance and to raise the sizes gradually to

avoid writing off nets in service and wholesalers' inventories and also to avoid sudden reductions in landings which, for crab processors in particular, could cause financial distress and result in a loss of jobs.

**10.7 When a ban on catching a stock has been introduced it should be reviewed annually.** The current ban on catching spurdogs appears to have been effective in allowing stocks to recover but it causes fishers to divert their effort to other stocks, such as whelks, and risks causing a substantial shift in the balance of stocks in the mixed fishery. The scientific evidence on spurdog stock health should be updated immediately. All bans should be reviewed annually.

**10.8 The MMO should change its approach to trading quota for the Pool.** The MMO should change its method of valuation of the quota it trades on behalf of the Pool. Its current method does not reflect the economic value of the quota and it loses value on its trades.

**10.8 The Authority should seek to achieve a system of control with low regulatory risk, through clear and early signalling of future intentions and following the Better Business for All approach.<sup>5</sup>**

**10.9 The regulator has to be both tough and reasonable.** Most fishers want to comply with controls but a few will take their chances and cheat. Those who comply would like to see less cheating. High levels of compliance require both strict enforcement and some discretion where genuine mistakes are made. The regulatory authorities can do a lot to earn the respect of fishers by working hard to understand them well and being effective and fair enforcers of the rules. Fishers report that there is further room for improvement in striking this balance.

**10.10 Introduce suspension of permit penalties.** It is very difficult to achieve high levels of compliance, however good the detection, if the penalties offer ineffective incentive to comply. The system of fines is generally seen as inadequate. Confiscation of gear is more effective. Most effective of all, fishers suggest, would be the temporary suspension of fishing permits, mirroring the penalties for road vehicle driving offences. The authorities should introduce permit suspension of three months, six months, a year and permanent suspensions to reflect the severity of offences and persistence of offenders. Such a system would have to be able to operate in all sea areas, under the current jurisdictions of the IFCA and the MMO.

### **Recommendation 11: Make more use of data to manage potential conflicts between fishers and other marine activities**

There are plans for substantial increases in the number of wind farms along the East Coast and these may be nearer to the shore than previous large-scale rounds. In addition, planners consent dredging activities, cable laying and the protection of marine areas. In order to make well informed decisions about where to place these activities and whether to permit them, more use needs to be made of a combination of fishing vessel positioning and landings data. This should already be handled by joint marine planning and fisheries management, but greater data analysis and sharing is needed.

**11.1 We recommend that vessel positioning and landings data should be compiled, analysed and the findings shared with the Crown Estate.** It is important that precise information on where catches are made and on where individual fishers find their best catches is not disclosed publicly to avoid excessive fishing competition in those places. We recommend that planning decisions take into account the safety implications of additional steaming times for fishing vessels resulting from navigational restrictions.

**11.2 We recommend that consultation processes for marine development proposals affecting the fishing industry take into account that fishers are remote workers whose working hours often do not correspond with those of the regulators and developers.** Many find it difficult to attend meetings during standard office hours and do not have the same opportunities as land-based stakeholders to contribute to formal on-line or

<sup>5</sup> <https://www.gov.uk/guidance/better-business-for-all>

other types of standard consultation exercises. As a result, fishers can feel marginalised. Consideration should be given to specific arrangements to ensure that fishers' knowledge, views and concerns are fully taken into account.

## 5 The future of REAF

East Suffolk District Council will convene a new REAF Strategy Group, with a small secretariat and fisheries manager, which will be accountable for devising and carrying out a first-year programme of work to take forward the strategy. The group will be responsible for canvassing political support and encouraging other organisations to adopt the actions proposed for them. These other organisations include Defra, The Crown Estate, MMO, MCA, regional IFCA's and the Environment Agency. REAF will also pursue an active programme of stakeholder engagement. REAF will be time-limited to three years and will seek funding from the replacement of the European Maritime and Fisheries Fund and other sources.

The proposed list of actions that could make up this programme is set out in Table 3.

Table 3 Actions table

Recommendation	Theme	Sector	Outcome	Actor
1	Zonal Attachment	Catching, Processing, Ports	The UK leaves the Common Fisheries Policy, all stocks within UK EEZ are reallocated to the UK fleet	Defra
2	Requirement of landing in the UK (Economic Link regulation)	Processing, Ports	Limit compliance options to 100% landing in the UK	Defra
3	Designation of regional fishing port	Ports	A designated fishing port to compete with established other offshore ports.  Investment in quayside facilities, satellite market, navigation, and transport logistics.	Defra (Local authorities, Department for Transport, Port owners)
4	Establish new effort-based inshore fleet control system	Catching (Inshore)	Move inshore fleet to an effort-based system/community quota system.  Restore finfish access for shellfish licences.	Defra (MMO/IFCA)
5	Financing facility	All sectors	To support new fisher entrants, port infrastructure upgrading, processing expansion and automation, new aquaculture sites and processing	BEIS or Defra
6	Performance metric reporting (fish catch and biomass relative to maximum sustainable yield) and fleet economic performance	Catching	Changes to data collection and reporting to enhance insights.	Cefas or MMO on behalf of REAF
7	Technical assistance, incubator	All sectors	Technical assistance for aquaculture, catching	Defra

Recommendation	Theme	Sector	Outcome	Actor
			and processing expansion.	
8	Pre-licensed or permitted aquaculture site leasing rounds	Aquaculture	Leasing rounds to promote investment.	Crown Estate
9	Entry of angling into the control regulation	Angling	VMS, licencing, quota, catch reporting.	Defra
10	tbc: windfarm lease changes	Aquaculture, Catching	Tbc	Crown Estate
11	Transitional cashflow and equity relief arrangements for processors	Processing	Access to temporary finance in case of Brexit with tariff and non-tariff measures.	BEIS or Defra
12	Reduce regulatory risk	All sectors	Increased engagement with industry (MMO/IFCA), better integration of stock assessments (between Cefas & IFCA's), and smoother changes in TAC.	Defra
13	Water quality	Aquaculture	A joint strategy and commitments on water quality from Environment Agency and local authorities.	Environment Agency, Local Authorities
14	Apprenticeship programmes	Catching	Establish apprenticeship programmes for fishers.	Defra, Seafish



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## Appendix

The vessel groups in this strategy are defined as follows.

Figure 5 Fleet groupings

Offshore fleet	Inshore fleet	Shellfish fleet	Low activity fleet
			
<b>Criteria:</b> Vessel length above 14m or vessel length above 13m and total annual fishing income >£200,000. Top species targeted is not shellfish, total annual fishing income >£10,000.	<b>Criteria:</b> Vessel length below 14m and total annual fishing income <£200,000. Top species targeted is not shellfish, total annual fishing income >£10,000.	<b>Criteria:</b> Top species targeted is shellfish, total annual fishing income >£10,000.	<b>Criteria:</b> Total annual fishing income <£10,000.

Source: Vivid Economics

### East Anglia and Essex (EAE) fleet:

All vessels landing more than 50% of their total landings into a port within East Anglia and Essex

### Southern North Sea (IVc) fleet:

All vessels catching at least 30% of their total catch in the Southern North Sea

### East Anglia and Essex (EAE):

This analysis focused on the regional fishing industry in *East Anglia*, defined as the coast between Kings Lynn and Southend-On-Sea. On this basis, all fishing ports in the NUTS2 region East Anglia as well as Essex that registered landings in 2017 are included in this analysis.

These ports are: Aldeburgh and Orford, Blakeney, Bradwell, Brancaster Staithe, Brightlingsea, Burnham-On-Crouch, Canvey Island, Clacton, Colchester, Cromer, Felixstowe, Great Yarmouth, Harwich, Ipswich, Kings Lynn, Leigh-On-Sea, Lowestoft, Maldon, Pagelsham, Rochford, Sheringham, Sizewell Beach, Southend-On-Sea, Southwold, Walton-On-Naze, Wells, West Mersea, Winterton, Wivenhoe

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# Technical Appendix

## A long-term East Anglian fisheries strategy

167

Prepared for *Renaissance of East Anglian Fisheries*

August 2019

- This document provides background on data and analysis informing the
- Renaissance of East Anglian Fisheries Strategy Report

The data analysis and modelling informing the Renaissance of East Anglian Fisheries Strategy Report was conducted by Vivid Economics. Seafish provided data, data analysis as well as market expertise. The Marine Management Organisation (MMO) provided data.

All analysis is based on the latest available data. Data availability varies across data sources and sectors. The year of data is stated for all figures and tables.



## Content

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- Introduction
- Current status by sector
  - Catching
  - Processing
  - Aquaculture
  - Sea Angling
  - Infrastructure
- Opportunity by aspect
  - Health of the stocks
  - Economic Link
  - UK exit from the Common Fisheries Policy
- Overview of stakeholder engagement
- Strategic approach
- Summary of strategic recommendations
- Data sources

## **This strategy addresses how to support a flourishing coastal fleet and strengthen coastal communities in East Anglia**

While this work takes a holistic approach to understanding the regional sector and strategic opportunities, a number of sectors have been analysed with particular detail and are the main subject of this technical report.

- Catching
- Processing
- Aquaculture
- Sea Angling
- Infrastructure

170

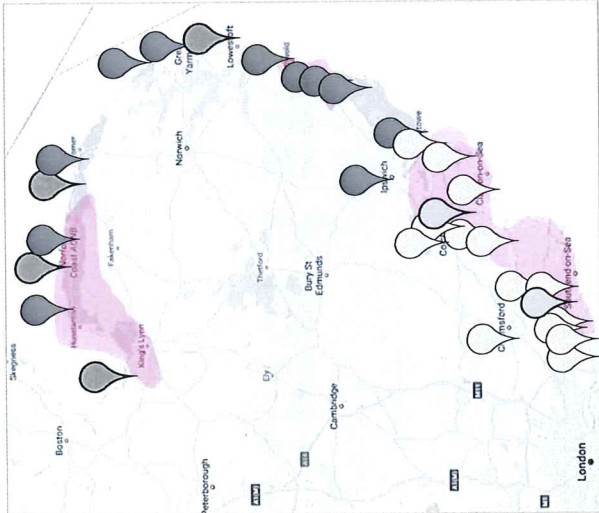
Three key areas of opportunity are assessed in this analysis.

- Stock management
- Economic Link
- UK exit from the Common Fisheries Policy

## Geographic project scope: Kings Lynn to Leigh-on-Sea

This analysis considers coastal regions between Kings Lynn and Leigh-on-Sea. For catching sector statistics, all active fishing ports within NUTS 2 regions East Anglia and Essex are considered East Anglian ports. For processing, all sites with postcodes CO, IP and NR were classified East Anglian processors. For aquaculture, all registered production businesses with postcodes within East Anglia and Essex (NUTS 2) are considered. This document uses the phrase East Anglia and Essex, short EAE, to describe the project region.

Table 1. Fishing ports between Kings Lynn and Leigh-on-Sea (NUTS2 East Anglia and Essex)		
Aldeburgh and Orford	Harwich	Walton-On-Naze
Blakeney	Ipswich	Wells
Bradwell	Kings Lynn	West Mersea
Brancaster Staithe	Leigh-On-Sea	Winterton
Brightlingsea	Lowestoft	Wivenhoe
Burnham-On-Crouch	Maldon	
Canvey Island	Pagelsham	
Clacton	Rochford	
Colchester	Sheringham	
Cromer	Sizewell Beach	
Felixstowe	Southend-On-Sea	
Great Yarmouth	Southwold	



Note: Port locations and aquaculture activity mapped for illustration only, map may not reflect locations precisely  
Source: Google maps

# Current status by sector

- Catching
- Processing
- Aquaculture
- Sea Angling
- Infrastructure

7



# The total value of catch from sea area around East Anglia and Essex (Southern North Sea (ICES Division 27.4.c)) is £220m, of which the UK lands £17m

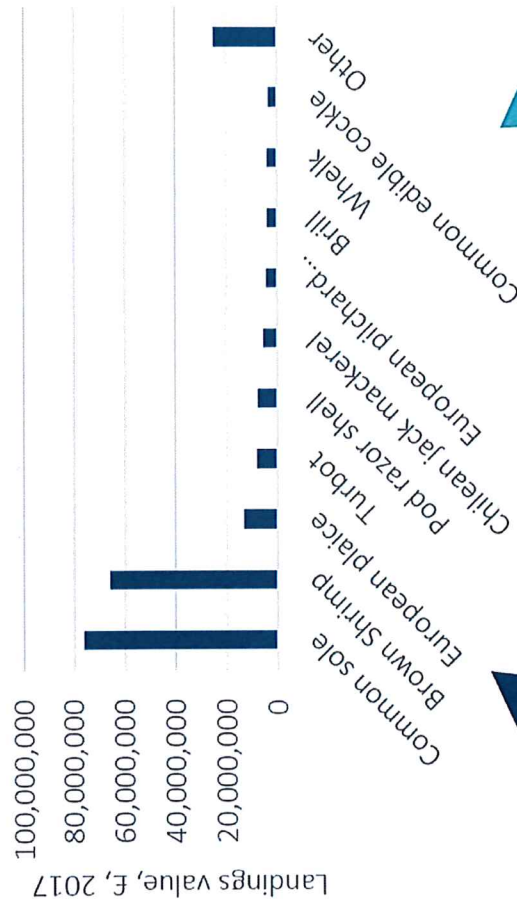
Figure 1. The sea area around East Anglia, Southern North Sea (27.4.c)



ICES sea areas delineate the divisions and subdivisions of FAO Major Fishing areas. ICES sea areas are used as bounding areas for calculating fish statistics and assessing stocks.

Source: Google Maps and FAO (left), STECF EU fleet landings 2017 (right), MMO 2017

Figure 2. Top species landed from 27.4.c in 2017 by value, STECF



Total reported landings value from division 27.4.c in 2017 was €249 million, or £220 million.

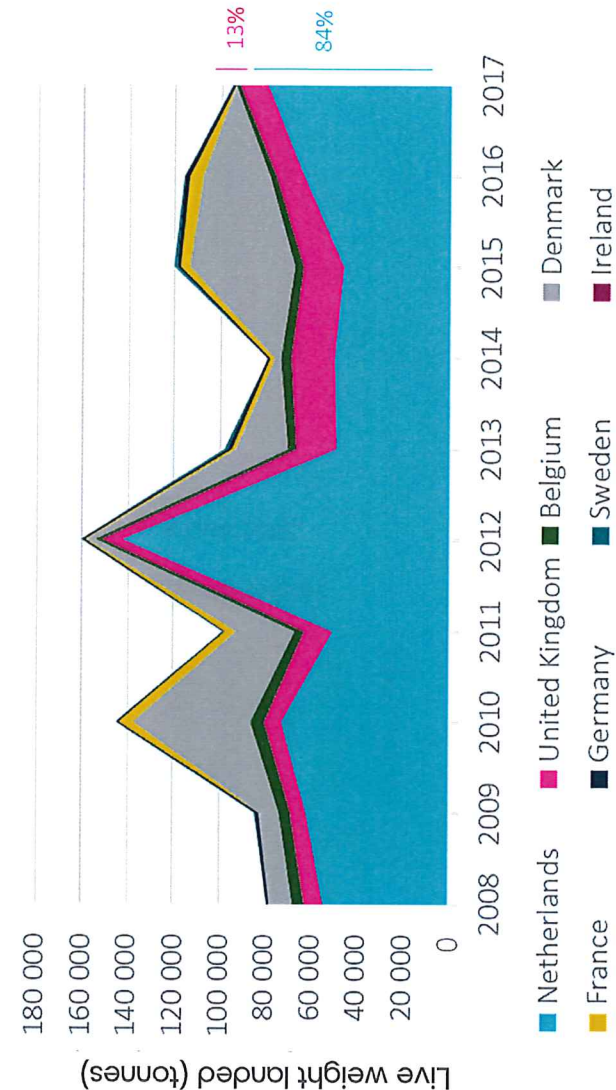
The UK's share of landings value from 27.4.c in 2017 was ~£17m (7.5%) and EAE's share was ~£9m (4%).



**The UK fleet accounted for 13% of landings volume from sea area 27.4.c in 2017**

Total catch from sea area 27.4.c has seen significant changes over the last decade. In 2017, the Dutch fleet landed more than 84% of volume from 27.4.c, followed by the UK (13%), Belgium (2%) and Germany (1%).

Figure 3. Nationality of vessels catching in sea area 27.4.c, 2008-2017, by live weight landed (tonnes)



Source: Vivid analysis of STECF EU Fleet landings FAO, 2008-2017

## East Anglian and Essex ports receive 63% of UK vessel landings value from the Southern North Sea

- Only 63% of UK landings value from 27.4.c are landed into ports in East Anglia and Essex, and less than 1% of UK landings value from sea areas 27.7.d and 27.4.b
- 13% of UK landings value from 27.4.c were landed into Dutch ports in 2018
- No landings of foreign vessels into ports in the region were registered in the last 5 years

## The volume of UK vessel landings from the Southern North Sea has been volatile in recent years

- The landings volume from sea area 27.4.c by UK vessels fell by 43% between 2005 and 2017 and has been volatile in recent years.
- The total number of fishermen in the UK fell from 12 800 to 11 700 (-9%) between 2005 and 2017.

Figure 5. Historic landings by UK vessels from 27.4.c, by tonnes live weight, ICES (1965-2008), STECF (2008-2017)







The yellow shaded area indicates a change of data source.

Note: Figure 5 combines two data sources for historic landings that may apply different assumptions, the break is highlighted by a shaded background.  
Source: UK sea fisheries annual statistics 2005 and 2017, ICES historic landings, STECF EU fleet landings



# For this analysis, we group vessels into shellfish fleet, inshore fleet, offshore fleet, low activity fleet

Offshore fleet	Inshore fleet	Shellfish fleet	Low activity fleet
			
<p><b>Criteria:</b> Vessel length above 14m or vessel length above 13m and total annual fishing income &gt;£200,000. Top species targeted is not shellfish, total annual fishing income &gt;£10,000.</p>	<p><b>Criteria:</b> Vessel length below 14m and total annual fishing income &lt;£200,000. Top species targeted is not shellfish, total annual fishing income &gt;£10,000.</p>	<p><b>Criteria:</b> Top species targeted is shellfish, total annual fishing income &gt;£10,000.</p>	<p><b>Criteria:</b> Total annual fishing income &lt;£10,000.</p>

## A closer look at the fleet catching in the Southern North Sea (27.4.c) in 2017: Vessel groups target specific species

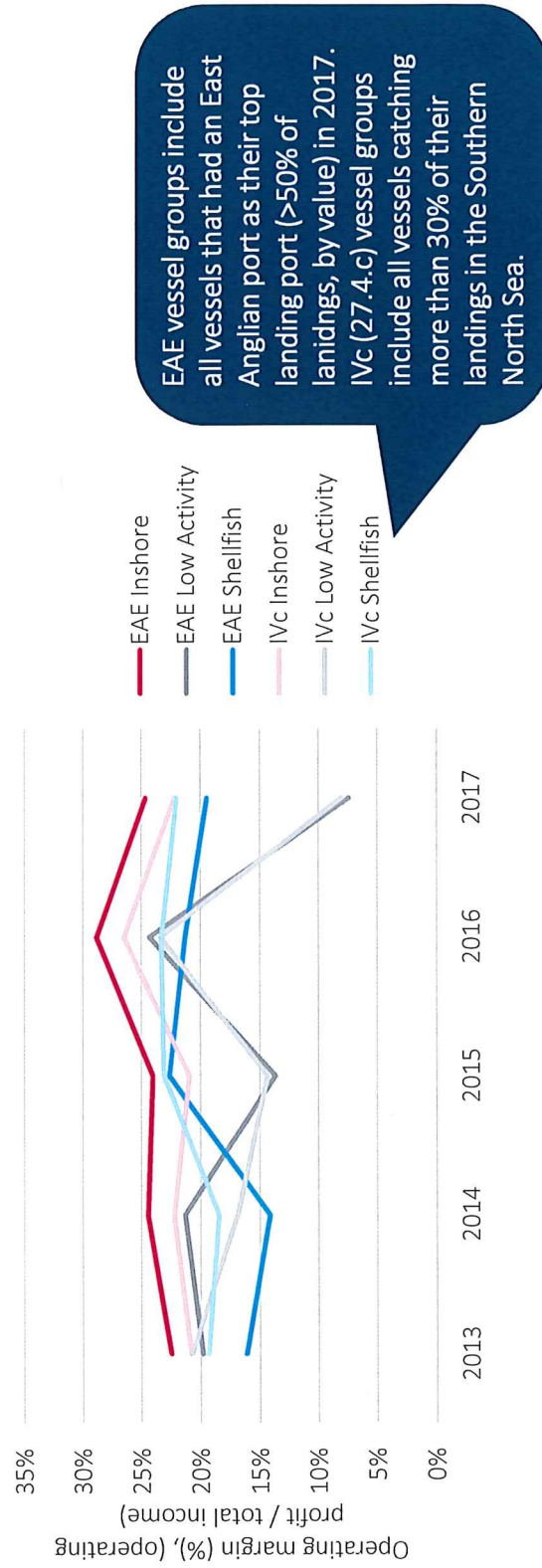
Offshore fleet 	Inshore fleet 	Shellfish fleet 	Low activity fleet 
<p><b>Sole</b> 2 specialised vessel, 1 semi specialised vessel, 1.9M£ total landings</p> <p><b>Plaice</b> 0.3M£ <b>Red Mullet</b> 0.2M£ <b>Turbot</b>, 0.2M£ <b>Mackerel</b>, 0.1M£</p>	<p><b>Sole</b> 18 specialised vessel, 21 semi specialised vessel, 0.8M£ total landings</p> <p><b>Bass</b> 11 specialised vessel, 14 semi specialised vessel, 0.4M£ total landings</p> <p><b>Cod</b>, 4 specialised vessel, 16 semi specialised vessel, 0.3M£ total landings</p> <p><b>Thornback Ray</b>, 0.2M£ <b>Lobsters</b>, 0.1M£ <b>Plaice</b> 0.1M£ <b>Herring</b> 0.01M£</p>	<p><b>Cockles</b> 12 specialised vessel, 3 semi specialised vessel, 3.5M£</p> <p><b>Whelks</b> 30 specialised vessel, 4 semi specialised vessel, 3.0M£</p> <p><b>Brown Shrimps</b> 26 specialised vessel, 4 semi specialised vessel, 2.6M£</p> <p><b>Lobster</b> 17 specialised vessel, 18 semi specialised, 1.0M£</p> <p><b>Crabs</b> 12 specialised vessel, 20 semi specialised vessel, 0.6M£</p>	<p>Species targeted include <b>Sole</b> (0.1M£), <b>Lobsters</b> (0.1M£), <b>Bass</b> (0.1M£), <b>Brown Shrimp</b> (0.1M£), <b>Thornback Ray</b>, <b>Cod</b> and <b>Crabs</b></p>

Note: A vessel is categorised as specialised on one species if >50% of its landings come from the species. A vessel is categorised as semi specialised, if 20%-50% of its landings come from the species.  
Source: MIMO 2017



## Vessel groups operate with margins between 15% and 25%, low activity vessels tend to have lower margins

Figure 6. Key trends in operating margin by vessel group

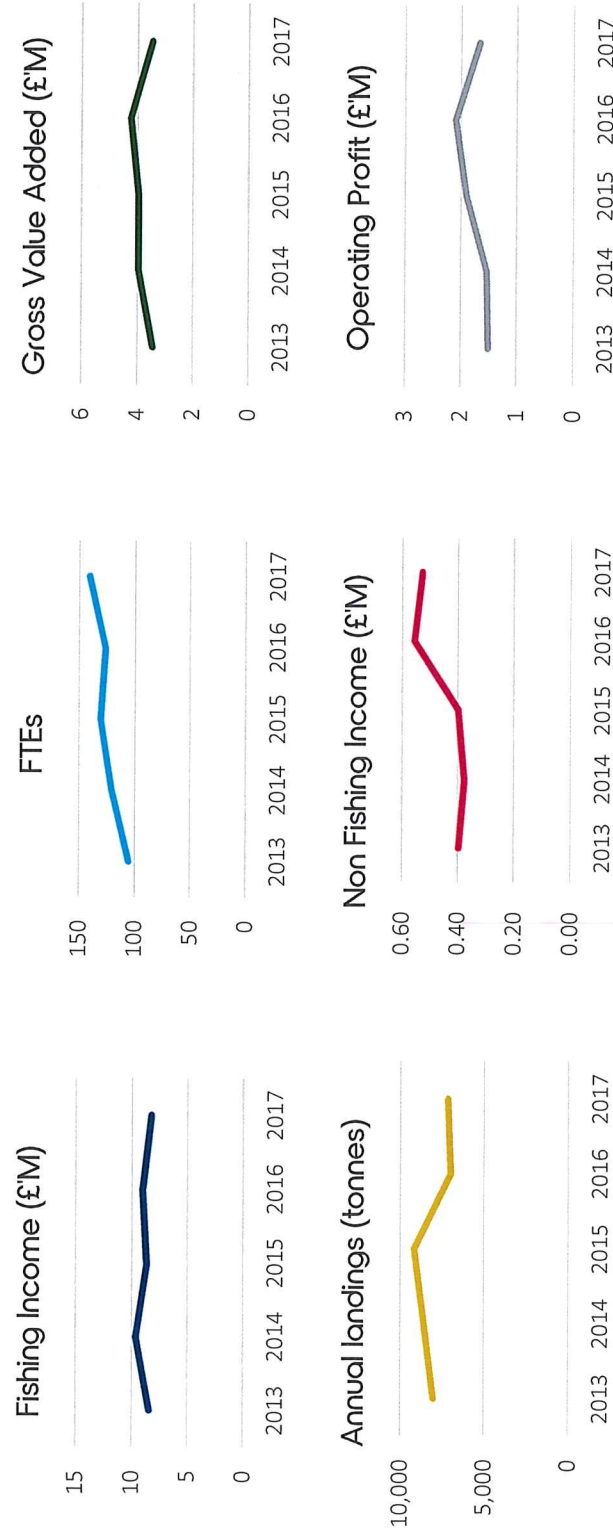


Operating margins are defined as operating profits over revenues. Operating margins need to be sufficiently high to fund replacement of assets and additional investments.

## Despite decreasing landings, employment has gone up

Decreases in landings and unchanged fishing income suggest slight increases in prices over the last 5 years. Operating profit has gone down as employment increased in 2017.

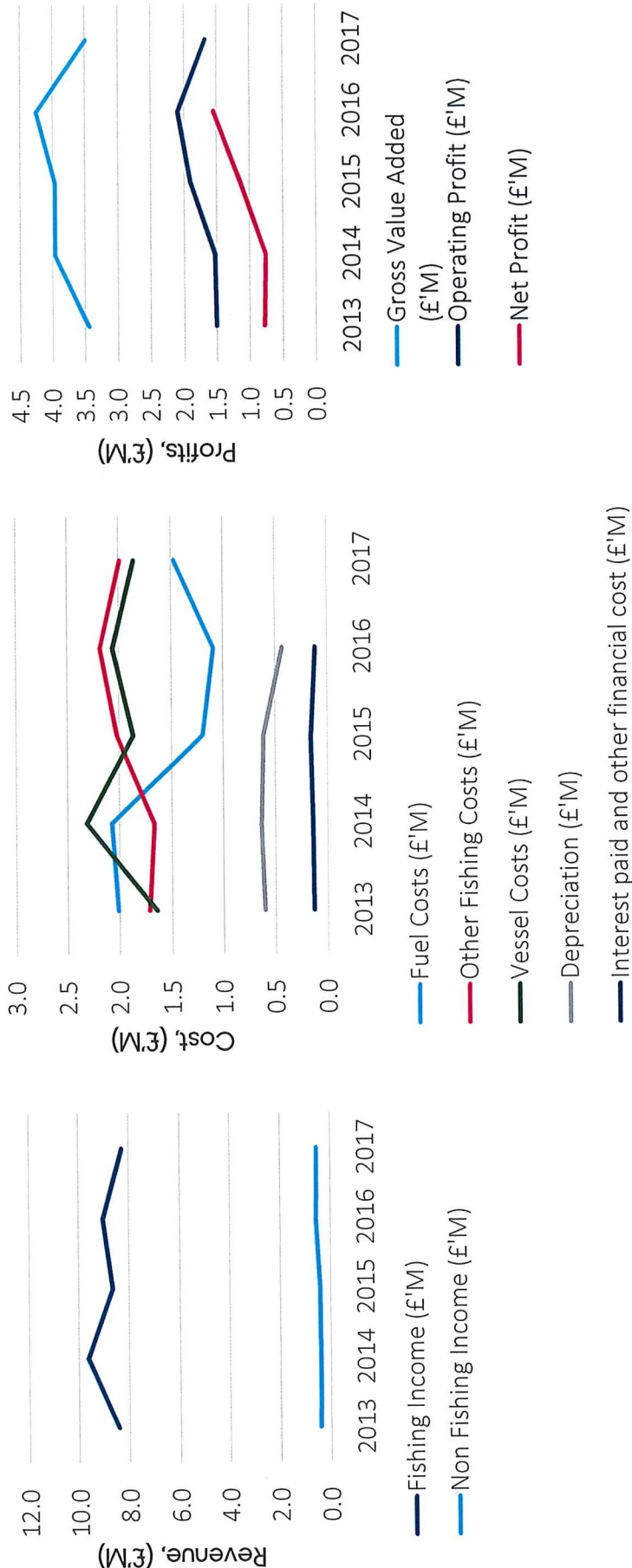
Figure 7. Key trends in fleet performance, EAE fleet, 2013-2017



Source: Seafish Fleet Economic Performance 2013-2017

## Fuel costs seem to play an important role for operating profits of the fleet

Figure 8. Key trends in fleet performance, EAE fleet, 2013-2017

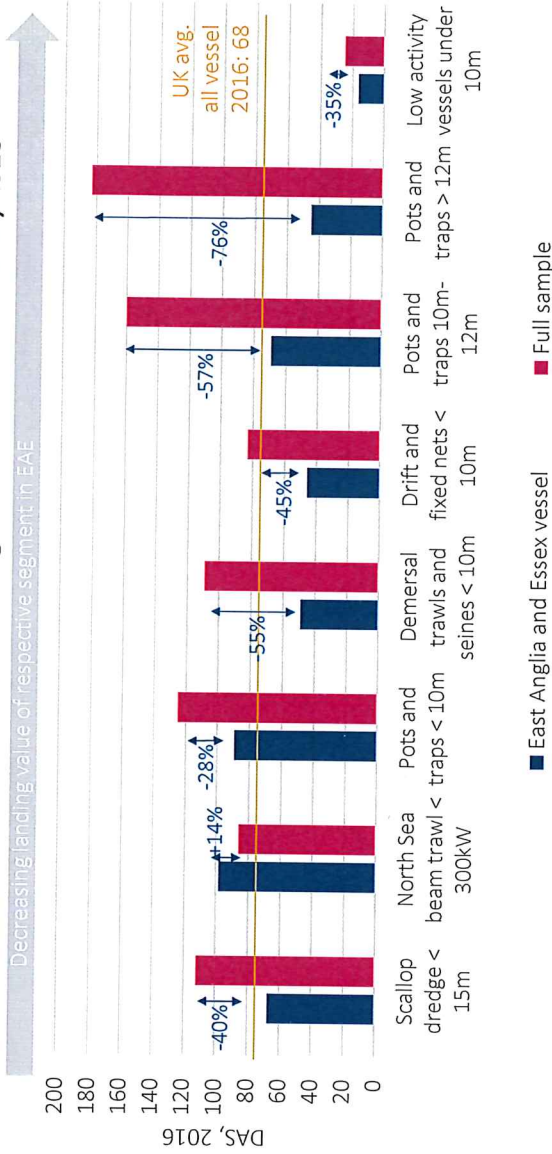


Source: Seafish Fleet Economic Performance 2013-2017

## Regional vessels spend fewer days at sea than comparable vessels in other regions in the UK

- Vessels in 6 of the 7 top vessel segments by landing value in East Anglia and Essex operate 28% to 76% below UK average DAS for that segment.
- The difference appears to be especially large for pots and traps

Figure 9. Average days at sea by vessel segment for EAE and UK fleet, 2016



This analysis is based on reported voyage lengths of vessels. MMO landings data may not always be accurate with regards to length of voyage. This analysis is therefore only indicative.

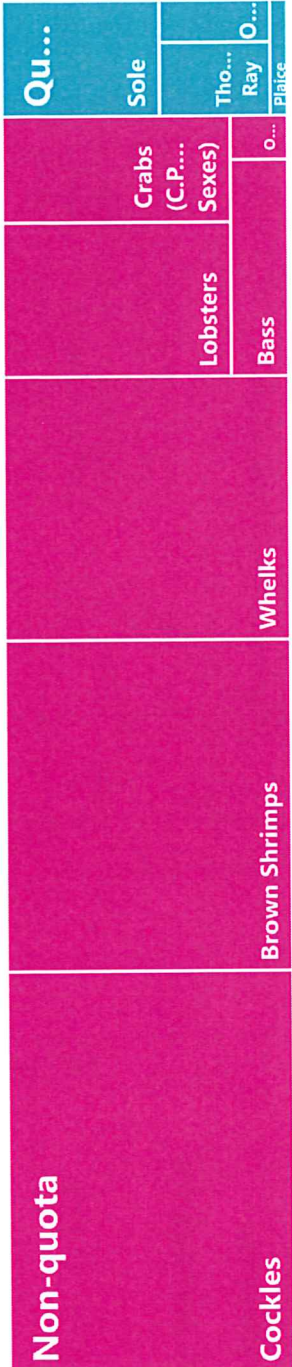


## Only 9%-13% of landings into regional ports are quota landings

2018

£9.5M landings value  
landed into East Anglian  
and Essex ports  
9% quota stocks

Figure 10. Split up of value of landings into regional ports by species, 2018



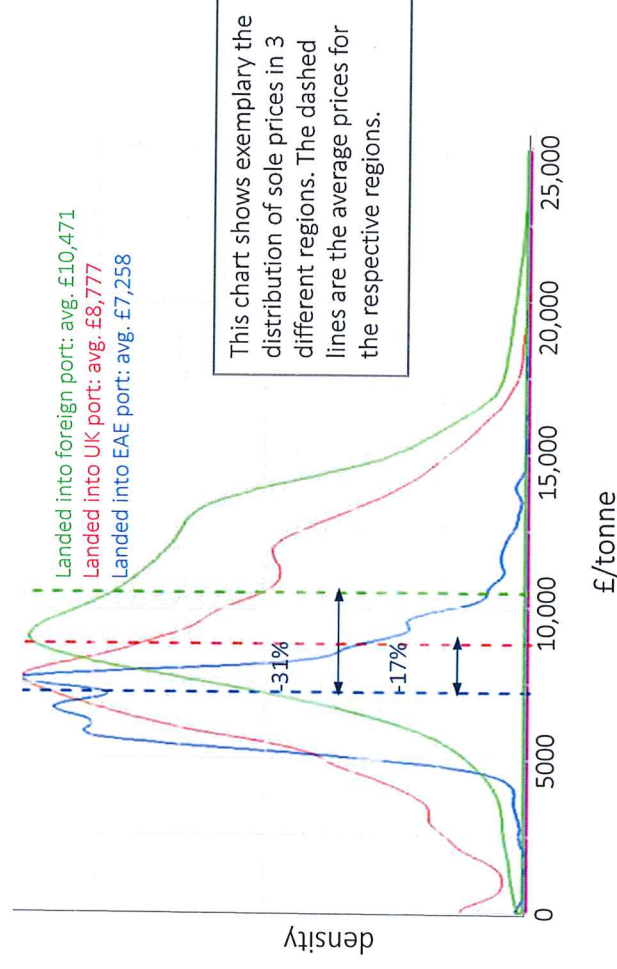
Source: MMO 2018 (preliminary)



## Some species landed into the region are sold at lower prices than UK average prices

- Average prices for catch landed into EAE are lower than UK average for sole, whelks, cockles and brown shrimps.
- Prices correspond to the UK average for lobsters.
- Prices are above UK average for skates and rays, cod and bass.
- Catch landed into Lowestoft shows higher average prices than the UK for bass, cod and turbot.

Figure 11. Avg. price realised for Sole by UK vessel in 2016 by landing reg., £/tonne



This analysis is based on reported value of species landed. MMO landings data may not always be accurate with regards to prices. This analysis is therefore only indicative.

## Areas of pressure identified in stakeholder interviews include recruitment, infrastructure and accessibility of the resource

- **Recruitment** Low levels of recruitment into the industry
- **Port and road infrastructure**
  - Lack of facilities to lift out boats for maintenance
  - Travel times to motorway network, and availability of low-cost transportation
  - Limited access to specialist engineers for vessel repairs and maintenance, despite likely increasing demand due to updates to vessel monitoring systems and catch reporting
- **Accessibility of fish** Competition for access to fishing grounds with renewable energy, cables, marine protected areas

## A comparison of economically most important stocks to EAE, the UK and 27.4.c

Table 2. Selection criteria for species in focus of strategy

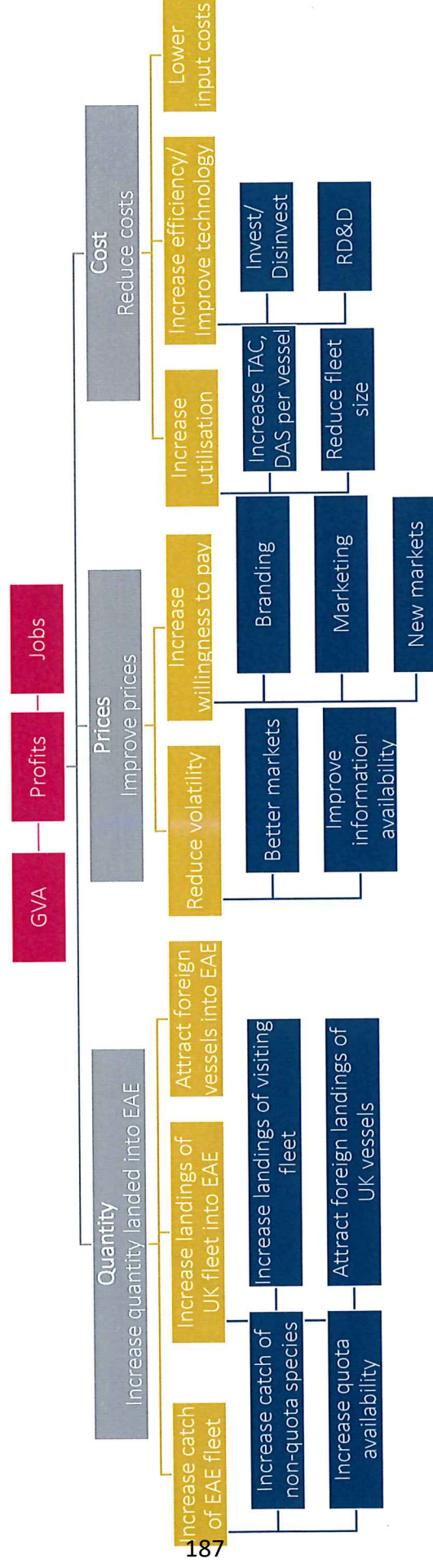
Value landed into EAE (2016)		UK value caught in 27.4.c (current potential) (2016)	Total value caught in 27.4.c (future potential) (2017)
Cockles	25.9%	Cockles	Sole →
Brown Shrimps	24.3%	Whelks	Brown Shrimp →
Whelks	17.5%	Sole	Plaice ↘
Lobsters	8.6%	Brown Shrimps	Turbot ↗
Sole	7.9%	Lobsters	Pilchard ↗
Crabs	5.8%	Crabs	Brill →
Bass	4.1%	Bass	Whelks ↗
Cod	2.2%	Plaice	Cockles ↘
Other	3.7%	Other	Other 14.0%

Note: Arrows on the right indicate recent species trend in area lvc.

Source: MIMO 2016, STECF 2017



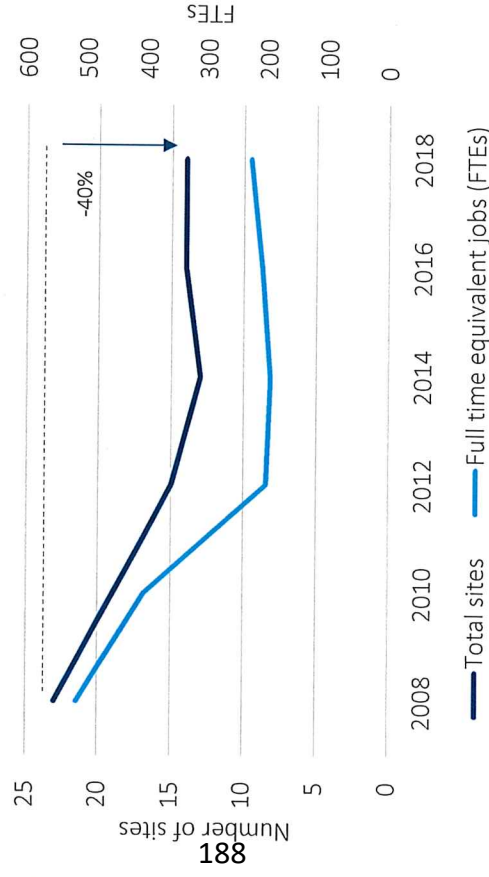
## Opportunities for the catching sector



Enabling environment: regulation, stock management, infrastructure

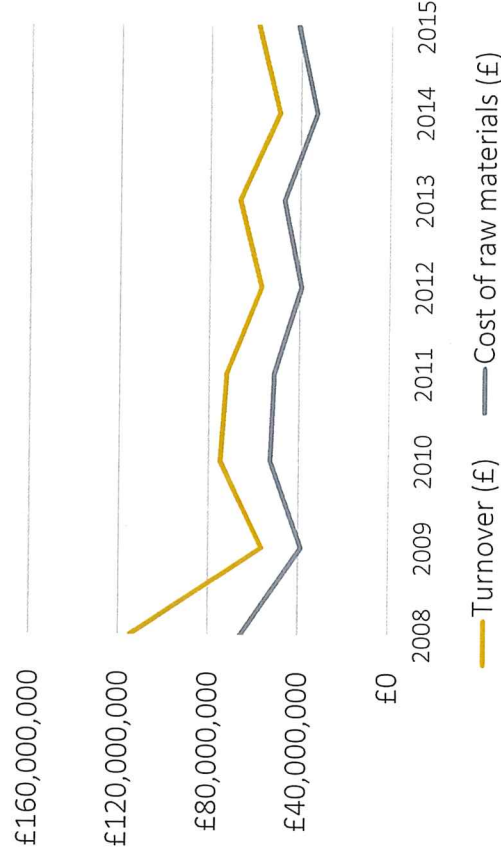
## The processing sector has decreased in size

Figure 12. Number of processing sites and employment in processing in East Anglia 2008-2018



Data on processing is limited but suggests that number of sites fell by 40% (from 23 to 14) in the last decade.

Figure 13. Turnover and raw material costs in processing in East Anglia 2008-2015



Processing financial figures are nominal and have not been adjusted for inflation

Note: All sites with postcodes CO, IP and NR were classified East Anglian processors. Note that time horizon on both graphs is unequal due to data availability. Analysis only covers sites that are defined as majority fish processors in the Seafish biennial census. Majority processors are defined as those with 50 percent or more of their turnover from fish processing in a given year (as opposed to trading, wholesaling, retailing, importing, exporting, etc.). 2018 figures are preliminary.

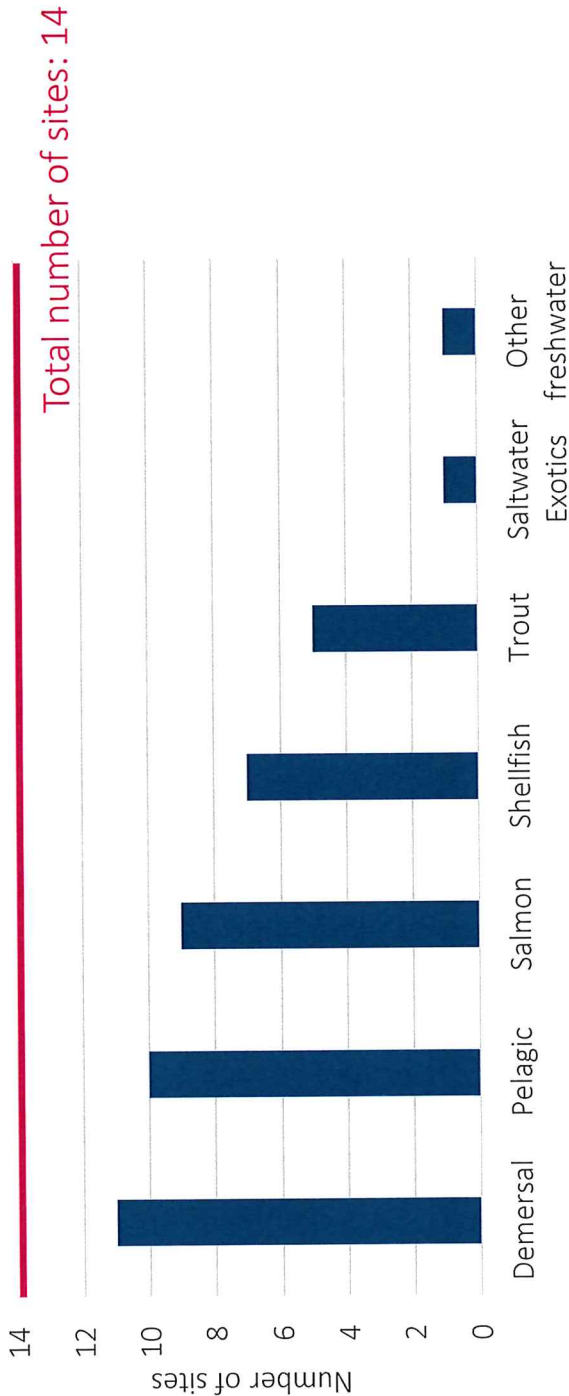
Source: Seafish processing sector census 2008-2018 and processing financial survey 2008-2015



**Not all processing sites in the region process demersal, pelagic and salmon**

This data is only available to us on an aggregate level. Any site may be processing multiple fish types. A certain degree of specialisation of processing sites is likely given the data.

Figure 14. Fish types processed in East Anglian processing sites, 2018

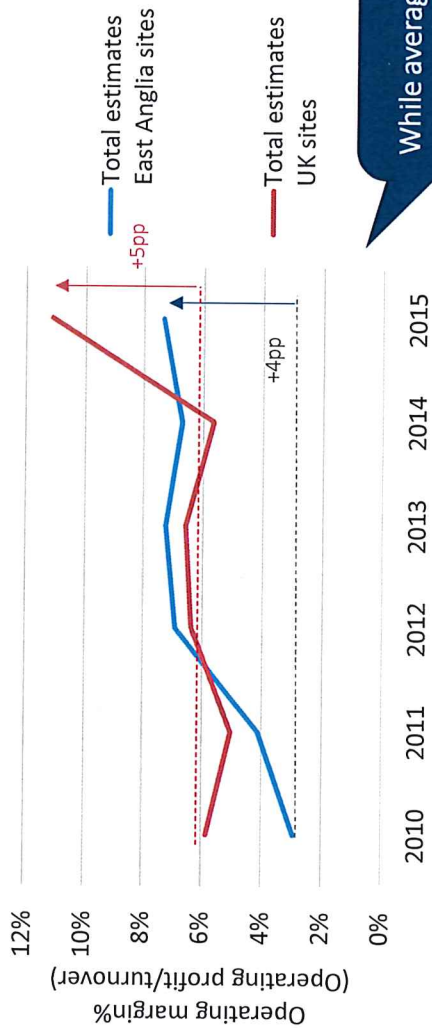


Note: All sites with postcodes CO, IP and NR were classified East Anglian processors. Analysis only covers sites that are defined as majority fish processors in the Seafish biennial census. Majority processors are defined as those with 50 percent or more of their turnover from fish processing in a given year (as opposed to trading, wholesaling, retailing, importing, exporting, etc.). 2018 figures are preliminary.

Source: Seafish processing sector census 2018

## Processing sites in East Anglia and Essex operate with low margins

Figure 15. Operating margins in the processing sector by region, 2009-2015

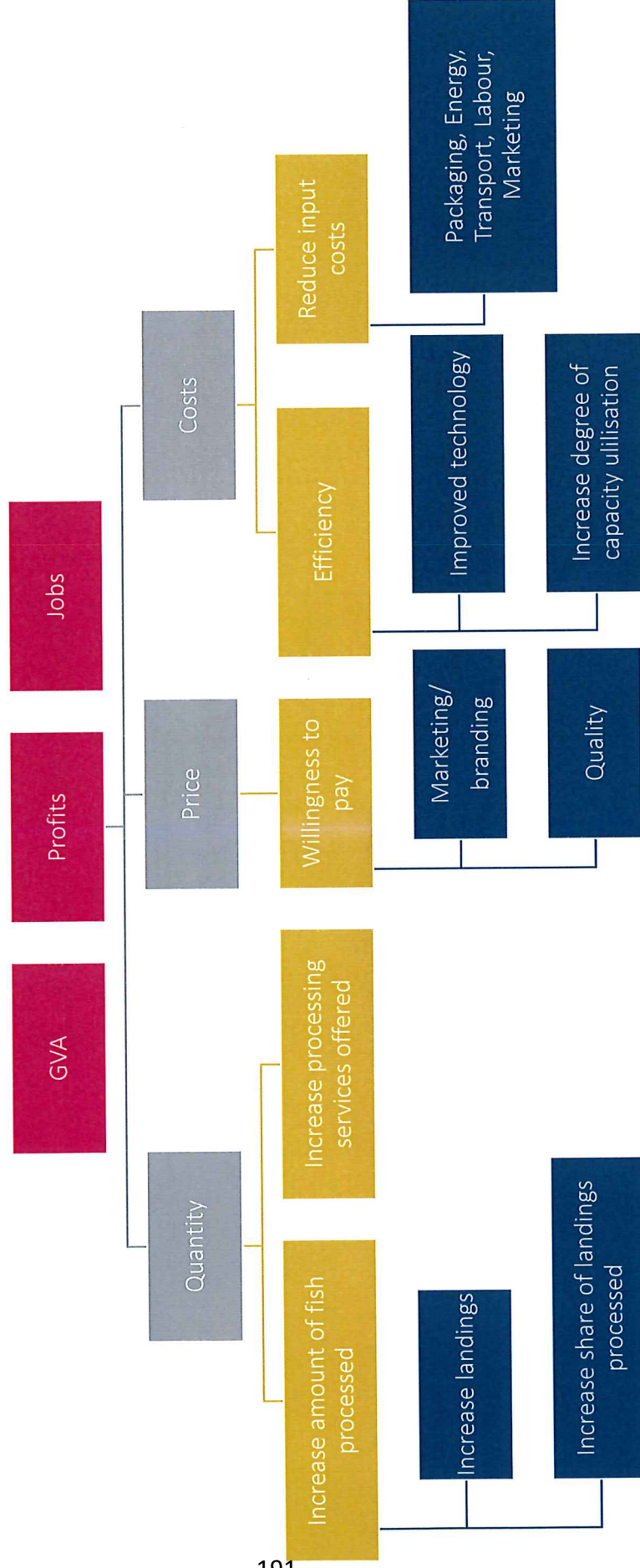


While average processing margins have increased in the last few years, they are generally low (<8%).

**Operating margins** are defined as operating profits over revenues. Operating margins need to be sufficiently high to fund replacement of assets and additional investments.

Note: All sites with postcodes CO, IP and NR were classified East Anglian processors. Analysis only covers sites that are defined as majority fish processors in the Seafish biennial census. Majority processors are defined as those with 50 percent or more of their turnover from fish processing in a given year (as opposed to trading, wholesaling, retailing, importing, exporting, etc.). 2018 figures are preliminary. Financial data is collected annually from a sample of company accounts and publicly available financial accounts. For EA and Essex, the sample covers between 10% and 30% of all sites every year. The methodology of the Seafish processing financial survey is currently under revision.  
Source: Seafish processing financial survey 2010-2015

## Opportunities: Processing

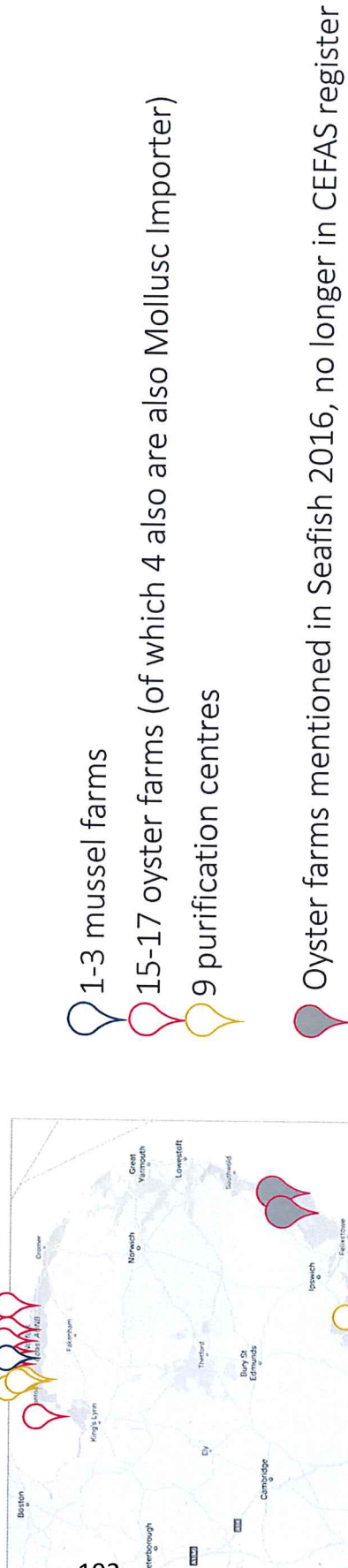




## Aquaculture in East Anglia and Essex is limited to oyster and mussel farms

This analysis of the aquaculture sector of East Anglia and Essex (EAE) considers commercial saltwater fish farms in the region. According to the CEFAS registry of UK aquaculture farms, all registered saltwater aquaculture farms in EAE can be classified as Mollusc Farm, Mollusc Importer and/or Mollusc Purification centre.

Figure 16. CEFAS registered saltwater fish farms in East Anglia and Essex



*This list is indicative could not fully be confirmed in interviews*

Note: Oyster farms and purification centres may be affiliated, often in close proximity  
Source: CEFAS Register for Aquaculture, accessed February 2019

Disparity between Seafish and STECF data may be explained by STECF including hatcheries, purification centres,...  
Furthermore Seafish data specifically for the table market.

## The total turnover of the EAE AQ sector is between £1 and 2 million

Table 3. Estimates for the size of the EAE aquaculture sector

OYSTER FARMS	England, Wales and NI total Seafish 2016	UK total EU STECF 2014	East Anglia and Essex lower	East Anglia and Essex upper
Production	1 200 tons	1 588 tons	280 tons*	400 tons*
Turnover (£)	4.6 million	4.8 million	1.1 million*	1.27 million*
Employment (FTE, direct)	184	169	20*	35*
GVA (million £)	2.3 million		0.43 million*	0.56 million*
Number of businesses	36	87	15-17	15-17
Size bands		71 businesses <5 employees, 6 businesses >10 employees	No EAE among largest in UK, likely all below 5 employees	No EAE among largest in UK, likely all below 5 employees
MUSSEL FARMS	England, Wales and NI total Seafish 2016	UK total CEFAS 2014	East Anglia and Essex lower	East Anglia and Essex upper
Production	20 000 tons	20 000 tons	500 tons*	1000 tons*
Turnover (£)	10 million -20 million (highly variable)	34 million	0.5 million*	0.7 million*
Employment (FTE, direct)	125	293	4-9*	4-9*
GVA (£)	6-12 million	17.8 million	0.3 million*	0.4 million*
Number of businesses	25	116	1-3	1-3
Size bands		69<5 employees	No EAE among largest in UK, likely all below 5 employees	No EAE among largest in UK, likely all below 5 employees

Notes: \*indicates estimates, assumed national averages per employee and smaller than UK average business size

Source: Seafish Aquaculture in England, Wales and Northern Ireland 2016; EU Scientific, Technical and Economic Committee for Fisheries (STECF) 2016 Aquaculture sector data call

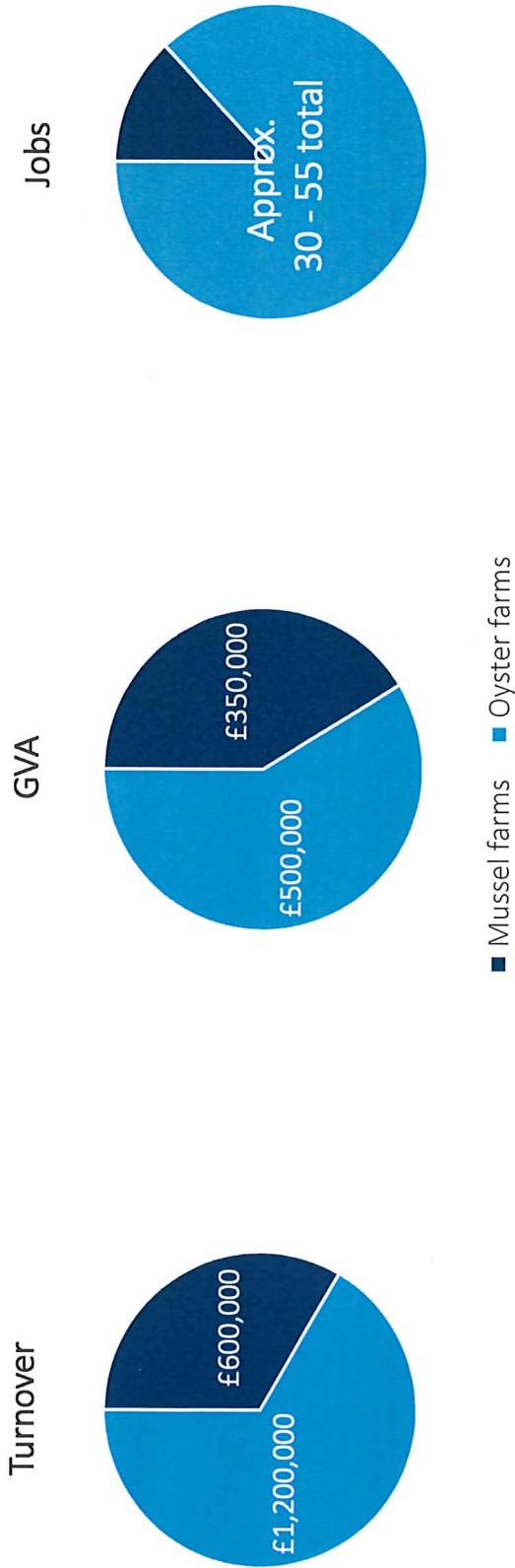


## Scale of the aquaculture sector in East Anglia and Essex

Saltwater aquaculture farms in East Anglia and Essex include oyster farms, purification centres and mussel farms. The role of seaweed production will be determined in interviews.

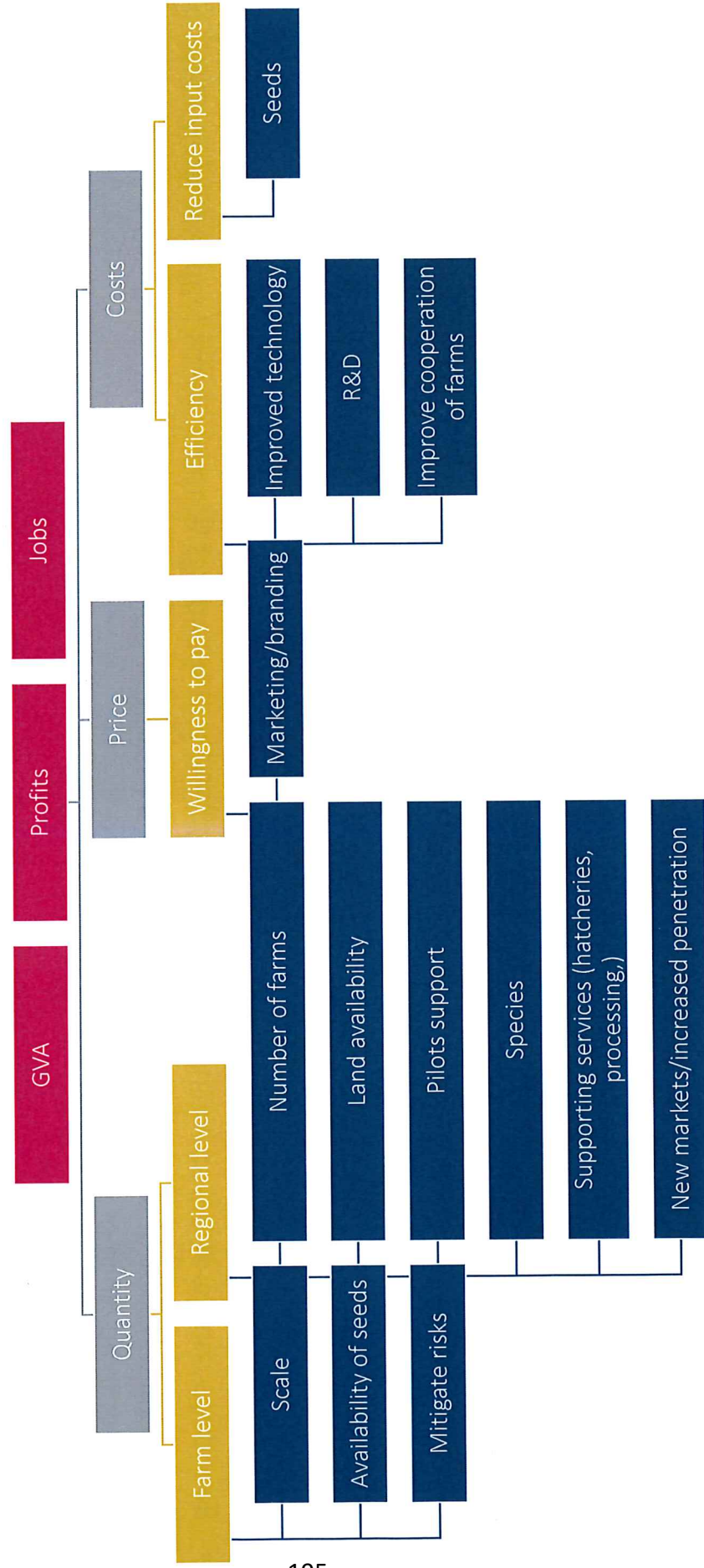
Estimates are based on number of farms in EAE and the assumption all farms are <5 FTE.

Figure 17. GVA and Production from saltwater aquaculture farms in EAE by type, estimates only



Note: Oyster farms and purification centres may be affiliated, often in close proximity  
Source: Vivid Economics estimates based on CEFAS Register for Aquaculture and Seafish Aquaculture in England, Wales and Northern Ireland 2016; EU Scientific, Technical and Economic Committee for Fisheries (STECF) 2016 Aquaculture sector data call

## Opportunities: Aquaculture



## Sea Angling is difficult to quantify given current level of reporting requirements

- Revenue of the sea angling sector is split between multiple beneficiaries including charter boats, equipment, services, licences and hospitality
- It is not known how many people in East Anglia engage in sea angling nor how much they spend on these activities. Anecdotal evidence does not seem to agree with the main previously published study on the topic. We conclude that the data on sea angling are not reliable and that the figures below should not be relied upon.
- Total current spending on sea angling in East Anglia and Essex could be as high as 19M£.\*
- Total current direct FTE supported could be as high as 240 FTE.\*
- Spendings consist of trip spendings (approximately 55%) and spendings % major items (approximately 45%).
- Approximately 70% of reported spendings would necessarily be spent locally, the remaining 30% may be spent online or in advance of the trip

**Limitations:** Values are estimates for aggregated trip spending in East Anglia, based on national averages reported in DEFRA 2012, scaled to EAE based on survey results reported for Lowestoft. Estimates could not be verified in interviews with the local community.

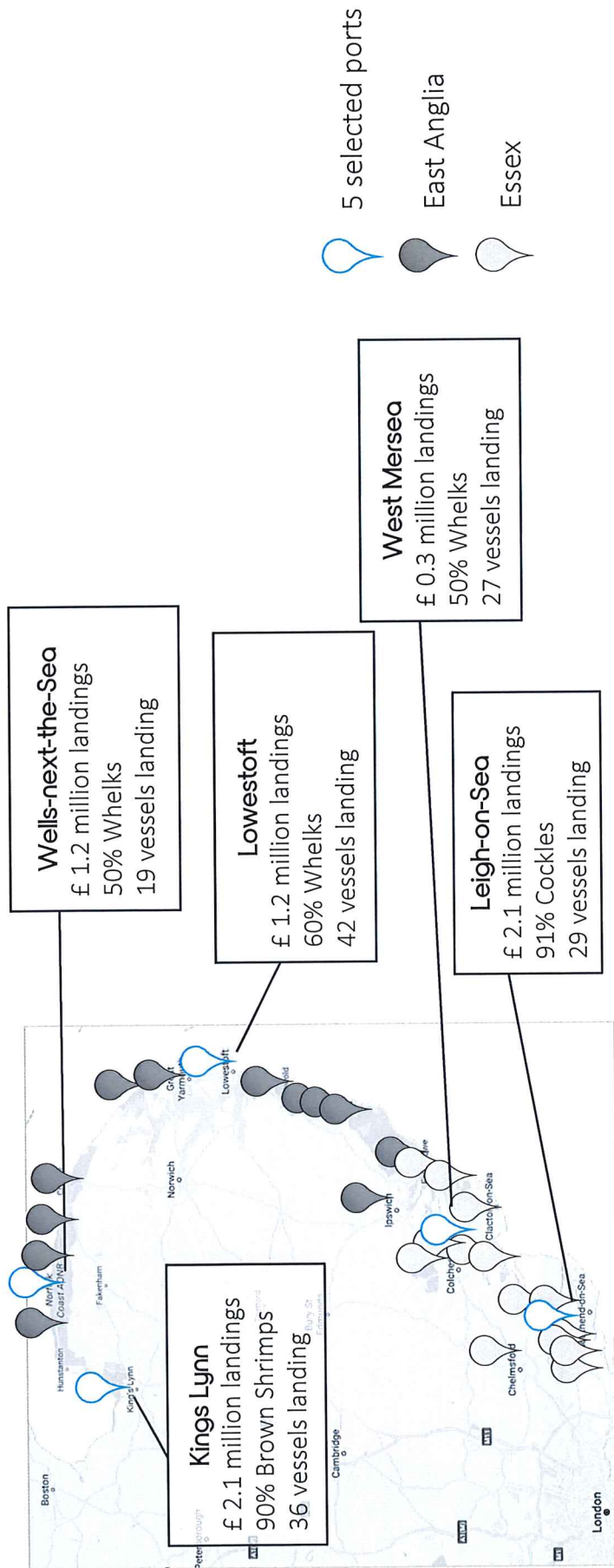
Source: Vivid analysis based on DEFRA 2012 Sea Angling Report



## East Anglian and Essex ports have regional differences in key species and level of specialisation

Kings Lynn and Leigh-on-Sea are highly specialised on Brown Shrimps and Cockles respectively, Whelks are important for Wells and Lowestoft.

Figure 18. Selected ports in East Anglia and Essex, annual landings value and top species, 2017



Note: Port locations mapped for illustration only, map may not reflect locations precisely. Count of vessels landing includes low activity vessels.  
Source: MMO 2017

# Shoreham-by-sea, Hull and Grimsby are competitor ports to East Anglian ports

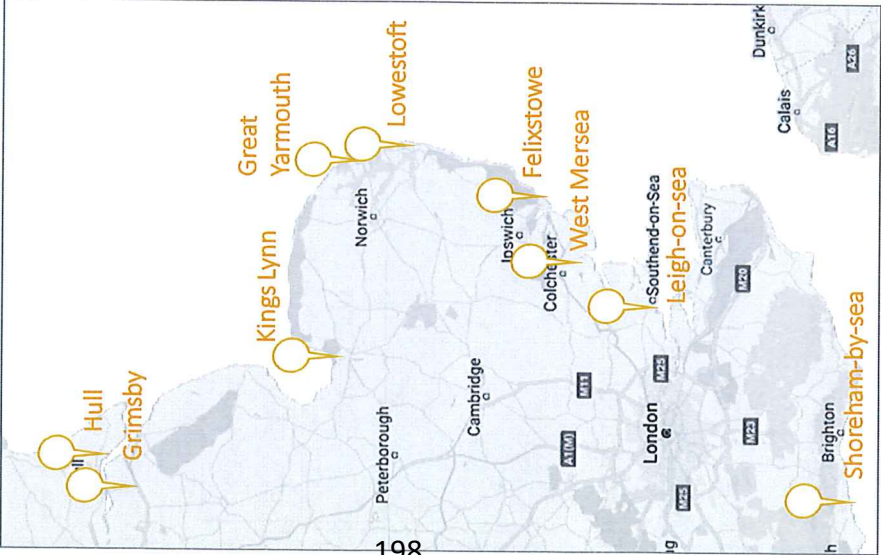


Table 4. Selected ports in East Anglia and Essex and main competitor ports, 2017

	Landings, M£ (2017)	UK Vessel excl. low activity (2016) (offshore-inshore-shellfish)	Top species (2017)
Lowestoft	1.2	35 (2-13-8)	Whelks (60%)
Kings Lynn	2.1	44 (0-1-31)	Brown Shrimps (90%)
West Mersea	0.4	32 (0-11-1)	Whelks (50%)
Felixstowe	0.3	23 (0-9-1)	Sole (42%)
Great Yarmouth	0.2	6 (1-0-2)	Plaice (35%)
Leigh-on-sea	2.1	34 (0-6-12)	Cockles (91%)
Grimsby	8.3	31 (3-1-15)	Crabs (45%)
Shoreham-by-sea	11.9	69 (7-15-30)	Scallops (58%)
Hull	3.6	5 (0-0-4)	Lobsters (81%)

Note: Port locations mapped for illustration only, map may not reflect locations precisely  
Source: MMO 2016, UK sea fisheries statistics 2017



## The EAE visitor fleet also lands into the Netherlands and France

Figure 19. Top alternative landing ports of vessels also landing into East Anglian ports, by economic importance, 2017



- Port of landing of EAE main fleet (top 3 on map)
- Port of landing of EAE visitor fleet (top 9 on map)

Total landings into alternative ports by EAE main fleet in 2017: £ 0.2 million

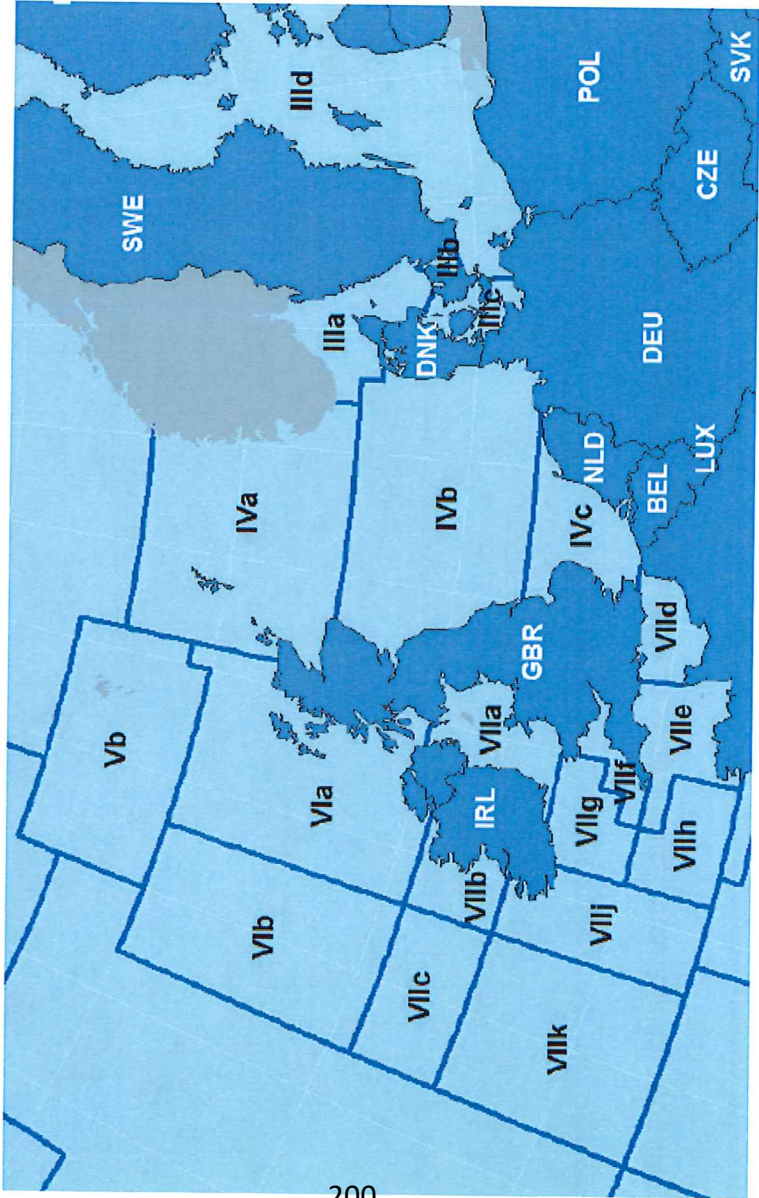
Total landings into alternative ports by EAE visitor fleet in 2017: £ 7.3 million

We define vessels landing at least 50% of their catch into East Anglian ports as EAE main fleet, vessels landing any value into EAE ports but less than 50% of their catch are classified visitor fleet.

Note: Port locations mapped for illustration only, map may not reflect locations precisely  
Source: Seafish analysis

# Map of sea areas

Figure 20. Map of FAO sea areas surrounding the UK



200

FAO sea areas surrounding EAE

Subarea IV – North Sea

Division IV b - Central North Sea

Division IV c - Southern North Sea

Division VII d - Eastern English Channel

# Analysis by topic

- Health of the stocks
- Economic Link
- Brexit, including tariffs and zonal attachment



# Condition and management systems of key stocks in East Anglia and Essex

Table 5. Management systems and stock condition of key stocks

Species	RAG status	UK Revenues, IVc 2016	Management systems	Sources
Cockles	No MSYBtrigger estimate	£3.5 M	Regulation and TAC vary annually based on biomass estimates	EIFCA cockles management plan 2017
Whelks	No MSYBtrigger estimate*	£3.3 M	Permit mechanism; effort, gear and minimum landing size controls	EIFCA strategic assessment 2018 and Impact assessment for EIFCA Whelks byelaw 2015
Common Sole	Green	£2.9 M	EU TAC, demersal landing obligation	ICES assessment for Sole in subarea 4.
Brown Shrimps	Green**	£2.7 M	Protected areas byelaw, vessel size and gear restrictions	EIFCA strategic assessment 2018, Wash Brown Shrimp Plan, Acoura Marine report
European Lobster	Red	£1.2 M	National min. landing size, effort control (for >15m), national prohibition on landing ovigerous females	CEFAS stock status report 2017
Crabs	Amber	£0.6 M	National minimum landings size (regional dispensation), regional prohibition on landing ovigerous females and crabs right after a moult	CEFAS stock status report 2017
Cod	Red	£0.3 M	EU TAC, demersal landing obligation	ICES assessment for Cod in Subarea 4, Division 7d and Subdivision 20

**Red:** Biomass below MSYBtrigger    **Amber:** Slightly below MSYBtrigger    **Green:** Biomass above MSYBtrigger

\*Ongoing research project by EIFCA on effort restrictions in context of MSY \*\* Management to MSYBtrigger not appropriate as the species has a short life and high production to biomass ratio, management based on CPUE, which according to recent assessment is above the threshold

Note: MSYB trigger is a parameter in the ICES max. sustainable yield (MSY) framework, triggering advice on reduced fishing mortality (below FMSY). [vivid economics](#)

## Key decisions that define the state of the world for East Anglian fisheries include Brexit negotiations, the Economic Link and the status of the under 10m pool



### Stock management

#### Decision

- Current Stock management vs mixed fisheries approach. Quota versus effort based
- Health of the stocks, **maximum sustainable yield**, optimal flexibility for fishers

#### Implications



### Brexit negotiations

- Zonal attachment or relative stability; no **tariffs**, EU-EEA tariffs or MFN tariffs; non tariff measures
- **Increased quota** for the UK fleet under ZA; **reduced** fleet and processing **margins** with tariffs



### Economic link

- Current Economic Link vs tightening of EL (quota donation, landing requirement, levy on foregone landings)
- **Increased landings** in the UK by foreign owned offshore fleet; quota donation leads to higher landings by the inshore fleet; additional tax revenue with levy



### u10m Pool

- Enhanced pool, no pool, or 'partnership' of limited number of new inshore [12nm] licences
- **Larger pool share of quota** and enhanced management of quota distribution (**improved quota uptake**) under *enhanced pool*
- u10m vessels become part of sector under *no pool*, also leading to **higher quota utilisation**



## Under full Zonal Attachment, multiples of current quota stock catch will be available to the UK registered fleet

In a scenario where the UK leaves the Common Fisheries Policy, all stocks within the UK's Exclusive Economic Zone (EEZ) will become available for catch by UK registered vessels.

Table 6. Potential increase in landings of the UK fleet by species under Zonal Attachment compared to 2016

	SOLE	PLAICE	HERRING	ALL QUOTA	ALL NON-QUOTA
UK fleet catch in IVc, 2016	390 tonnes	330 tonnes	190 tonnes	1,900 tonnes	10,200 tonnes
Potential UK fleet catch with Zonal attachment	3,000 tonnes	3,700 tonnes	2000 tonnes	12,600 tonnes	12,800 tonnes
Relative increase	8 times	11 times	10 times	7 times	1,3 times

This analysis is based on 2016 values of live weight landed from sea area 27.4.c by statistical rectangle, as reported by EU member states to STECF. Results of this estimation approach may vary by year. The dataset informing this analysis is not available for the years 2017 or 2018.

## Estimation method: UK EEZ landings by species (Potential landings under Zonal Attachment)

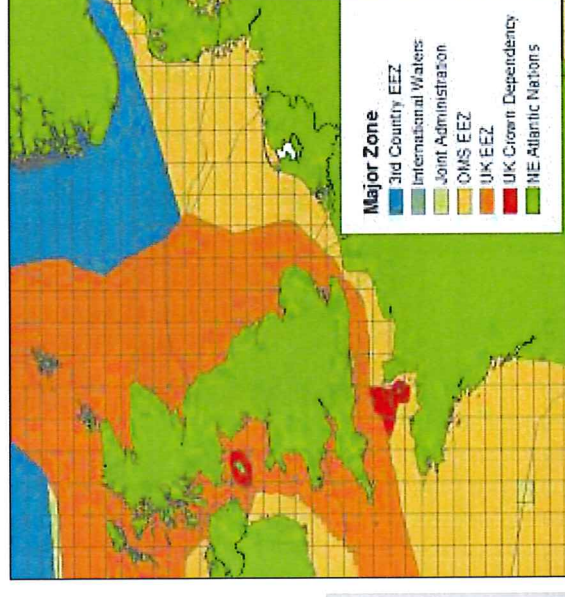
In order to assess the potential landings volumes of UK vessels in a scenario where the UK leaves the Common Fisheries Policy, this analysis separates the commercial sea fisheries landings in sea area 27.4.c by the nationality of the waters in which the fish were caught. This methodology follows K. Williamson et al., 2017.

1. STECF 2016 provides landings of EU vessels by stock by statistical rectangle
2. ICES statistical rectangle factors are applied to identify the percentage share (area) of every rectangle that lies within the UK EEZ
3. Stocks are assumed to be evenly distributed within each rectangle
4. Total catch by species within UK's EEZ can be determined, for example for all ICES statistical rectangles within the Southern North Sea (27.4.c)
5. Total catch by species within UK's EEZ is compared to actual UK fleet catch by species within the sea area

### Limitations of this approach include

- This analysis is a snapshot of only one year. Stocks may be distributed significantly different in the following year.
- Stocks may not be distributed evenly across statistical rectangles.
- Reporting differences between current UK catch and UK EEZ potential for only one sea area does not account for potentially opposite balances in other sea areas.

Figure 21. ICES statistical rectangles and Exclusive Economic Zones



Source: Vivid Economics, based on K. Williamson et al., 2017. United Kingdom commercial sea fisheries landings by Exclusive Economic Zone of capture: 2012 - 2016



# Under Zonal attachment, the fleet to be accommodated in Southern North Sea ports would include up to 32 offshore vessels

Table 7. Estimating additional vessel landings by vessel group

	Offshore fleet	Inshore/ community fleet	Shellfish fleet	Low activity fleet	Total
Current UK fleet in 27.4.c (2017) (>30% 4c)	3	43	119	179	344
With strongest Economic Link and Zonal attachment (number of vessels)	34	40	119	<179	<371

**Offshore fleet**  
ZA will add significantly to the offshore fleet. A stronger Economic link could require the additional offshore vessels catching in IVc to land in the UK.

**Shellfish fleet**  
The Shellfish fleet is independent of EL regulation and ZA, but may be willing to take up quota.

**Inshore fleet**  
ZA will, if distributed to the inshore fleet proportionally, increase utilisation and employment of all vessels significantly.

**Low activity fleet**  
Fleet size of the low activity fleet is independent of EL and ZA. However, vessels are expected to move to the active inshore fleet in response to greater quota stock availability.

Source: Vivid analysis based on MIMO 2017 and Seafish

## Estimation method: Potential future fleet under Zonal Attachment

In order to translate the potential landings volumes of UK vessels in a scenario where the UK leaves the Common Fisheries

Policy potential fleet size and characteristics, a number of assumptions are required.

The following assumptions were selected, informing analysis on potential characteristics of the future fleet:

1. Additional landings that become available under Zonal Attachment are distributed between non-shellfish inshore and offshore vessels. The shellfish fleet and the low activity fleet are assumed to continue to catch at current levels.
2. Additional landings are split between the non-shellfish inshore and offshore fleets so that relative size of the fleets stays at current levels. This requires an inshore fleet that is capable of catching stocks up to 20nm offshore.
3. It is assumed that the inshore fleet gradually moves to highly active vessels of about 14 meters length. The estimation assumes a representative vessel with an annual income of £250,000, landing about 110 tonnes annually and employing a crew of 3.
4. It is assumed that the offshore fleet consists of highly active vessels, small enough to be able to land into regional ports. The estimation assumes a representative vessel with a length of 20-22 meters, an annual income of £800,000, landing 340 tonnes and employing a crew of 5.

Source: Vivid Economics modelling based on insights collected in conversations with stakeholders and experts



## Landings into EAE can increase five times, total jobs can double and jobs in the inshore fleet can increase six-fold in the best case scenario by 2030

Table 8. Scenario analysis for jobs, landings and vessel numbers

Scenario	Jobs (FTE, EAE landing fleets (>50%) and processing)	Value of EAE landings total (£m)	Number of active vessels (>50% EAE landing)	Processing sector	Shellfish Fleet	Offshore Fleet	Inshore Fleet
Baseline: 2016	328 14 0 17 88 209	9.6 0.8 0.8 8	100 24 0 76				
<b>Best case 2030</b> Full Zonal Attachment, strongest Economic Link landings requirement, efficient fleet, prices adjust to UK averages	660 (+100%) 118 17 355 88 88	39.3 (+310%) 0.8 8 8.2 22.3	130 (+30%) 24 28 76				
<b>Mid case 2030</b> Full Zonal Attachment, current Economic Link landings requirement, efficient fleet, no price adjustment	490 (+50%) 50 10 267 66 88	22.9 (+140%) 0.8 8 5.7 8.4	110 (+10%) 10 22 76				
<b>Worst case/BAU 2030</b> No action across quota allocation, EL, vessel utilisation or prices, no tariffs, closure of 15% of processing plants, exit 15% of inshore vessels	290 (-10%) 12 0 17 88 178	9.4 (0%) 0.8 0.8 8	95 (-5%) 20 0 76				

Source: Vivid Economic modelling based on MMO 2016, Seafish fleet economic performance 2016



## Estimation detail: Scenario analysis

3 scenarios are analysed to compare potential future states of the world in terms of landings, jobs and vessel numbers.

Table 9. Assumptions informing the scenario analysis

Scenario	Assumptions
Best case 2030	<ul style="list-style-type: none"><li>• Zonal Attachment</li><li>• strongest Economic Link landings requirement: all UK registered vessels land into UK ports</li><li>• efficient fleet, as defined on slide 41</li><li>• prices adjust to UK averages</li><li>• EAE ports receive 70% of landings by UK inshore and offshore vessels from sea area 27.4.c (value share)</li></ul>
Mid case 2030	<ul style="list-style-type: none"><li>• Zonal Attachment</li><li>• no change to current Economic Link regulation</li><li>• efficient fleet, as defined on slide 41</li><li>• no price adjustment</li><li>• EAE ports receive 30% of landings by UK offshore vessels from sea area 27.4.c (value share)</li><li>• EAE ports receive 55% of landings by UK inshore vessels from sea area 27.4.c (value share)</li></ul>
Worst case/BAU 2030	<ul style="list-style-type: none"><li>• No action across quota allocation, Economic Link, vessel utilisation or prices</li><li>• Market exit of 15% of processing plants</li><li>• Exit of 15% of inshore vessels</li><li>• EAE ports value share of landings by UK vessels from sea area 27.4.c is unchanged from today</li></ul>

Source: Vivid Economics modelling

**Table 10. Detail on opportunity with Zonal attachment and strengthened Economic Link**

	Current		Opportunity (Best case: ZA and strategy recommendations)	
	in/into UK	in/into EAE**	in/into UK	in/into EAE
Tonnes/yr landed (by UK vessels from IVc)	Inshore fleet	600	200	4,200
	Shellfish fleet	9,700	7,000	9,700
	Offshore fleet*	200	0	11,300
	Total	10,700	7,600	25,400
Value/yr landed (by UK vessels from IVc) ***	Inshore fleet	£1.7m	£0.8m	£11.7m
	Shellfish fleet	£11m	£8m	£11m
	Offshore fleet*	£0.3m	£0m	£32m
	Total	£14m	£9.6m	£55m
Jobs	Inshore fleet	39	14	119
	Shellfish fleet	150	73	150
	Offshore fleet	3	0	168
	Processing	-	209	+146
	Total	-	328	up to 360
GVA/yr	Inshore fleet	£0.9m	£0.4m	>£7.7m
	Shellfish fleet	£5.5m	£3.4m	>£5.4m
	Offshore fleet*	-	-	£5.5m
	Processing****	-	£11m	>£21m
	Total	-	£15m	>£14.7m
Vessel numbers	Inshore fleet	42	24	£11 - 19m
	Shellfish fleet	113	76	£24 - 43m
	Offshore fleet	2	0	40
	Total	157	100	113
				80
Fishing GVA/fisher	Inshore fleet	23,327	29,040	34
	Shellfish fleet	36,539	38,184	187
	Offshore fleet	759,661	124,851	130
				68,000
				37,000
				123,000



## Tariffs vary by species

Identifying exposure to tariff and non-tariff measures by fleet group (catching sectors) and for other actors in the supply chain is not possible, as no regional data is available on exports by species. Landings may be exported after the first point of sale.

- No estimates are available for shares of regional species landings exported into the EU
- Export may happen after primary point of sale, but tariffs will likely be passed through to catching sector
- In addition to tariff measures, Brexit is expected to create non-tariff barriers for trade, which are similarly imposing cost on the local industry

Table 11. Indicative tariffs for selected species

Product	EU average MFN Tariff 2017 (%)	Preferential Tariff (Tariff for EEA) (%)
Sole (frozen)	7.5	2.2
Plaice (frozen)	15	4.5
Cod (frozen)	11.5	0
Herring (frozen)	15	4.5
Brown Shrimps	12	0
Lobsters (in pieces)	16	4.5
Crabs	7.5	2.2
Oyster	9	2.7

Notes: Fish type indicated in brackets, multiple types exist by species and tariffs vary significantly  
Source: gov.uk Trade-Tariff service

## The Economic Link regulation does not appropriately define how quota donations should be valued

- The Economic Link requires every vessel fishing UK quota-controlled stocks to comply with one out of a set of conditions
- The EL regulations have the greatest impact on foreign-owned UK registered vessels
- Donating quota to the pool is an attractive option for compliance, as quota donations can be valued based on stock market prices
- Low quota uptake rates in the under 10m pool indicate that quota in the pool can not always be utilised
- Stakeholder interviews suggest that this fact is linked to over-valued quota donations of unavailable quota stocks

Table 12. Quota uptake of Under 10 in England by stock, 2018

Stock	Landings % of quota
North Sea Cod	99.6
North Sea Plaice	9.5
North Sea Common Sole	38.4
North Sea Skates and Rays	81.7
North Sea Haddock	54.5
North Sea Whiting	15.8
North Sea Saithe	67.5

Source: Fisheries quota management monitor of North Sea and West Of Scotland for 2018



## Abbreviations and terminology

27.4.c (IV.c.)	FAO fisheries management area, subarea and division	Non-quota stocks	Stocks that are not currently managed by a quota under the Common Fisheries Policy
CEFAS	Centre for Environment, Fisheries and Aquaculture Science	Non-tariff measures	Policy measures other than tariffs, that can affect international trade flows, such as restrictions and technical regulations
DAS, kW DAS	Days at sea, kilowatt days at sea	Quota stocks	Stocks currently managed by a quota under the Common Fisheries Policy
EAE	East Anglia and Essex (NUTS 2 definitions)	RoW	Rest of world
FAO	Food and Agriculture Organisation	SSB MSY	Spawning Stock Biomass corresponding to the level that results in Maximum Sustainable Yield over time
FTE	Full-time equivalent, measure for employment	STECF	Scientific, Technical and Economic Committee for Fisheries
GVA	Gross value added, combined measure of profits and wages	TAC	Total allowable catch
ICES	International Council for the Exploration of the Sea	Tariff measures	Policy measures introducing tariffs on traded goods
MFN	Most favoured nation, principle in international trade	UK EEZ	United Kingdom's Exclusive economic zone, sea zone with special exploration rights as prescribed by the UN
MMO	Marine Management Organisation		



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3	EU Scientific, Technical and Economic Committee for Fisheries (STECF) 2016 Aquaculture sector data call	<a href="https://stecf.irc.ec.europa.eu/dd/aqua">https://stecf.irc.ec.europa.eu/dd/aqua</a>
4	ICES Historical Nominal Catches 1950-2010 in FAO area 27 by country, species, area and year	<a href="https://www.ices.dk/marine-data/dataset-collections/Pages/Fish-catch-and-stock-assessment.aspx">https://www.ices.dk/marine-data/dataset-collections/Pages/Fish-catch-and-stock-assessment.aspx</a>
5	ICES Statistical Rectangles (StatRecs)	<a href="https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/743336/ICES_Statistical_Rectangle_Factors.xlsx">https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/743336/ICES_Statistical_Rectangle_Factors.xlsx</a>
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9	Seafish (2016), Aquaculture in England, Wales and Northern Ireland.	<a href="https://www.seafish.org/media/publications/FINALISED_Aquaculture_in_EWNI_FINALISED_-_Sept_2016.pdf">https://www.seafish.org/media/publications/FINALISED_Aquaculture_in_EWNI_FINALISED_-_Sept_2016.pdf</a>
10	Seafish Fleet Economic Performance 2013-2017	
11	Seafish Processing Financial survey 2008-2015	
12	Seafish Processing Sector Census 2008-2018	
13	STECF EU Fleet Economic Performance, 2018 data call	<a href="https://stecf.irc.ec.europa.eu/dd/fleet">https://stecf.irc.ec.europa.eu/dd/fleet</a>
14	MMO 2018 Quota use statistics: Fisheries quota management monitor of North Sea and West Of Scotland for 2018	<a href="https://www.gov.uk/government/statistical-data-sets/quota-use-statistics">https://www.gov.uk/government/statistical-data-sets/quota-use-statistics</a>
15	gov.uk Trade-Tariff service	<a href="https://www.gov.uk/trade-tariff">https://www.gov.uk/trade-tariff</a>

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## CABINET

Tuesday 1 October 2019

### PROPOSED EXTENSION OF THE LEISTON TOGETHER INITIATIVE

#### EXECUTIVE SUMMARY

- 1 Leiston Together was established as a place based enabling initiative in January 2017 by two funding partners, the then SCDC and Leiston-cum-Sizewell Town Council. The original three year funding agreement is due to expire in December 2019. The initiative has made significant progress against its objectives since its inception and is highly regarded by all partners and the local community.
- 2 Leiston Together has made significant progress in achieving its objectives as a Coastal Community Town and addressed both community and economic development issues and opportunities. Furthermore, it has been a positive example of the potential of place based initiatives to increase community capacity, regeneration and create change and improvement for local residents and visitors to the town.
- 3 In order to build on these achievements and to address further community and economic priorities, it is proposed that East Suffolk Council and Leiston cum Sizewell Town Council fund an extension to the current funding term. The priorities identified for a new programme will include the development of additional capacity to support economic growth and community development which will be sustainable beyond the life of the partnership which will be key in the context of the proposed Sizewell C new nuclear development.

Is the report Open or Exempt?	Open
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<b>Wards Affected:</b>	Leiston
------------------------	---------

<b>Cabinet Members:</b>	Cllr Letitia Smith and Cllr Craig Rivett
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<b>Supporting Officers:</b>	<p>Nicole Rickard Head of Communities 01502 523 321 <a href="mailto:Nicole.rickard@eastsuffolk.gov.uk">Nicole.rickard@eastsuffolk.gov.uk</a></p> <p>Paul Wood Head of Economic Development &amp; Regeneration 01394 444249 <a href="mailto:Paul.wood@eastsuffolk.gov.uk">Paul.wood@eastsuffolk.gov.uk</a></p>
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## 1 INTRODUCTION

1.1 The Leiston Together place-based partnership board was established in 2017 by the two funding partners; the then Suffolk Coastal District Council and Leiston-cum-Sizewell Town Council. It was developed to provide a co-ordinated approach to addressing the challenges and opportunities across the four priority areas identified in the 2015 Our Place review, namely:

- Town Centre Regeneration
- Health and Wellbeing
- Business Support
- Local provision for young adults

1.2 To support the objectives of LT a three year funding agreement was put in place by the District and Town Council amounting to £30k pa (£27k pa from ESC New Homes Bonus, and £3k pa from the Town Council, plus some additional costs that were covered by the Council) covering the period January 2017 to December 2019. In order to drive forward the co-ordinating and enabling activity required against the four priority areas, a Change Manager, Elspeth Gibson was appointed in late 2016. The partnership Board also agreed the appointment of an independent chair, Barry Norman, who brought a wealth of leadership experience from his career with the Metropolitan Police and subsequent community focussed roles. The board consists of partners from the following organisations:

- East Suffolk Council
- Leiston Town Council
- Suffolk County Council
- Leiston Community Land Trust (CLT)
- Community Action Suffolk
- Alde Valley Academy
- Suffolk New College on the Coast

1.3 The main focus of the board's activities is to support the development and implementation of the Leiston Together Delivery Plan. This plan sets out the specific projects being progressed to achieve the objectives across the four priority areas.

- 1.4 Since the adoption of the delivery plan in January 2017 the following progress has been made:

### **Town Centre Regeneration**

- Ambitious vision for Town Centre developed
- Independent Housing Needs Survey undertaken
- The Leiston CLT has formally constituted as a Community Benefit Society with a Board of Trustees and over 140 members working to a vision for the town centre regeneration.
- Completion of externally funded Town Centre Regeneration Study following a successful funding application to MHCLG
- In December 2019 ESC purchased empty retail properties on the High street with the potential to support the town centre regeneration scheme. Leiston CLT is now occupying one of these units in order to engage with the public on the regeneration scheme plans.

### **Health and Wellbeing**

- Secured £35k for the Leiston Links Social Prescribing Project in 2018. The success of this pilot project led to its adoption as part of the new Connect for Health project managed by Access Community Trust.
- Leiston hosted a Community Matters four week pop up public engagement event in Spring 2018 to offer residents the opportunity to access information, support and workshop sessions from organisations across a wide range of Health and Social Care, Adult Education, Employability, Volunteering, Voluntary Services and Community Safety. Almost 90 sessions took place over the 4 weeks.
- Progressed the Leiston Dementia Project with Leiston approved as working towards being a Dementia Friendly Town. Funding secured to extend the project to Saxmundham and Aldeburgh and a new Worry Tree (mental health) Café established.
- Establishment of the Leiston Good Neighbour Scheme to provide a befriending service for older people in the town.
- Launch of the Sizewell Park Run attracting over a 100 people each week. Project developed in partnership RSPB Minsmere, EDF, SCDC and SCC and has led to significant social cohesion impacts including Leiston surgery becoming one of the first Park Run Practices.
- NHS 70th Anniversary Tea Party 23rd July 2018 organised in partnership with Leiston WI, the Long Shop and Leiston Surgery.

### **Business Support**

- The 2018 monthly Business Networking events culminated in the relaunch of Leiston Business Association as part of the East Suffolk Means Business Festival.
- Regular business networking events continue to take place - the increased profile for local business has been greatly welcomed by the local business community.
- A survey of local businesses took place to provide a formal response to the Sizewell C stage 3 public consultation.
- Creation of Leiston Events Group which achieved great success with local events such as the Leiston Big Weekend and Leiston on Ice. Over the 2 days around 2000 people attended the 'Big Weekend' events. Led to the establishment of a community fund for local voluntary groups with a further programme of events planned for 2020.
- £44k secured from the Coastal Revival Funding to create a new Information Point in the town for residents and visitors hosted by Leiston Film Theatre, the location is ideal for promoting Leiston as a tourist destination.
- CCF funding used to appoint a temporary Business Development Co-ordinator which was critical for the relaunch of the Leiston Business Association

- Leiston developed a Leiston Farmers Market, hosted in the Long Shop on the third Saturday of each month in partnership with Leiston Business Association and are currently reviewing variants on the market theme for future events.

### **Local Provision for Young People**

- Launch of Suffolk New College On the Coast provision in Leiston for post 16 year olds in September 2019 following significant engagement with and support from the Board
- Joint working with EDF Energy to identify a practical transport led solution to support young people accessing skills and training opportunities in Ipswich.
- Closer links established between LT partners and Alde Valley Academy e.g. games workshops, Crucial Crew Plus, Careers sessions to ensure school is an integral part of the community

## **2 REFRESHED DELIVERY PLAN**

- 2.1 To ensure inclusive and comprehensive engagement regarding the future of the Leiston Together partnership, a workshop was organised in June 2019. The purpose of the workshop was to determine firstly, the business case (or otherwise) for extending the partnership's current term and thereby the requirement to seek further funding for the partnership and secondly, if the need for Leiston Together to continue was agreed, to develop a refreshed set of priorities for inclusion in a new delivery plan. The attendees, who included representatives from all board member organisations, were unanimous that whilst a considerable amount had been achieved against the current delivery plan there was still a significant amount of activity required to address the priority areas, including a large number of ongoing projects, to warrant an extension to the current funding term.
- 2.2 Once this principal had been agreed the workshop then focussed on both ongoing and additional activity that was required and would form the basis of a new delivery plan, to fully deliver the partnerships current and future priorities and ensure sustainability. The results of this exercise are set out in the Leiston Together Strategic Plan in Appendix A. It was agreed that the current LT priorities should be refreshed and broadened to be less project based and capture more strategic activity. As a result the proposed new themes are:

### **Destination Leiston**

Covering activity such as town centre regeneration, place branding, events and active tourism

### **Leiston Lives**

People centred activity such as social prescribing, dementia friendly activity and the development of community assets

### **Leiston Means Business**

Business development activity such strengthening the business association

### **Leiston Future**

Focus on access to skills/ training development for young people

### **Digital Leiston**

Digital connectivity activity e.g. WiFi connectivity project

### **Greener Leiston**

## Local action to tackle climate change

2.3 In addition to agreeing the above thematic priorities, the workshop discussion also focussed on the following broader areas:

- Saxmundham – the town faces many similar challenges to Leiston, however does not have a dedicated resource in place to tackle these. A future place-based model could be developed which also includes priorities for Saxmundham and could be jointly managed.
- Sizewell C – the partnership will need to co-ordinate a local view on the mitigation measures required in response to the proposed Sizewell C new nuclear development to ensure that any potential negative impacts are addressed and any opportunities are maximised. This will need to align strongly with the district, county and regional level mitigation priorities currently being developed. The proposed delivery plan provides a strong basis for this mitigation plan
- Additional Funding Opportunities – during its current term the partnership has been successful in securing external funding from a range of sources. Therefore LT will continue to explore sources of funding to support the new priority themes, potential future sources include the Nuclear Decommissioning Authority (NDA), EDF Energy and Coastal Communities Fund

## 3 COMMUNITY PARTNERSHIPS

- 3.1 ESC will be establishing a new Community Partnership (CP) model across the whole of East Suffolk in early 2019. This new initiative will consist of eight CPs across the whole district including one which will cover the Aldeburgh, Leiston and Saxmundham area (including a number of rural parishes). CPs will be innovative and solution focussed bodies providing an opportunity for district and county councillors to connect with their communities. Each CP will develop a short work plan focussed on priorities identified using data and local insight.
- 3.2 The intention is for the CPs to complement existing place-based partnerships such as Leiston Together and therefore any future programme for LT needs to be developed within the context of CPs and with an understanding of the role, responsibilities and priorities of the local CP. Workshops to determine the priorities of the CPs will take place during the autumn of 2019 in each of the eight CP areas, including the Aldeburgh, Leiston and Saxmundham area.

## 4 FUNDING OPTIONS

- 4.1 In order to deliver the proposed new strategic plan a new funding agreement will need to be put in place. It is proposed that this continues on the same funding split i.e. 90% pa from ESC and 10% pa from the Town Council, although the costs have increased slightly since the initial three year funding period.
- 4.2 Three options for a new funding agreement were considered – a three year programme, a two year programme and a 15 month programme. The Leiston Together Board favoured a two year extension. It is recommended that the Cabinet support the middle option i.e. a new 2 year programme of funding for Leiston Together.

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

- 5.1 The LT partnership was established to enable the delivery of community and economic development priorities and therefore strongly supports two of the three central strategic pillars of the business plan i.e. Enabling Communities and Economic Growth. Through the



co-ordination and enabling of the delivery plan LT has also focused on the following specific business plan actions:

- Support local business associations and partner organisations to create vibrant market towns which are attractive to residents, businesses and visitors
- Increase physical activity, participation in sport and recreation across all age groups and implement additional local health initiatives
- Develop Dementia Friendly Communities across East Suffolk
- Fund and support community led initiatives to improve health and wellbeing, including Men's Sheds, Carer Support projects and Mental Health First Aid

## **6 FINANCIAL AND GOVERNANCE IMPLICATIONS**

- 6.1 An extension of the LT funding agreement for two years from January 2020 to December 2021 would cost the Council £36,000 per annum or a total of £72,000 over the 24 month period. Leiston Town Council has provisionally agreed a 10% contribution of £4,000 per annum.
- 6.2 As part of the workshop exercise it was agreed that a review of the governance of the LT Partnership Board would be required if an extension were approved. It was recognised that although the current board is representative of key local organisation (listed in section 1.2) new board members would be required to ensure the partnership is more inclusive and to address the new priorities identified by the Board. Specifically, these should include EDF to ensure strong links to the existing and proposed nuclear power stations along with representatives of environmental, cultural, young people, BME and disability groups.

## **7 OTHER KEY ISSUES**

- 7.1 This report has been prepared having taken into account the results of an Equality Impact Assessment. This Assessment has identified that Leiston Together currently supports a number of projects that benefit young and older people, people with disabilities and those who are economically disadvantaged and therefore that these protected characteristic groups are likely to be positively impacted by an extension to Leiston Together.

## **8 CONSULTATION**

- 8.1 A comprehensive consultation exercise took place with all members of the current LT Board to determine both the requirement for, and the thematic priorities of, an extension to the current funding agreement. The consultation exercise is detailed in Section 2.

## **9 OTHER OPTIONS CONSIDERED**

- 9.1 Three options to extend the current LT funding agreement were considered, as set out below:
- A new 3 year programme (Jan 2020 – December 2022), which would provide a significant amount of time to deliver against all the priorities in the new delivery plan and ensure sustainability for those longer term activities. This would also replicate the length of the initial agreement and be in line with the extension the Felixstowe Forward partnership received in 2018 and the six year funding period for Lowestoft Rising. There would, however, be a long period of cross over with new CP for the area and not provide an

early opportunity to have a full review the future of LT in light of the development of the new CP.

- A new 2 year programme (Jan 2020 – December 2021), which was recommended by the LT board. The board recognised there had been significant investment to date and felt that a further 2 years would provide adequate time to deliver against the priorities in the new plan and enable them to ensure sustainability of ongoing projects.
- A 15 month extension (Jan 2020 – March 2021) which would allow some further progress against the new delivery plan but also allow a review of the future of the partnership to take place at a time when the CP for the area is becoming embedded and there is a clear plan in place, albeit for a much wider area. This would then provide an opportunity for an assessment of both plans to ensure they remain complementary.

- 9.2 A further option would be to provide no further funding beyond December 2019. The Leiston Together Board could continue but would have no dedicated staff to co-ordinate and enable ongoing and future delivery plan actions. The Board itself strongly feel that there is still significant work to be done and that it would be detrimental to our relationship with the local community and its representatives for the funding partnership to end now, particularly in the context of Sizewell C.

## 10 REASON FOR RECOMMENDATION

- 10.1 The Leiston Together Partnership was established to tackle a range of socio-economic challenges identified within the 2015 Our Place Review and whilst the partnership has co-ordinated and enabled a wide range of actions to tackle these challenges and indeed seize a number of opportunities to secure external funding, this is due to having a dedicated Change Manager in place.
- 10.2 The proposed extension to the funding for Leiston Together will allow the continuation of this co-ordination and enabling role in relation to a refreshed delivery plan and the ongoing challenges facing the town in the context of the Sizewell C new nuclear development and the creation of the new Community Partnership for Aldeburgh. Leiston and Saxmundham.

### RECOMMENDATIONS

That Cabinet approves an extension of the Leiston Together partnership for a further two years from January 2020 and provides funding of up to £80,000 (£40,000 per annum) towards a new funding agreement.

### APPENDICES

<b>Appendix A</b>	Leiston Together Strategic Plan
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### BACKGROUND PAPERS

None.

## Leiston Together Strategic Plan

Priority	Outcome	Projects
<b>Destination Leiston</b>	Leiston Town Centre is a vibrant and thriving hub for both local people and visitors	<ul style="list-style-type: none"> <li>• Town Centre Regeneration Project               <ul style="list-style-type: none"> <li>○ 1 Setting of United Church <i>Accessibility of respite garden</i> <i>Improve pedestrian flow</i></li> <li>○ 2 First phase of town square construction <i>Enable relocation of library, Council offices, CAB, DWP</i> <i>Provide initial phase of social housing units</i> <i>Public toilets</i></li> <li>○ 3 Re-purpose current Old Post Office Square Council building <i>Provide additional storage/display space and café with outdoor seating for Long Shop and public toilets</i> <i>Provision for Leiston-cum-Sizewell museum</i> <i>Enhance conservation area</i></li> <li>○ 4 Second phase of town square construction <i>Complete provision of event space, creative community, social housing and start-up retail units</i> <i>Improve pedestrian flow, particularly to Film Theatre, and parking</i></li> </ul> </li> <li>• Implement the findings from the People and Places report for Leiston (New)</li> </ul>
<b>Destination Leiston</b>	Additional housing development meets the needs of local people	<ul style="list-style-type: none"> <li>• Respond to the housing needs/gaps identified in the AECOM/CLT Housing Needs Survey</li> </ul>
<b>Destination Leiston</b>	Active Tourism – more people visit Leiston for the day, week and longer	<ul style="list-style-type: none"> <li>• Heritage Trail and Signage (New)</li> <li>• Pocket Guide to Leiston</li> </ul>
<b>Destination Leiston</b>	People understand the Leiston ‘offer’ and what makes the town and its environs unique	<ul style="list-style-type: none"> <li>• Information Point @ Leiston Film Theatre</li> <li>• Marketing support (New)</li> <li>• Place branding (New)</li> </ul>

	Greater connection between town and beach	
<b>Destination Leiston</b>	A varied programme of events attracts additional people to visit Leiston and engages the local community	<ul style="list-style-type: none"> <li>• Leiston Events group</li> <li>• Events Programme including Christmas, Summer Big weekend, 10k Run</li> </ul>
<b>Destination Leiston</b>	Leiston establishes a reputation as a culture and arts hub at the heart of East Suffolk	<ul style="list-style-type: none"> <li>• Range of culture, arts and music projects and events (New)</li> </ul>
<b>Destination Leiston</b>	Leiston is easy to get to and easy to move around	<ul style="list-style-type: none"> <li>• Traffic Survey (New)</li> <li>• Traffic Management System – based on results of traffic survey (New)</li> </ul>



Priority	Outcome	Projects
<b>Leiston People</b>	A range of projects improve mental and physical health and wellbeing and reduce social isolation and loneliness	<ul style="list-style-type: none"> <li>• Dementia Friendly Community and spin off projects</li> <li>• Good Neighbour Scheme</li> <li>• Worry Tree Café</li> <li>• Park Run</li> </ul>
<b>Leiston People</b>	Social prescribing and other person-centred approaches are embedded in Leiston and enable people to access the support that they need	<ul style="list-style-type: none"> <li>• Support the Connect for Health social prescribing project delivered by Access Community Trust (building on Leiston Links)</li> </ul>
<b>Leiston People</b>	Local assets are developed in a way that ensures that they meet the specific needs of local people	<ul style="list-style-type: none"> <li>• Work to support specific assets (New), including <ul style="list-style-type: none"> <li>○ Waterloo Centre Community Hub</li> <li>○ The Wardens Trust</li> <li>○ Long Shop</li> <li>○ United Church</li> <li>○ Library</li> </ul> </li> <li>• Potential Community Café to help local community groups to deliver services/activities e.g. CYDS work with young people around employment (New)</li> </ul>
<b>Leiston People</b>	A range of opportunities are provided for local people to connect with and support each other	<ul style="list-style-type: none"> <li>• Intergenerational projects (New)</li> <li>• Volunteering activity</li> </ul>

Priority	Outcome	Projects
<b>Leiston Means Business</b>	Local businesses are enabled to thrive and grow	<ul style="list-style-type: none"> <li>• Business Association – explore potential to expand to cover Saxmundham if appetite for joint work</li> </ul>
<b>Leiston Means Business</b>	Small businesses and local entrepreneurs are supported and encouraged	<ul style="list-style-type: none"> <li>• Farmers Market or equivalent</li> <li>• Love Independent Shops campaign (New)</li> <li>• ‘Open for Business’ initiatives to improve High Street offer/occupancy, including use of empty shops as ‘pop up shops’ (New)</li> </ul>
<b>Leiston Means Business</b>	Leiston is part of a wider East Suffolk network of business support and development activities	<ul style="list-style-type: none"> <li>• East Suffolk Means Business launch event @ Leiston Film Theatre (November 2019)</li> </ul>
Priority	Outcome	Projects
<b>Leiston Future</b>	Leiston Schools and Colleges thrive and grow at the heart of the Leiston community	<ul style="list-style-type: none"> <li>• Work with Alde Valley and New College on the Coast on specific projects</li> <li>• Library project at Alde Valley Academy (New)</li> <li>• Skills into School project (New)</li> <li>• Emotional Wellbeing project (New)</li> </ul>
<b>Leiston Future</b>	A range of facilities and activities for children and young people	<ul style="list-style-type: none"> <li>• CYDS</li> <li>• Crucial Crew Plus</li> <li>• Gangs and County Lines work (New)</li> </ul>
<b>Leiston Future</b>	Improved access to learning, training and leisure opportunities for young people	<ul style="list-style-type: none"> <li>• Explore additional community uses for the new EDF sponsored AVA minibus (New)</li> <li>• Identify and address gaps in transport provision (New)</li> </ul>

Priority	Outcome	Projects
Digital Leiston	Ensure local community groups, businesses and visitors have access to high speed broadband	<ul style="list-style-type: none"> <li>• WiFi connectivity project (New)</li> <li>• Digital noticeboard to increase access to resources such as parking spaces with real time information (New)</li> </ul>
Digital Leiston	Internet of Things development	
Digital Leiston	Encourage vulnerable people to maximise the opportunities offered by digital technology	<ul style="list-style-type: none"> <li>• Digital work with older people (New)</li> <li>• Intergenerational connections between and within communities of interest e.g. community crafts, Suffolk makers markets etc (New)</li> </ul>
Priority	Outcome	Projects
Greener Leiston	Leiston plays a more active role in climate action	<ul style="list-style-type: none"> <li>• Develop visibility of Greenprint Forum in Leiston (New)</li> <li>• Increase levels of activity to address climate change</li> </ul>
Greener Leiston	Leiston people actively reduce, reuse and recycle	<ul style="list-style-type: none"> <li>• Recycling points and Recycle 'On the Go projects' designed to make recycling fun and trendy (New)</li> <li>• Reverse vending machine (New)</li> </ul>
Greener Leiston	Alternative means of transport open up access to new areas of the town and surrounding area e.g. the beach	<ul style="list-style-type: none"> <li>• Develop a bike scheme in conjunction with local businesses</li> </ul>